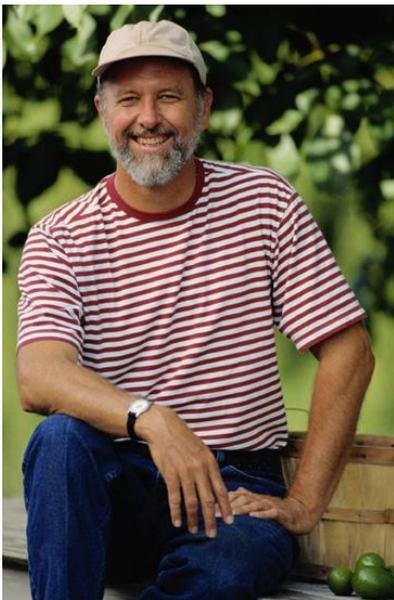




# MARTIN COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN



JUNE 2012

MARTIN COUNTY HEALTH  
COLLABORATIVE

Planning for a healthier Martin County

AN INVITATION TO THE COMMUNITY

The Martin County Health Collaborative is pleased to submit the Community Health Improvement Plan for Martin County. The development of this plan was an assessment process that brought together community representatives to identify priority community health issues. This plan should be used as a guide by the community, and used as a reference and foundation for the many health improvement efforts within the county. By implementing this plan over the next several years more people will receive critical health services, we will reduce health disparities, address the epidemic of obesity and reinforce Martin County as a great place to live.

Creating healthy communities requires a high level of mutual understanding and collaboration with community individuals and partner groups. This health plan is being presented to Martin County residents so that we can work together as partners to make our community a healthier place to live. It is with the participation of all residents who read and discuss this plan and assist with the strategies that we will assure a healthy community. We invite your participation and feed-back in this community health improvement effort.

We extend our gratitude to the many community partners who have spent numerous hours over the past several years to develop this plan. Their involvement and knowledge of our community has been instrumental in identifying the health issues for our community.

We thank you for taking the time to read this plan, to learn more about how you can help to assure a healthy community for yourself, your family and the members of the community.

Respectfully Submitted,

Mark J. Chittum, FACHE  
Facilitator for  
Martin County Health Collaborative

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## Acknowledgements

The 2012 Martin County Community Health Improvement Plan is a collaborative effort of the many organizations and providers in the community with a commitment to improve the health of our residents. Listed below are the individuals who worked on the Improvement Plan either as a member of the Steering Committee and/or as a member of one or more of the subcommittees which developed the components of the plan. A complete list of community partners is listed in the Appendix. Much of the data upon which the plan is based comes from the 2010 Martin County Community Health Assessment prepared by Q-Q Associates. Finally, this Health Improvement Plan would not have been possible without the grant received from the Allegany Franciscan Ministries and the support of our Fiscal Agent, the United Way of Martin County.

### Martin County Health Collaborative Steering Committee

Anita Cocoves, Martin County Board of County Commissioners  
Annette Lopez, Martin County Council on Aging  
Barbara Kauffman, Martin County Council on Aging  
Carolann Wegener, Martin County Health Department  
Dave Heaton, Children's Services Council of Martin County  
Donna Griffith, Martin Health System  
Jim Vojcsik, United Way of Martin County  
Karlette Peck, Martin County Health Department  
Kate Parmelee, Martin County Board of County Commissioners  
Mary Fields, Volunteers in Medicine Clinic  
Maureen Ryan, Martin County Health Department  
Miguel Coty, Martin Health System  
Molly Ferguson, Florida Community Health Centers  
Renay Rouse, Martin County Health Department  
Sarah Gosney, Children's Services Council of Martin County  
Scott Berry, Martin County Healthy Start Coalition  
Upendo Shabazz-Phillips, Allegany Franciscan Ministries

### Subcommittee on Education and Awareness of Existing Health Services

Andrea Stephenson, Health Council of Southeast Florida  
Annette Lopez, Martin County Council on Aging  
Donna Goodwin, Martin County Health Department  
Donna Griffith, Martin Health System  
Jackie Clark, Martin County Health Department  
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Nicole King, Whole Child Connection  
Page Woodward, 2-1-1 Palm Beach and Treasure Coast  
Rick Kottler, Deaf and Hard of Hearing Services  
Susan Buza, 2-1-1 Palm Beach and the Treasure Coast

Valerie Graham, Quit Doc Research and Education Foundation

### Subcommittee in Access to Primary Care Services

Carolann Wegener, Martin County Health Department  
Karlette Peck, Martin County Health Department  
Keith Muniz, ARC of Martin County  
Molly Ferguson, Florida Community Health Centers  
Sarah Alloway, ARC of Martin County  
Scott Berry, Martin County Healthy Start Coalition  
Traci Thomas, Florida Community Health Centers

### Subcommittee on Access to Mental Health and Substance Abuse Services

Anita Cocoves, Martin County Board of County Commissioners  
Cheri Sheffer, Department of Children and Families  
Darcy Flierl, Tykes and Teens  
Evelyn Iannuzzi, Martin County Health Department  
Jill Sheppell, Shared Services  
John Romano, New Horizons of the Treasure Coast  
Mary Fields, Volunteers in Medicine Clinic  
Valerie Graham, Quit Doc Research and Education Foundation

### Health Marketing and Information Subcommittee

Gabriella Ferraro, Martin County Board of County Commissioners  
Justin Beard, United Way of Martin County  
Renay Rouse, Martin County Health Department  
Scott Samples, Martin Health System  
Suzanne Wentley, Children's Services Council of Martin County

# MARTIN COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN

## EXECUTIVE SUMMARY

The Martin County Health Collaborative was established in 2009. The objective of the Collaborative is to improve the health of the residents of Martin County by conducting a health assessment and developing strategies to improve community health. With the completion of the Health Assessment in December of 2010 the Collaborative agreed to develop this Community Health Improvement Plan. The intent of this plan is to identify priority goals and strategies while fostering community partnerships in order to improve community health.

