



**Community Health Improvement
Plan July 2020 – ~~June 2023~~
December 2023**

***Florida Department of Health in
Lake County***

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TABLE OF CONTENTS

CONTRIBUTORS	3
EXECUTIVE SUMMARY	5
COMMUNITY HEALTH IMPROVEMENT PLAN PROCESS	7
KEY MAPP FINDINGS	8
Community Needs Assessment... ..	8
Local Public Health System Assessment.....	11
Forces of Change	12
Community Themes and Strengths.....	13
PRIORITY AREAS.....	14
Health Equity.....	14
Behavioral Health – Includes Mental Health and Substance Abuse.....	16
Healthy Weight, Nutrition and Physical Activity.	19
Appendix A: Community Health Needs Assessment.....	22
Appendix B: MAPP Process... ..	25
Appendix C: County Profile (Lake County).....	26
Appendix D: CHIP Alignment... ..	27
Appendix E: Assets and Resources.....	28
Appendix F: Data Sources and References... ..	29

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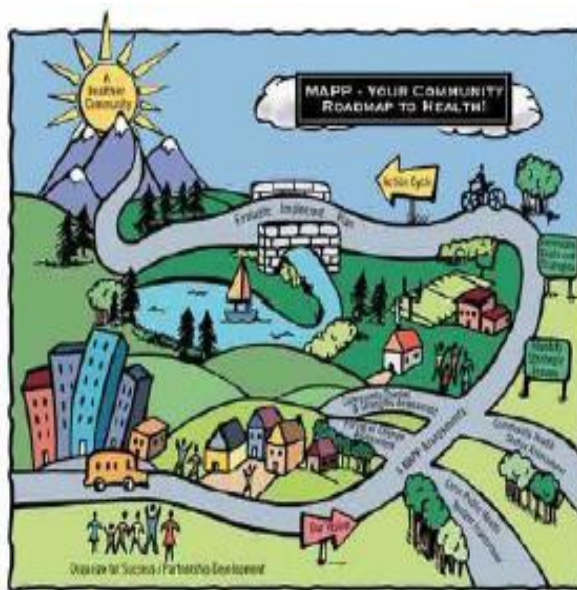
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EXECUTIVE SUMMARY

The health of a community and associated outcomes is determined by various social, economic and environmental factors. As such, routine assessment of key community health indicators is core to public health and remains as a critical component to the broader community health improvement planning process. In 2019, the Florida Department of Health in Lake County (DOH-Lake) participated in a collaborative effort with hospitals and surrounding county health departments as well as other stakeholders and community partners to develop a comprehensive Community Health Needs Assessment (CHNA) (Appendix A: CHNA). A community health needs assessment is a process that uses both qualitative and quantitative methods to systematically collect and analyze health data to identify current trends and opportunities for improvement. Health data utilized for the CHNA included factors addressing health risks, quality of life, social determinants, inequity, mortality, morbidity, community assets, forces of change and how the public health system provides the ten essential public health services. The regional public health collaboration partnered with the consulting services of Strategic Solutions, Inc. to facilitate collection, analysis and evaluation of community data.

In 2019, DOH-Lake engaged over 50 community health partners in the development of the 2020-2023 Lake County Community Health Improvement Plan (CHIP). The community-driven strategic planning process for improving community health, developed by the Centers for Disease Control and Prevention (CDC) and the National Association of County and City Healthy Officials (NACCHO), Mobilizing for Action through Planning and Partnership (MAPP), was the accredited framework utilized to develop the CHIP (Appendix B: MAPP).