The Martin County Health Collaborative is a partnership of community agencies, providers and funders. The Steering Committee members include: Children Services Council of Martin County, Florida Community Health Centers, Martin County Board of County Commissioners, Martin County Council on Aging, Martin County Health Department, Martin County Healthy Start Coalition, Martin Health Systems, The United Way of Martin County and Volunteers in Medicine Clinic. The

## Community Health Improvement Plan

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Collaborative is fortunate to have a broad spectrum of representatives from other community agencies playing an integral role in the development of the plan goals and strategies. Development of the plan is funded by a grant from the Allegany Franciscan Ministries with the United Way of Martin County as fiscal agent.

After reviewing the issues and recommendations contained in the Community Health Assessment three priority areas were identified for plan development. There is no specific timeframe for addressing the priority areas. Progress will be evaluated on a regular basis with revisions developed as needed.

The selected strategic priorities are:

- Education and awareness of existing health services
- Access to Primary Care Services
- Access to Mental Health and Substance Abuse Services

Within these three priorities five strategic issues were identified with goals and proposed strategies developed for each. This plan identifies each issue, a vision for the outcome, the goal and implementation strategies. Finally, there is a summary of action plans that are being developed.

The key to successful implementation of the Community Health Improvement Plan is collaboration among all segments of the Martin County community: government, community agencies, providers and funders. Fiscal resources are currently limited and no increase is expected in the near future. Thus the focus needs to be on improving the efficiency and effectiveness of existing services, limiting fragmentation and duplication, increasing public awareness of what services are currently available and using creative partnerships to enhance access and improve the health of Martin County residents.



## Introduction

The Martin County Community Health Improvement Plan is prepared by the Martin County Health Collaborative and is a community-wide plan that identifies priority health issues and goals and strategies for addressing those issues. The plan is designed to guide health improvement activities within Martin County. It is intended to be a living document to be widely disseminated and updated as needed.

## Martin County

Martin County encompasses approximately 556 miles bounded by Palm Beach County to the South, Lake Okeechobee to the west, St. Lucie County to the north and the Atlantic Ocean to the east. It includes the incorporated communities of Stuart, Sewall's Point and Jupiter Island and a number of unincorporated communities. The population in 2010 was 146,318 which is an increase of 15.5% from the 2000 population of 126,731. Martin County has an older population on average than the rest of Florida. Additional social and demographic data can be obtained from the Community Health Assessment.

## Methodology

The Community Health Improvement Plan is the final stage of the MAPP process which is a strategic approach to community health improvement. MAPP stands for Mobilizing for Action through Planning and Partnerships, a nationally recognized approach to community health planning. The process incorporates previous planning activities over the past decade which culminated in the December 2010 Martin County Community Health Assessment. The Assessment included a demographic profile of Martin County, a community health profile, a Healthcare Access and Utilization profile, a community health survey and focus group surveys. The community health survey had 828 participants and the focus groups had 57 participants in five focus groups. Particular effort was made to ensure that minority and economically disadvantaged residents were included in the surveys. Based on the results of the community profile data and the community input from the survey and focus groups issues and recommendations were identified. These issues formed the basis for the development of the Community Health Improvement Plan.

## Martin County Health Collaborative

**Mission** – To conduct a community health assessment, identify key issues and develop strategies to build a collaborative approach to improving and sustaining community health.

The Martin County Health Collaborative is a community-based organization composed of government agencies, social service agencies, healthcare providers and funders of community programs. They are joined together with the common purpose of developing partnerships to improve the health of the residents of Martin County. Working together they identified funding for the completion of the Community Health Assessment and the preparation of the Community Health Improvement Plan. They have also spent numerous hours participating in the Steering Committee and Subcommittees which have developed the goals and strategies for improving community health.

To develop the improvement plan the Collaborative established three subcommittees to examine the issues and recommendations contained in the health assessment. These subcommittees were assigned the task of evaluating the data, identifying the strategic issues/priorities, envisioning the outcome, developing goals and strategies and proposing action plans to implement the plan. The following is a summary of the issues, vision, goals and strategies that form the basis for the Community Health Improvement Plan and future implementation.

## Issues, Visions, Goals and Strategies for a Healthier Martin County

The Community Health Assessment identified three issue areas for evaluation. They were: a) education and awareness of existing health services, b) access to primary care and c) access to mental health and substance abuse services. From these three areas the subcommittees identified five strategic issues and developed a vision for the future for each one.

### Education and Awareness of Existing Health Services

Knowledge of community health resources is a continuing problem when addressing health issues in Martin County. Respondents to the Community Health Assessment Community Survey indicated that only 49.6% strongly or somewhat agreed that they knew how to get help for medical care. 51% knew where to go for substance abuse services and 55.5% knew where to go for mental health services.

The community health assessment focus groups supported the need for greater education awareness. As stated in the assessment “Participants felt that awareness of public health services was poor. They stated that there is not a network that provides the general public with enough information regarding health and social services.”

A recently completed survey on children and families by the Whole Child Connection reinforced the awareness problem. Respondents to the survey indicated a very low awareness of the major information and referral programs in the county.

To effectively address improved education and awareness the problem was divided into two strategic issues/health priorities. The first component addressed cooperation among services providers and the second addressed information and outreach to the public and nontraditional populations in the community

**Strategic Issue/health priority 1** - How do we continue, facilitate and increase cooperation among Martin County Community programs, agencies and providers?

**Vision** - Martin County envisions a community where all service providers effectively and efficiently collaborate and share information to reduce fragmentation and duplication and provide the best possible services to Martin County residents.

**Goal** - Increase awareness of and coordination by health and social service providers regarding health and social services available for county residents.

**Strategies**

1. Promote “No Wrong Door” culture for access to services.
2. Develop education and awareness program to ensure that local providers and agencies are able to inform patients and clients of community services both within and outside their agencies.

*Supporting Information* – Martin County agencies have a good record of cooperation and working together. To maintain and increase this cooperation effective referral systems must be available. While ultimately a common application process is desirable, there is no funding for this type of system for the foreseeable future. The first step then is to take the existing referral systems and ensure they are as efficient and effective as possible. These agencies, Whole Child Connection, 2-1-1 and the Council on Aging will form the basis for connecting children, families and elders to needed services.

Two other aspects of an effective referral process must also be developed. The first aspect is ensuring that the agencies and providers are aware of the referral options for their patients/clients. The second aspect is for these agencies to assist in the referral process by becoming Community Advisors so that the application for services can start at any point of the system.

**Strategic Issue/Health Priority 2** - How do we educate/reach out to the public and to nontraditional populations on available community health services?

**Vision** - Martin County envisions a community that thrives through access to and use of health information, services and support.

**Goal** - Increase awareness of health and related services available to Martin County residents.

**Strategies**

1. Create public information/social marketing campaign to inform Martin County residents on availability of and access to community health services.

*Supporting Information* – Martin County has a number of existing services that can be utilized by its residents. Barriers to understanding what is available exist due to culture, language, education levels and other factors. Understanding where and how residents obtain their information is also critical given the rise in electronic communication. Faith-based and other community centers also disseminate information to their people. Targeted and general information campaigns can be developed using diverse methods of communication to the public.

**Access to Primary Care Services**

The access to primary care services is multifaceted. The Community Health Assessment identified a number of health disparities in Martin County that disproportionately impacted non-whites compared to whites. Some health issues documented included: cancer, stroke, diabetes, pneumonia and influenza, HIV/AIDS, sexually transmitted diseases and teen pregnancies. Health disparities also existed for whites in the areas of higher rates of unintentional injuries and suicide. There are also a large number of residents who do not have any health insurance. The availability of primary care and specialists under the Medicaid program is also limited. Primary care services are available for low income individuals with or without Medicaid but the demand are high for reduced resources.

Prevention is another element in addressing access to primary care. There are high levels of obesity in both the child and adult population of Martin County. The prevalence of overweight children has cultural components that are exacerbated by lack of exercise and lack of healthy eating options. Reduction in obesity rates would significantly contribute to improving health in the community.

Based on these two aspects of improved health status, prevention and health care, two strategic issues/health priorities were developed.

**Strategic Issue/Health Priority 3** - How do we decrease health disparities and improve the health of diverse communities in Martin County?

**Vision** - Martin County envisions a community where quality health services are available, affordable and accessible to all individuals and families

**Goal** - Martin County residents have on an equal basis the ability to quickly and efficiently obtain appropriate quality services from health care providers.

**Strategies**

1. Create collaborative approach to identifying and pursuing grant funds to address health service disparities in Martin County.
2. Promote solutions to address specific health disparities in Martin County.
3. Promote development of information on availability of health services.

*Supporting Information* – Improvements to access to primary care remain difficult due to the evolving changes in the healthcare system. To address the healthcare needs, creative thinking must be used to maximize partnerships and identify alternative funding.

**Strategic Issue/Health Priority 4** - How do we promote healthy lifestyles including prevention, physical activities and healthy eating?

**Vision** - Martin County envisions a community that promotes a healthy lifestyle throughout the lifespan including proper nutrition, physical activity and reduction in obesity.

**Goal** - Promote wellness and prevention activities to assure Martin County residents have an opportunity to live a healthy lifestyle

**Strategies**

1. Utilize proven strategies to increase physical activity in the home, workplace and school.
2. Create collaborative plans in schools, health care and business to reduce being overweight/obesity/Type II diabetes.
3. Promote knowledge of reliable nutritional information and local resources to improve nutritional health.

*Supporting Information* – Prevention is integral to improving community health. Being overweight, obesity and lack of exercise increases the prevalence of certain chronic diseases leading to more frequent hospitalizations and higher healthcare costs. Disease prevention must focus on healthy food choices, increasing the use of park recreation activities available to our residents, and providing culturally appropriate information on the dangers of obesity.

Access to Mental Health and Substance Abuse Services

As reported by the Community Health Assessment community focus groups the respondents were dissatisfied with the availability of mental health and substance abuse services in the county. They felt that there were hardly any services available due to spending reductions. The respondents in the Community Survey included both mental health and substance abuse in their top 10 concerns for both difficulties in obtaining services and in the most important health issues facing the community.

Mental health and substance abuse services continue to be areas where program and funding reductions are significantly affecting services. As a result, one strategic issue was identified to focus on program preservation.