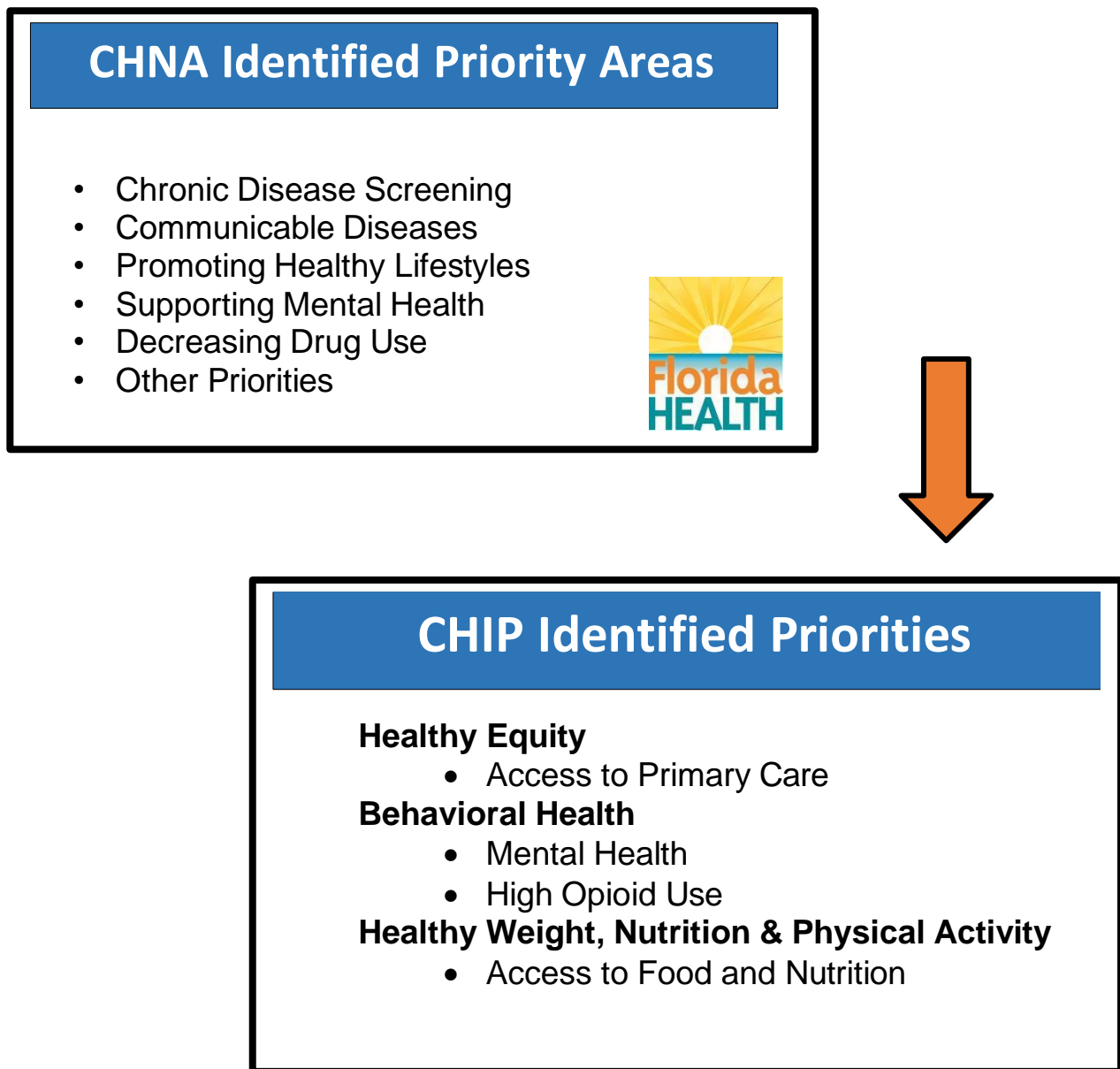


Facilitation of the MAPP and overall CHIP development was conducted in collaboration with Strategic Solutions, Inc. and partnering Florida Department of Health (FDOH) agencies. As a result of the CHNA, six strategic health issues were identified for Lake County. Health issues were then prioritized by the community health partners related to trending community health outcomes and larger scale emerging health issues, resulting in three priority areas (see diagram below). Three subcommittees were formed to address each strategic priority and action plans were developed to establish

accountability towards obtaining measurable health improvements and quality outcomes.

As part of the Florida Department of Health's integrated public health system, a new CHNA and CHIP are required every 3-5 years by all 67 county health departments in Florida. Implementation of the CHIP is systematically monitored and evaluated with participation from dedicated community health partners. Measures of success and CHIP priority area action plans are reviewed and analyzed quarterly to promote plan progression, effectiveness of processes and to foster community health partnerships (Appendix F: Annual Evaluation Report).

The following diagram shows the selected 3-year CHIP priority areas:



COMMUNITY HEALTH IMPROVEMENT PROCESS

Long term positive health outcomes are not the result of coincidence. Strategic collection and assessment of key health data provides communities with critical information to determine the greatest local and national threats to health in addition to awareness of emerging health issues. Collaboration of community partners in the development, monitoring and evaluation of action plans that support prioritized health related issues establishes accountability towards obtaining measurable health improvements and quality outcomes.