**Strategic Issue/Health Priority 5** - How can Martin County maintain and improve access to, and awareness of mental health and substance abuse services?

**Vision** - Martin County envisions a community where mental health and substance abuse services are known, affordable and accessible.

**Goal** - Maintain and protect the availability of mental health and substance abuse services for Martin County residents.

**Strategies**

1. Promote effective methods for increased coordination among community providers and agencies to better utilize limited Martin County resources.
2. Identify grants and other alternative funding streams to support mental health and substance abuse services.
3. Enhance connectivity for those who suffer from mental illness and substance abuse to the primary care system.
4. Promote community awareness of mental health and substance abuse services.

*Supporting Information* – The effective delivery of mental health and substance abuse services has always been difficult. Insurance and other programs traditionally treated funding of physical and mental health separately. There are often different State and Federal agencies responsible for supporting mental health and substance abuse services leading to fragmentation and varying rules on services delivery. The perceived stigma also plays a significant role in the willingness of individuals to seek treatment. Programs related to gateway drugs, such as tobacco, are also important for a comprehensive approach to the issue. Finally, mental health patients often do not receive primary care services for physical problems leading to shorter lifespans.

## Action Plans

The next step in the Community Health Improvement process is to transform planning into action. The subcommittees have already been working on specific programs to implement the strategies contained in the plan and improvements can already be identified. Listed in the Appendix are the action plans that are currently being reviewed and refined for possible implementation.

## Appendix A – Proposed Action Plans

1. Improve and enhance referral and access to health information resources in Martin County focusing on Whole Child Connection, 2-1-1 Palm Beach and Treasure Coast and Martin County Council on Aging.
2. Promote development of community advisors in community agencies and at providers to enhance “No Wrong Door” access to services.
3. Enhance communication and information exchange among local agencies and providers through regular use of existing newsletters, websites and related information mechanisms. Conduct regular information sharing meetings sponsored by the Martin County Health Collaborative, the Interagency Coalition and other forums.
4. Building upon the existing 2-1-1 process develop common card/brochure to distribute to residents with contact information for referral agencies. Brochure to be located at healthcare provider offices, libraries, churches and other community locations.
5. Increase the number of Martin County children with health insurance by developing mechanisms to enhance access to Kidcare insurance.
6. Identify grants and other programs to support screening of nontraditional populations in Martin County to reduce health disparities
7. Increase provider agency partnerships to provide health services such as Visiting Nurses working with social service agencies or mental health providers to enhance primary care.
8. Continue to support Volunteers in Medicine and determine ways to support service delivery.
9. Develop obesity reduction program possibly targeting Indiantown.
10. Promote physical exercise in the schools through expansion of the Peaceful Playground program.
11. Develop public information campaign to support action plans as needed.
12. Support New Horizon’s effort to improve primary care of mental health patients.
13. Develop Mental Health Collaborative in Martin County.
14. Institutionalize the Martin County Health Collaborative by establishing an administrative home and identifying funding support.

## Appendix B July 2013 Update with SMART Objectives

15. CHIP Document PHAB5.2.1L (1c) Phase I Issues identification.
16. CHIP SMART - Education and Awareness of existing Health.
17. CHIP SMART - Access to Primary Care
18. CHIP SMART - Access to Mental Health and Substance Abuse

# MARTIN COUNTY COMMUNITY HEALTH IMPROVEMENT STRATEGIC PLAN PHASE I -ISSUES IDENTIFICATION

This report describes the development and approval of the strategic issues to be included in the Martin County Community Health Improvement Strategic Plan.

This Report was funded through a grant from the Allegany Franciscan Foundation, Inc.

# MARTIN COUNTY COMMUNITY HEALTH IMPROVEMENT STRATEGIC PLAN

## PHASE I -ISSUES IDENTIFICATION

### INTRODUCTION

The Martin County health improvement planning process started in 2009 with the formation of the Martin County Health Collaborative. The objective of the Collaborative was to improve the health of the residents of Martin County by conducting a health assessment and developing strategies to improve community health. A Steering Committee of community agencies and providers agreed to conduct the community health assessment and to seek funds from community foundations and local funders for this effort. As part of the collaborative approach community partners were identified to participate in the assessment.

The Martin County Community Health Assessment was completed in December of 2010 and consisted of an analysis of existing health data, a community survey and focus groups with specific segments of the Martin County residents. The assessment included a set of key issues and recommendations that provided the foundation for the continuing planning process.

In the spring of 2011 the Martin County Health Collaborative Steering Committee agreed to continue with the development of a community health improvement plan and approved the development of a grant request to fund the ongoing effort. A proposal was submitted to the Allegany Franciscan Foundation and a grant in the amount of \$22,000 was approved.

In August 2011 a meeting was held with the health collaborative community partners to update them on the results of the community health assessment and to discuss the development of the community health improvement strategic plan. The community partners supported the development of the strategic plan and agreed to participate on subcommittees to develop the strategic issues to include in the plan. At the meeting three subcommittees were created in conjunction with the three broad issue areas contained in the community

### MISSION



To conduct a community health assessment, identify key issues and develop strategies to build a collaborative approach to improving community health

health assessment: education and awareness of existing health services, access to primary care services and access to mental health and substance abuse services.

## STRATEGIC ISSUES

The subcommittees met in October 2011 and identified five strategic issues. The issues were submitted to the Steering Committee for review and the committee approved the issues in December 2011 with slight modification.