Community health improvement planning is a long-term, systematic effort that addresses health problems based on the results of community health assessment activities, local public health system assessment and the community health improvement process. The resulting Community Health Improvement Plan (CHIP) is used by health and other government, educational and human service agencies, in collaboration with community partners, to set priorities, coordinate action plans and target resources. A CHIP is critical for developing policies and defining actions to target efforts that promote health. It defines the vision for the health of the community through a collaborative process and addresses the strengths, weaknesses, opportunities and challenges that exist in the community to improve the health status of that community.

Based on the data provided in the Community Health Needs Assessment (Appendix A: CHNA) , the Florida Department of Health in Lake County (DOH-Lake) collaborated with local community health partners in two planning sessions beginning in January 2020 to initiate a community-wide strategic planning process for improving community health utilizing the Mobilizing for Action through Planning and Partnerships (MAPP) model. Developed by the National Association of County and City Health Officers (NACCHO), the MAPP framework is an accredited approach towards the creation and implementation of a community health improvement plan that focuses on long-term strategies that address multiple factors that affect the health of a community. The resulting 2020-2023 Lake County Community Health Improvement Plan is designed to use existing resources wisely, consider unique local conditions and needs, assess policy changes required to obtain goals, and form effective partnerships for action.

KEY MAPP FINDINGS

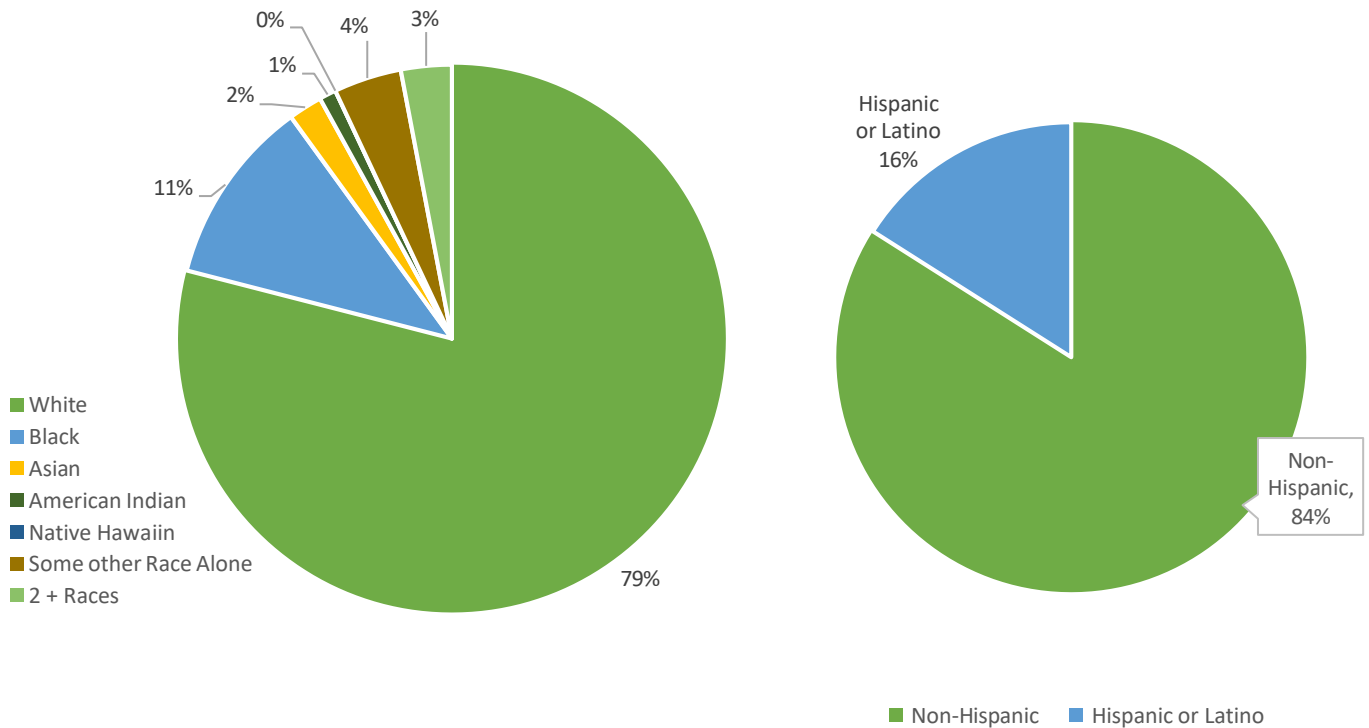
Community Health Needs Assessment

The Community Health Status Assessment provided a “snapshot in time” of the demographics, employment, health status, health risk factors, health resource availability and quality of life perceptions. The Florida Department of Health in Lake County conducted a Community Health Needs Assessment in collaboration with three area hospitals (Advent Health, UF Hospital of Leesburg and Orlando Health, South Lake Hospital), LifeStream Behavioral Center, Inc., Be Free Lake, Lake County School Board, as well as other local organizations . Data from the U.S. Census Bureau, including the American Community Survey; Florida CHARTS; the Centers for Disease Control and Prevention Behavioral Risk Factor Surveillance System Data (BRFSS); County Health Rankings; and hospital utilization data was employed in the Community Health Needs Assessment.