The strategic issues are:

### Education and Awareness of Existing Health Services

1. How do we continue, facilitate and increase cooperation among Martin County Community programs, agencies and providers?
2. How do we educate/reach out to the public and to nontraditional populations on available community health services?

### Access to Primary Care

1. How do we decrease health disparities and improve the health of diverse communities in Martin County?
2. How do we promote healthy lifestyles including prevention, physical exercise and healthy eating?

### Access to Mental Health and Substance Abuse Services

1. How can Martin County maintain and improve access to and awareness of mental health and substance abuse services?

As part of approving the strategic issues the Steering Committee did not establish any particular priorities to the issues but did note that work on Access to Primary Care Services may take longer due to the local health system being in a state of transition.

With approval of the strategic issues the Martin County Health Collaborative Steering Committee requested the existing three subcommittees to work on the next phase of the community health improvement plan by developing goals and objectives for each of the five strategic issues. The subcommittees are scheduled to meet in January 2012.

## OTHER PLANNING ACTIVITIES

Implementation of strategic plan goals and strategies require the identification of programs and grants that can support the Martin County community health initiatives. The identification of resources to support plan implementation will be ongoing. To date two specific programs and grants are being reviewed. They are:

- Health Care Innovation Challenge Grants – Workforce Development and Deployment
- Palm Beach County One-E-App process

A file of other potential grants and programs is also being maintained for further reference.

## ATTACHMENTS

Documents and other material developed during this phase of the Martin County Community Health Improvement Strategic Planning process are attached. They are:

- STRATEGIC ISSUES IDENTIFICATION
- STRATEGIC ISSUES SUMMARY INCLUDING SUBCOMMITTEE MINUTES
- STEERING COMMITTEE MEETING MINUTES – NOVEMBER 30 2011

## COMMUNITY HEALTH IMPROVEMENT STRATEGIC PLAN STRATEGIC ISSUE IDENTIFICATION

### Characteristics of Strategic Issues

1. They represent a fundamental choice to be made at the highest levels of the community health system. They focus on what will be done, who will be served and by who services will be provided.
2. Strategic issues usually center around a tension or conflict to be resolved. Such tensions or conflicts may be related to differences between: past ways of doing things and future demands, current capacities and capacities necessary for delivering the Essential Services, the roles of the community health agencies, and the needs of the community and the resources available to meet those needs.

3. Strategic issues have no obvious best solution. If there is an obvious immediate solution to the issue why has it not been implemented before? Such issues are likely to be operational concerns for individual organizational participants rather than strategic issues for the community health system.
4. A strategic issue must be something the local community health system can address. If an issue cannot be addressed by the local community health system, it may be strategic but not at the community level. Issues such as universal health insurance coverage, poverty cessation or eradication of a wide spread disease may be seen as strategic on a national level. However, few localities would have the means to take them on.

#### Tests for Potential Strategic Issues

1. Pose a threat
2. Present an opportunity
3. Or require a significant change
4. Require action on the part of community health system partners
5. Are frequently a convergence of narrow, single-focus issues
6. Involve conflict or tension between current and future capacities, actual and desired conditions, past performance and expectations, and old and new roles
7. Must be conditions about which participants can do something about
8. Tend to be complex and will have more than one solution
9. Involve more than one organization
10. Generally project well into the future

#### Consequences for not addressing an Issue

1. No action is currently required but the issue should be monitored for future action (e.g., population, immigration, demographic shifts, or growth of managed care).
2. Action can be determined through the strategic planning process. (Most issues will fall into this category.)
3. The issue appears to be urgent and requires an immediate response (e.g., legislation that is being considered).

MARTIN COUNTY HEALTH COLLABORATIVE  
STRATEGIC ISSUES SUMMARY

On August 26, 2011 a meeting of the Martin County Health Collaborative was held to review the results of the Community Health Assessment that was completed on December 2010. In attendance at the meeting were the Health Collaborative Steering Committee and the Community Partners. The outcome of the meeting was to endorse development of a Community Health Improvement Strategic Plan.

At the meeting volunteers agreed to participate on three subcommittees to review the issues and recommendations identified in the assessment and identify proposed strategic issues that will form the basis of strategic plan development. The subcommittees met in October 2011 and identified the strategic issues listed below.

**Education and Awareness of Existing Health Services**

- 3. How do we continue, facilitate and increase cooperation among Martin County Community programs, agencies and providers**
  - **Eliminate duplication & fragmentation**
  - **No wrong door culture**
  - **Education of agencies**
  - **Marketing & branding**
  - **United Way Community Advisor**
- 4. How do we educate/reach out to the public and to nontraditional populations on health services and healthy life styles**

**Access to Primary Care**

- 3. How do we decrease health disparities and improve the health of diverse communities in Martin County.**
- 4. How do we promote healthy lifestyles including prevention, physical exercise and healthy eating.**

**Access to Mental Health and Substance Abuse Services**

- 2. How can Martin County maintain and improve access to and awareness of mental health and substance abuse services**

The next step in the planning process is for the Steering Committee to review, revise as necessary and prioritize the strategic issues.

The minutes for all three subcommittee meetings are attached.

MARTIN COUNTY HEALTH COLLABORATIVE SUBCOMMITTEE  
EDUCATION AND AWARENESS OF EXISTING HEALTH SERVICES  
MEETING MINUTES – OCTOBER 26, 2011

A meeting of the Martin County Health Collaborative Subcommittee on Education and Awareness of Existing Health Services was held on October 26, 2011. The purpose of the meeting was to identify strategic issues relative to education and awareness of existing health services.