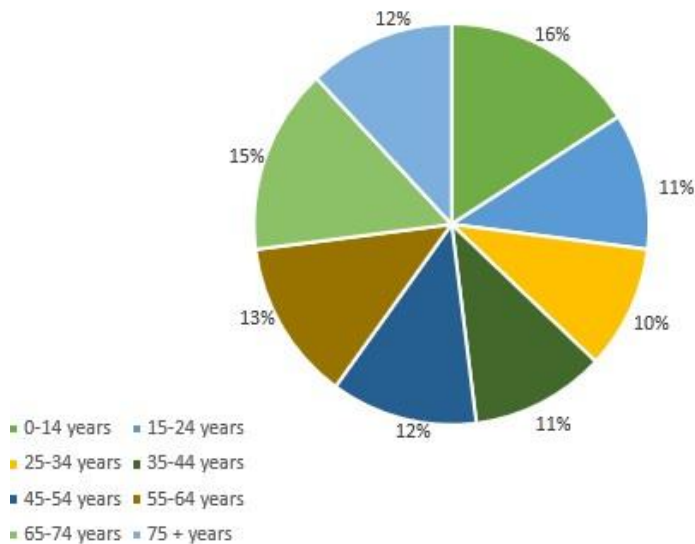
Population in Lake County

The majority of residents in Lake County are White (79%) and (11%) of residents are Black. The other races account for (10%) or less of the county population. Less than one in five residents (16%) are Hispanic or Latino.

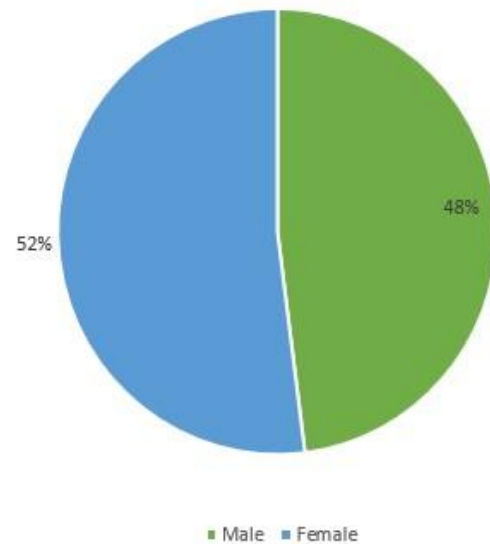
Lake County Population by Race/Ethnicity 2019



Lake County Population by Age



Lake County Population by Gender



Age is relatively equally distributed in the count, with residents age 0-14 years accounting for the largest percent (16%) followed by residents age 65-74 (15%). There are slightly more female residents (52%) than male residents (48%).

Major findings from the Community Health Needs Assessment for Lake County include;

In 2019:

- Current population - 386,958
- Median household income - \$70,731
- 9.3% of the population live below the federal poverty level
- 46.4% of the households have incomes under \$50,000
- 79.5% of the population is Non-Hispanic and 20.5% is Hispanic

In 2018, the leading causes of death were:

- Cardiovascular diseases
- Malignant neoplasm (cancer)
- Other causes (residual)
- External causes
- Respiratory diseases

Social determinants of health are defined as conditions in which people are born, grow, live, work and age. The Community Health Needs Assessment identified opportunities for improvement related to social determinants of health in areas such as economic stability, education, social and community context, health and health care and

neighborhood and built environments. Social determinants of health affecting Lake County residents include:

- Lack of affordable and adequate housing and homelessness
- Lack of access to affordable food
- Lack of good paying jobs, jobs with advancement options, job training and living wages
- Lack of transportation
- Lack of chronic disease management services
- Education on healthy eating
- Lack of access to care and health insurance

Identified health inequities among specific demographic groups present an opportunity to focus services on population specific issues. For example, the following health inequities were identified in Lake County:

- Over 35% of Lake County households are cost burdened or severely cost burdened;
- Teens – 28.5% of Lake County students indicate they have been victims of cyberbullying;
- Children – 6 out of 10 children born in Florida will be obese by the time they graduate high school;
- The Fentanyl-related death rate in Lake County has risen over 478.5% from 0.65 in 2013 to 3.76 in 2017.5;
- Blacks in Lake County have the highest rates of infant mortality per 1,000 births, mothers who were obese during pregnancy, pre-term births and almost twice as likely to die from a stroke, compared to Whites and Hispanics;

In addition:

- Heart disease deaths have increased in Lake County 17% between 2011 (152.6) and 2017 (155.2);
- Hispanics are less likely to die of heart disease, cancer, cardiovascular diseases and chronic lower respiratory disease than other races/ethnicities;
- Women are more likely than men to experience “silent” heart attacks, which have less recognizable symptoms like chest pain. This may explain why fewer women survive their first heart attack compared to men.

Local Public Health System Assessment

The National Public Health Performance Standards (NPHPS) Local Public Health System Assessment (LPHSA) report is designed to create a snapshot of where the health department is in relation to the National Public Health Performance Standards.



The information from the LPHSA serves as a foundation from which the health department and community health partners can progressively move toward refining and improving outcomes for performance across the public health system.

The LPHSA rates the local public health system’s performance from Optimal Activity to No Activity. Based on the discussion and ratings, the Lake County local public health system received high scores in the areas of Diagnosis and Investigation (97%), Mobilize Partnerships (74%), Enforce Laws (73%), Educate/Empower (72%) and Develop Policies/Plans (71%). These ratings indicate the Lake County local public health system has optimal activity or performance in these specific areas. Although they received a significant activity score, the areas of Assurance Workforce (45.0%) and Research/Innovations (42%) were identified as the areas for greatest opportunity.

It is important to note there were no Essential Service performance areas on the LPHSA that rated less than 40% or as having moderate, minimal or no activity. The overall scores for each Public Health Essential Service are presented in the following chart.

Optimal Activity (76-100%)	ES2 Diagnosis & Investigation, 97%
Significant Activity (51-75%)	ES4 Mobilize Partnerships, 74% ES6 Enforce Laws, 73% ES3 Educate/Empower, 72% ES5 Develop Policies/Plans, 71% ES1 Monitor Health Status, 69% ES9 Evaluate Services, 53%
Moderate Activity (26-50%)	ES7 Link to Health Services, 47% ES8 Assurance Workforce, 45% ES10 Research/Innovations, 42%
Overall Average Assessment Score	64.3%

Color indicates:	 Optimal Activity (75-100%)	 Significant Activity (51-75%)	
	 Moderate Activity (26-50%)	 Minimal Activity (1-25%)	 No Activity (0%)

Forces of Change

The Forces of Change Assessment focuses on identifying forces such as legislation, technology and other impending changes that affect the context in which the community and its public health system operate. This answers the questions: “What is occurring or might occur that affects the health of our community or the local public health system?” and “What specific threats or opportunities are generated by these occurrences?” The Forces of Change Assessment is one of the steps in the Mobilizing for Action through Planning and Partnerships (MAPP) process that the Florida Department of Health in Lake County follows.

MAPP is a community-driven strategic planning process for improving community health. Based on the Forces of Change Assessment the following key findings were identified using data from the primary and secondary research. Prioritization exercises conducted for this CHNA by leaders representing Lake County resulted in these top priorities:

1. Prevention: general prevention care (screening, well visits, etc.)
2. Communicable diseases: diabetes (children and adults)
3. Communicable diseases: obesity
4. Birth characteristics: Infant Mortality
5. Chronic diseases: childhood obesity
6. Leading causes of death: cancer
7. Leading causes of death: cardiovascular disease
8. Economic conditions: employment and livable wages
9. Access to healthcare: cost of care, insurance and medications
10. Communicable disease: childhood immunizations

Community Themes & Strengths

The Community Themes and Strengths Assessment gathers thoughts, opinions and perceptions of community members to develop a meaningful understanding of impactful issues. Data from Community Conversations, Consumer Surveys and Stakeholder Interviews were collected, and the following themes identified:

• Need for access to mental health services
• Access to affordable healthcare
○ Health care costs
○ Inappropriate use of emergency department
○ Lack of trust in seeking of medical care due to undocumented status
○ Coordination of services for seniors
○ Access to dental care
○ Health education/health literacy
• Chronic Conditions of Concern
○ Diabetes
○ Obesity
○ Asthma/COPD
○ Heart disease
○ Cancer
○ High cholesterol
• Food insecurity including access to quality/nutritious foods
• Prevalence of substance use
○ Opioid use
○ Smoking prevalence
• Living in poverty
○ Prevalence of stress
○ Lack of family support
○ Need for affordable housing
○ Residents receiving low wages
○ Lack of employment opportunities
○ Homelessness/affordable housing
• Transportation

PRIORITY AREAS

Through the MAPP process ten priority areas were identified and then prioritized for Lake County. The top three prioritized areas were selected by MAPP participants for action planning, monitoring and evaluation. The Lake County Community Health Improvement Planning Committee designated a lead partner for each priority area. While the committee planned to create objectives and activities during the scheduled March 2020 meeting, the direction rapidly changed to COVID-19 response, halting progress. When community partners can resume regular business activities, partners will work on the implementation of Lake County's CHIP. Partners will work to engage residents in the CHIP process and continue to work towards addressing the strategic objectives and activities. In addition, although there has been substantial progress made locally around program and policy change, partners will continue to identify additional opportunities to expand upon those successes moving forward. Furthermore, action plans will be developed and implemented, and progress will be monitored at quarter community forums and quarterly meetings of the DOH-Lake's Performance Management Council (PMC).

Leads for CHIP activities will continue to be identified to ensure successful implementation and monitoring of the activities outlined in Lake County's CHIP. Leads are responsible for overseeing implementation of activities and providing regular updates on the following: status of activity, timeline for completion, challenges or barriers experienced, identified needs, updates and/or revisions, and next steps. The implementation of the CHIP will help strengthen the public health infrastructure, aide and guide planning, foster collaboration, and promote the health and well-being of Lake County residents. As a living document, Lake County's CHIP will be reviewed and revised annually based on ongoing assessment of the Implementation of the action plans will ultimately strengthen the public health infrastructure, enhance planning, research and the development of community health partnerships, and promote and support the health, well-being and quality of life for Lake County residents.

The selected 2020-2023 CHIP priorities, goals and strategies are listed below.

PRIORITY 1: HEALTH EQUITY

Healthy People 2020 defines health equity as "The attainment of the highest level of health for all people. Achieving healthy equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities."

The 2020-2023 CHIP goal for access to primary care is to identify and remove potential barriers to accessing primary care services by addressing health inequalities or disparities in Lake County.

Lack of access to primary care can cause harm to a person over their entire lifetime and cause a cycle of adversity throughout a community. It can negatively impact a person's

physical and mental health, cause physical and mental distress, and poor birth outcomes in pregnancy.

Goal HE1:	Increase access to primary care services in Lake County
Strategy HE1.1:	Increase the number of navigators to assist residents to obtain affordable health insurance coverage.
Objective HE1.1.1:	Increase the percentage of Lake County residents with health insurance from 83.5% to 88.5% by December 31, 2023.
Activity HE1.1.1.1:	Recruit paid and / or volunteer navigators to educate residents.
Activity HE1.1.1.2:	Conduct a needs assessment of health care resources to identify gaps.
Activity HE1.1.1.3:	Identify barriers to accessing health care resources and develop an action plan to address.
Activity HE1.1.1.4:	Promote information and referral resources for the community i.e. 211, Lake County Resource Guide, Be Free Lake Resource Guide.
Activity HE1.1.1.5:	Promote resources for uninsured or underinsured residents.
Activity HE1.1.1.6:	Create a resource guide of free or affordable medication.

Melissa Simms from AdventHealth/Community Primary Health Clinic has assumed the lead role for Objective HE1.1.1– Increase the percentage of Lake County residents with health insurance from 83.5% to 88.5% by December 31, 2023.

Policy and system level changes needed to address identified causes of health inequity: No changes identified at this time.

Alignment & Resources: Appendix D: CHIP Alignment & Appendix, E: CHIP Assets & Resources and Appendix F: Data and Sources & References

Adults with any type of health care insurance coverage - BRFSS, Overall		
Year	Lake	Florida
2007	83.4% (78.1 - 87.6)	81.4% (80.3 - 82.4)
2010	89.5% (85.4 - 93.6)	83.0% (81.9 - 84.1)
2013	79.4% (73.5 - 85.2)	77.1% (76.0 - 78.2)
2016	83.5% (79.1 - 87.9)	83.7% (82.8 - 84.5)

<http://www.flhealthcharts.com/charts/Brfss/DataViewer.aspx?bid=0011>

Health Equity / Access to Care Plan Participants Development of the Health Equity / Access to Care goals and strategies were completed during the CHIP planning sessions by the community partners identified below, who have accepted responsibility for implementing strategies and completing objectives and activities. Partners are held accountable at quarterly meetings where progress toward goals, objectives and activities will be developed, including strategies to mitigate barriers to success.