In attendance were: Jim Vojcsik, United Way of Martin County; Rick Kottler, Deaf and & HOH Services; Andrea Stephenson, Treasure Coast Health Council d/b/a as Health Council of Southeast Florida; Nicole King, Whole Child Connection; Page Woodward, 2-1-1; Pat Huston, ELCIRMO; Jackie Clarke, Martin County Health Department; and Valerie Graham, Quit Doc Research Foundation.

During the discussion several potential strategic issues were identified. The two strategic issues the group agreed upon are:

- 5. How do we continue, facilitate and increase cooperation among Martin County Community programs, agencies and providers**
  - **Eliminate duplication & fragmentation**
  - **No wrong door culture**
  - **Education of agencies**
  - **Marketing & branding**
  - **United Way Community Advisor**
- 6. How do we educate/reach out to the public and to nontraditional populations on health services and healthy life styles**

Most of the discussion at the meeting focused on identifying the factors/tests that made the issues strategic. The factors identified were:

1. Quality of life
2. Lack of awareness of what services are available
3. Language and culture barriers
4. Nontraditional populations
5. Not in current social service processes
6. Disabilities as factor – recognize need for assistance but reluctant to access due to perceived stigma
7. Marketing and branding
8. Agencies need to share information

9. Complexity of system and constant change
10. User of system easily frustrated
11. Need nontraditional solutions
12. Uninsured and under insured
13. No central entry/access point into system – need single point of entry
14. One e-app system
15. Increase knowledge of community services by employees
16. Immigration status – fear
17. Transportation
18. Educate agencies and service providers including doctors and courts
19. Evaluate and take advantage of availability of existing resources
20. Establish no wrong door culture
21. Need to be able to evaluate success of strategic issues and action plans

Consequences for not addressing the issues

Based on the discussion action on the strategic issues can be addressed during the strategic planning process. There was a discussion on the potential that that the resources might not be available to meet the needs of the people using an improved system. It was agreed that improved documentation of community need to use with public officials, foundations and other funders would be a benefit.

No additional meetings of this subcommittee are needed until a complete list of strategic issues are identified and prioritized.

MARTIN COUNTY HEALTH COLLABORATIVE  
ACCESS TO PRIMARY CARE SERVICES  
MEETING MINUTES – October 26, 2011

A meeting of the Martin County Health Collaborative Subcommittee on Access to Primary Care was held on October 26, 2011. The purpose of the meeting was to identify strategic issues relative to Access to Primary Care.

In attendance were: Mary Fields, VIM Clinic; Karlette Peck, Martin County Health Department; Molly Ferguson, Florida Community Health Centers; Scott Berry, Martin County Healthy Start Coalition; Sarah Alloway, ARC; and Keith Muniz, ARC.

After discussing many of the factors that make access to primary care a strategic concern two strategic issues were identified. They are:

- 5. How do we decrease health disparities and improve the health of diverse communities in Martin County.**
- 6. How do we promote healthy lifestyles including prevention, physical exercise and healthy eating.**

The majority of the time at the meeting as spent identifying the factors/tests that make the issues strategic. The factors identified are:

1. Lack of information about services – marketing
2. Language and cultural disparities
3. Changes in Medicaid and Medicare – Dental and managed care
4. Transportation
  - Share available agency funding to meet needs
  - New agency may be responsible in MC
5. Disabilities
6. Lack of specialists
7. Providers do not accept Medicaid – dental specialists are also a problem
8. Pharmaceuticals – use \$4 prescriptions from Wal-Mart – Physician assistance programs also available
9. Lab availability
10. Use of ER
11. Prevention – chronic disease
12. Care management follow-up for attendance at appointments

13. Disparities in birth outcomes

14. Health education

Consequences for not addressing the issues

Based on the discussion action on the strategic issues can be determined during the strategic planning process.

No additional meetings of this subcommittee are needed until a complete list of strategic issues are identified and prioritized.

MARTIN COUNTY HEALTH COLLABORATIVE SUBCOMMITTEE  
ACCESS TO MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES  
MEETING MINUTES – OCTOBER 17, 2011

A meeting of the Martin County Health Collaborative Subcommittee on Access to Mental Health and Substance Abuse Services was held on October 17, 2011. The purpose of the meeting was to identify Strategic Issues relative to access to mental health and substance abuse services.

In attendance were: Darcy Flierl, Tykes and Teens; Mary Fields, VIM Clinic; Valerie Graham, Quit Doc and Tobacco Free Partnerships; John Romano, New Horizons; Cheri Sheffer, DCF; and Anita Cocoves, MCBCC.

Early in the discussion the group agreed that mental health and substance abuse are not separate strategic issues and should be considered together. Further tobacco should be included in the mental health and substance abuse discussion since nicotine is a gateway drug.