Name	Organization
Melissa Simms – Lead Person	AdventHealth Waterman/Community Primary Health Clinic – Lead Organization
Renee Furnas	AdventHealth Waterman
Erin Lewin	AdventHealth Waterman
Cheryl Crumbley	Cornerstone Hospice & Palliative Care, Inc
Jamila Green	Episcopal Children's Services
Nadine Bobick	Lake Cares, Inc.
Mario Granado	Lake County - Community Health Center Worker Program
Wesley Paul	LifeStream Behavioral Center, Inc.
Orlando Ruiz	Medicare Plans and Access
Emily Ruiz	Medicare Plans and Access
John Simpson	Office of Emergency Medical Services
Pam Jones	U.S. Representative Daniel Webster (FL-11)
Melissa Sikorski	WeCare of Lake County, Inc.
Wanda VanHoose	WeCare of Lake County, Inc.

PRIORITY 2: Behavioral Health - Includes Mental Illness and Substance Abuse

Mental and emotional well-being enables individuals to realize their own abilities, cope with the normal stresses of life, work productively and contribute to his or her community.

The 2020-2023 CHIP goal for access to mental health is to increase Mental Health education in the Lake County community.

Substance abuse can cause harm to a person over their entire lifetime and cause a cycle of harm throughout the community. It can negatively impact a person's physical and mental health, cause physical and mental distress, and poor birth outcomes in pregnancy.

Goal BH1:	Increase awareness and access to Mental Health services
Strategy BH1.1:	Provide culturally and linguistically relevant health education and raise awareness to Lake County residents

	who may be at high risk and / or in need of mental health services.
Objective BH1.1.1:	Decrease hospitalization of mental health disorders in Lake County residents ages 18-21 from 1651.6 to under state rate of 1299.8 per 100,000 population rate by December 30, 2023.
Activity BH1.1.1.1:	Conduct a minimum of 12 events throughout Lake County to increase mental health awareness and education.
Activity BH1.1.1.2:	Increase the number of Mental Health First Aid classes provided in the community
Activity BH1.1.1.3:	Promote the Mental Health Resource guide to churches, schools, Chamber of Commerce and local businesses.

Reinaldo Cortes from Be Free Lake has assumed the lead role for: Objective BH1.1.1 - Decrease hospitalization of mental health disorders in Lake County residents ages 18-21 from 1651.6 to under state rate of 1299.8 per 100,000 population rate by December 30, 2023.

Policy and system level changes needed to address identified causes of health inequity: No changes identified at this time.

Alignment & Resources: Appendix D: CHIP Alignment & Appendix E: CHIP Assets & Resources and Appendix F: Data and Sources & References

Hospitalizations for mental disorders age 18-21, Rate Per 100,000 Population 18-21, Single Year								
		Lake			Florida			
Year	Count	Denom	Rate	MOV (+/-)	Count	Denom	Rate	MOV (+/-)
2019	217	15,355	1,413.2	186.7	12,690	976,333	1299.8	22.5
2018	246	13,254	1,856.0*	229.8	12,687	985,917	1286.8	22.2
2017	225	13,047	1,724.5*	223.4	12,264	979,306	1252.3	22.0
Indicators		Data Year	County Quartile 1=most favorable 4=least favorable	Number of Cases		3-Yr Rate Per 100,000	3-Yr Rate Per 100,000	
Hospitalizations for mental disorders age 18-21		2017-19		4	688	1,651.6	1,279.6	

<http://www.flhealthcharts.com/charts/OtherIndicators/NonVitalIndNoGrpDataViewer.aspx?cid=9917>

Behavioral Health - Includes Mental Illness and Substance Abuse

Development of the Behavioral Health - Includes Mental Illness and Substance Abuse goals and strategies were completed during the CHIP planning sessions by the community partners identified below, who have accepted responsibility for implementing strategies and completing objectives and activities. Partners are held accountable at quarterly meetings where progress toward goals, objectives and activities will be developed, including strategies to mitigate barriers to success.