A single strategic issue was identified. It is:

**How can Martin County maintain and improve access to and awareness of mental health and substance abuse services**

Most of the meeting involved identifying the factors/tests that made the issue strategic. The factors identified are:

1. Lack of work
2. Loss of funding for services
  - Lack of insurance
3. Privatization of funding
4. Separate funding streams for services
5. Transportation
6. Cultural competency
7. No investment in prevention
8. Competent providers for substance abuse services
  - Small treatment centers with unqualified personnel
  - Some faith based
9. Doctor shopping
10. Need for free/low cost pharmaceuticals
11. Regulatory streamlining
  - More timely background checks
12. Central provider data base
13. Potential for taxing district
14. Bureaucracy
15. Educate foundations on mental health and substance abuse access issues
16. Bring corrections/jail into the discussion
17. Reduce need for services
18. Develop marketing program (Education and awareness subcommittee?)
19. Education – tips on coping skills

- Low cost ways to deal with stressors in life
- 20. Identify/recognize spectrum of people and needs
- 21. Suicide
- 22. Stigma including elderly
- 23. Detox availability
- 24. Schools cutting funding
- 25. Homeless

Consequences for not addressing the issue

Based on the discussion action on the strategic issue can be determined during the strategic planning process. One participant noted that some aspects may be urgent and need to be addressed prior to the completion of the strategic plan due to the upcoming spring legislative session.

No additional meetings of this subcommittee are needed until a complete list of strategic issues are identified and prioritized.

MARTIN COUNTY HEALTH COLLABORATIVE  
STEERING COMMITTEE  
MEETING MINUTES – NOVEMBER 30, 2011

A meeting of the Martin County Health Collaborative Steering Committee was held on November 30, 2011. The purpose of the meeting was to review, revise, approve and prioritize the proposed strategic issues as identified by the three subcommittees.

In attendance were: Jim Vojcsik, United Way of Martin County; Karlette Peck, Martin County Health Department; Renay Rouse, Martin County Health Department; Mary Fields, Volunteers in Medicine Clinic; Scott Berry, Martin County Healthy Start Coalition; Carolann Wegener, Martin County Health Department; Annette Lopez, Martin County Council on Aging; Kate Parmelee, Martin County Board of County Commissioners; Anita Cocoves, Martin County Board of County Commissioners; and Mark Chittum, Facilitator.

As part of the Strategic Issue review participants from each of the subcommittees provided an overview of the discussion and some of the considerations that entered into the development of the issues. Based on the review the following revised strategic issues were identified:

**Education and Awareness of Existing Health Services**

- 7. How do we continue, facilitate and increase cooperation among Martin County Community programs, agencies and providers**
- 8. How do we educate/reach out to the public and to nontraditional populations on available community health services**

**Access to Primary Care**

- 7. How do we decrease health disparities and improve the health of diverse communities in Martin County.**
- 8. How do we promote healthy lifestyles including prevention, physical exercise and healthy eating?**

**Access to Mental Health and Substance Abuse Services**

- 3. How can Martin County maintain and improve access to and awareness of mental health and substance abuse services**

In approving the strategic issues the following points were emphasized:

- Both non-traditional populations and diverse communities need to be defined by the subcommittees as they develop goals and objectives to address the strategic issues. All age groups need to be included.
- Awareness and promotion is a factor in many of the issues and that work on this area needs to be coordinated.
- It was recognized that work on the access to primary care issue may take longer since the local system of care is currently in a state of transition

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The Steering Committee further agreed that the existing subcommittees will remain active and that they are empowered to develop subgroups to address the strategic issues. One example is recruiting some marketing/public information individuals to work on education and outreach.

A potential grant opportunity was also reviewed. The grant is from the Center for Medicare & Medicaid Innovation. One priority area for the grant is workforce development and could potentially be used to support the training of community staff in education clients on all potential services in Martin County. There was discussion on what the workforce model will be and the lack of specifics available at this time. The applicant for the grant is expected to be the Health Council of Southeast Florida and the Steering Committee agreed to support the Letter of Intent but wanted to see more information as the grant application was developed.

No additional meetings of the Steering Committee were scheduled at this time. The plan is for the subcommittees to work on the goals and objectives and then have a draft plan presented to the Partners. Subcommittee meetings will start in January. The Steering Committee will meet as needed.

**Community Health Priority: Education and Awareness of Existing Health Services** - The Community Health Assessment Focus Groups supported the need for greater education awareness of health services. Respondents to the Community Health Assessment Survey indicated that only (49.6%) strongly or somewhat agreed that they knew how to get help for medical care. (51%) knew where to go for substance abuse services. (55.5%) knew where to go for mental health services. As stated in the assessment participants felt that awareness of public health services was poor and that there is not a network that provides the general public with enough information regarding health and social services. A survey on children and families conducted by the Whole Child Connection reinforced the education awareness problem. Respondents to this survey indicated a very low awareness of the major information and referral programs in the county.

Strategic Objective - 1	Measure	Current Performance Level	Performance Level Target	Critical Actions	Lead Agency	Critical Action Target Date
Increase awareness of local health care providers and social service agencies to county residents	Number of healthcare or social service agencies who upload community resources  <u>Source:</u> 211 & Whole Child Connection	92 number of healthcare or social service agencies currently upload community resources	By January 1 2015, three additional healthcare or social service agencies will upload community resources	Promote "No Wrong Door" Culture for access to services  Reaching out to new agencies informing them of the resource database  MCHC meet to discuss future action plans to support increase in community resources	Martin County Health Collaborative	Various completion dates through 2015  04-20-12  10-01-13

**Community Health Priority: Access to Primary Care Services** - The Community Health Assessment (CHA) identified a number of health disparities impacted non-whites compared to whites. There also are a large number of residents who do not have any health insurance. Availability of primary care and specialists under the Medicaid program is limited. Primary care services are available for low income individuals with or without Medicaid but the demands are high for the number of resources available. Prevention is another element in addressing access to primary care. There are high levels of overweight and obesity in both the child (34%) and adult (71%) population based on Florida Charts and School Health Annual BMI report. The prevalence of overweight children has cultural components that are exacerbated by lack off exercise and poor food choices. Reduction in obesity rates would significantly contribute to improving health in the community.

Strategic Objective - 1	Measure	Current Performance Measure	Performance Level Target	Critical Actions	Critical Action Target Date
Increase access to primary healthcare, behavioral healthcare services and promote healthy lifestyles for all residents	Primary care services will be transitioned to a Federally Qualified Health Center (FCHC)	Currently MCHD is not a Federally Qualified Health Center (FCHC)	October 1, 2012 transition primary health care services to a Federally Qualified Health Center (FCHC)	Transition primary health care services to a Federally Qualified Health Center (FCHC)	02-01-13
	Promote development of information on availability of health services			Complete transition of primary healthcare services to FCHC (Maternity, Pediatrics & Adult Medical)	10-01-12 and on going
	Utilization of primary health care services	In 2012 MCHD assigned/served 9000 plus patients (Maternity, Pediatrics & Adult Medical)	By February 28, 2014 increased the number of patients served by 5% (Maternity, Pediatrics & Adult Medical)	Promote development of information on availability of health services	02-01-13 and on going
			2015:	Implement Martin County Health	

	<p>Healthy Lifestyles - Reduce prevalence of obesity in adults and children</p>	<p>2010:                      Obesity:                      Adults :21.1%                      Children:17%                      Overweight:                      Adults:39.9%                      Children: 16.9%</p>	<p>Obesity:                      Adults : 20%                      Children: 16%                      Overweight:                      Adults :38%                      Children: 15%</p>	<p>Collaborative Strategic Goals</p> <p>Expand a variety of nutrition and physical activity programs in community setting and through MC Public Library system.</p> <p>Work with Community Partners to implement evidence based programs in support of healthy lifestyle habits.</p> <p>Martin County Health Collaborative formed to address the need for a community health assessment and address solutions to strategic objectives</p>	<p>2007 and ongoing various completion dates plan though 2015</p> <p>09-15-07 and ongoing various completion dates plan though 2015</p> <p>09-30-09</p>
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Strategic Objective - 2	Strategic Objective	Measure	Current Performance Level	Performance Level Target	Lead Agency
			2010: Obesity: Adults :21.1% Children:17%  Overweight: Adults:39.9% Children: 16.9%		Martin Health Department and Martin County Health Collaborative

**Community Health Priority: Access to Mental Health and Substance Abuse Services** - The Community Health Assessment Focus Groups supported the need for greater education awareness of health services. Respondents to The Community Health Assessment Survey indicated that only (49.6%) strongly or somewhat agreed that they knew how to get help for medical care. (51%) knew where to go for substance abuse services. (55.5%) knew where to go for mental health services. The Community Health Assessment focus groups respondents were dissatisfied with the availability of mental health and substance abuse services in the county. Mental health and substance abuse services continue to be areas where program and funding reductions are significantly affecting clients served. Therefore, community partners identified the need for funding to preserve current programs. As stated in the assessment participants felt that awareness for public health services was poor and that there is not a network that provides the general public with enough information regarding health and social services. A survey on children and families conducted by the Whole Child Connection reinforced the education awareness problem. Respondents to this survey indicated a very low awareness of the major information and referral programs in the county.

Strategic Objective - 1	Measure	Current Performance Level	Performance Level Target	Critical Actions	Lead Agency	Critical Action Target Date
Increase coordination of local healthcare providers and social service agencies to promote awareness of mental health and substance resources available to county residents	Number of mental health or substance abuse agencies who upload current community resources  <i>Source:</i> 211 and Whole Child Connection	9 mental health or substance abuse agencies who upload current community resources	By December 15, 2015 have a total of three additional mental health or substance abuse agencies who upload current community resources	Promote "No Wrong Door" Culture for access to mental health and substance abuse services  Reaching out to new mental health and substance abuse agencies informing them of the resource database	Martin County Health Collaborative  03 -31-14	Various completion dates through 2015
Maintain and protect the availability for mental health and substance abuse services for residents	Number of agencies that support a mental health and substance abuse steering committee	6 mental health or substance abuse agencies currently support a mental health and substance abuse	By December 15, 2015 increase the number mental health or substance abuse agencies by 2 to be members of the mental	Reaching out to new mental health and substance abuse agencies informing them of the steering committee	Martin County Health Collaborative	Various completion dates through 2015

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	<p>With collaborative partners, develop a plan and implement it to sustain/increase funding streams to support mental health or substance abuse services</p>	<p>steering committee</p> <p>Currently no plan in place to sustain/increase funding streams</p>	<p>health and substance abuse steering committee</p> <p>By December 15, 2015 have the partners develop a plan and implement it to sustain/increase funding streams to support mental health or substance abuse services.</p>	<p>Committee will meet to determine action steps and develop a plan to sustain/increase funding streams to support mental health or substance abuse services</p>	<p>Martin County Health Collaborative</p>	<p>Various completion dates through 2015</p>
	<p>Develop a white paper inform the community of the need to maintain existing mental health and substance abuse service and increase funding streams</p>	<p>Currently no white paper</p>	<p>By December 15, 2015 develop a white paper and distribute it to inform the community of the need to maintain existing mental health and substance abuse services to increase funding streams</p>	<p>Committee will meet to determine action steps and create a white paper to inform the public on the mental health status in the county</p>	<p>Martin County Health Collaborative</p>	<p>Various completion dates through 2015</p>


Community Health Improvement Plan

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