Name	Organization
Reinaldo Cortes – Lead Person	Be Free Lake – Lead Organization
Candice Booth	Be Free Lake
Mario Granado	Lake County - Community Health Worker Program
Tim Camp	LifeStream Behavioral Center, Inc.
Samantha Strasser	LifeStream Behavioral Center, Inc.
Wesley Paul	LifeStream Behavioral Center, Inc.
John Simpson	Office of Emergency Medical Services
Kristen Lawrence	Florida Department of Health in Lake
Melissa Sikorski	WeCare of Lake County, Inc.
Wanda VanHoose	WeCare of Lake County, Inc.

PRIORITY 2: Behavioral Health - Includes Mental Illness and Substance Abuse (continued)

The 2020-2023 CHIP goal is to create an opioid task force that will provide education and prevention within Lake County community and partners utilizing local resources to provide support when confronted with opioid misuse challenges.

Goal BH2:	To decrease opioid use in Lake County
Strategy BH2.1:	Increase awareness and access to opioid prevention and education opportunities in Lake County.
Objective BH2.1.2:	By December 31, 2023, develop a task force to address current opioid crisis in Lake County.
Activity BH2.1.1.1:	Develop an opioid task force with a robust membership meeting quarterly to address opioid use.
Activity BH2.1.1.2:	Promote Crisis Intervention Team services to reduce opioid overdose
Activity BH2.1.1.3:	Conduct educational opportunities to providers and community on early opioid misuse identification

Samantha Strasser from LifeStream Behavioral Center, Inc. has assumed the lead role for Objective BH2.1.2 - By December 31, 2023, develop a task force to address current opioid crisis in Lake County.

Policy and system level changes needed to address identified causes of health inequity: No changes identified at this time.

Alignment & Resources: Appendix D: CHIP Alignment & Appendix E: CHIP Assets & Resources and Appendix F: Data and Sources & References

Behavioral Health - Includes Mental Illness and Substance Abuse

Development of the Behavioral Health - Includes Mental Illness and Substance Abuse goals and strategies were completed during the CHIP planning sessions by the community partners identified below, who have accepted responsibility for implementing strategies and completing objectives and activities. Partners are held accountable at quarterly meetings where progress toward goals, objectives and activities will be developed, including strategies to mitigate barriers to success.

Name	Organization
Samantha Strasser – Lead Role	LifeStream Behavioral Center, Inc. – Lead Organization
Wesley Paul	LifeStream Behavioral Center, Inc.
Esmeralda Batiz	Community Health Center
David Douglas	Hand in Hand
Heather Palasky	Lake Sumter Children's Advocacy Center
John Simpson	Office of Emergency Medical Services
Pam Jones	U.S. Representative Daniel Webster (FL-11)
Melissa Sikorski	WeCare of Lake County, Inc.
Wanda VanHoose	WeCare of Lake County, Inc.
Lindsey Redding	Well Florida Council
Stephanie Mooneyham	Lutheran Services Florida

PRIORITY 3: Healthy Weight, Nutrition and Physical Activity

The 2020-2023 CHIP goal for healthy weight, nutrition and physical activity is to increase the accessibility and education to healthy foods over the next three years in Lake County.

Lack of access to food and nutrition can cause harm to a person over their entire lifetime and cause a cycle of harm throughout the community. It can negatively impact

a person's physical and mental health, cause physical and mental distress, and poor birth outcomes in pregnancy.

Goal HW1:	To reduce food insecurity amongst Lake County residents.
Strategy HW1.1:	Increase the accessibility and education to healthy foods over the next three years.
Objective HW1.1.1:	To reduce household food insecurity rate and in doing so reduce hunger in Lake County from 12.4% to 9%.
Strategy HW1.1.1.1:	Promote food provider monthly meetings to increase collaborative efforts among Lake County food providers.
HW1.1.1.2:	Maintain and promote current Food Pantry resources to community on how to food.
HW1.1.1.3:	Provide educational outreach activities on SNAP and WIC benefits.
HW 1.1.1.4:	Promote farmers markets to increase access to fruit and vegetables.
HW 1.1.1.5:	Recruit locations to host summer youth feeding programs.

Brittany Timmons from Community Foundation of South Lake, Inc. has assumed the lead role for Objective AFN1.1.1 - To reduce household food insecurity rate and in doing so reduce hunger in Lake County from 12.4% to 9%.

Policy and system level changes needed to address identified causes of health inequity: No changes identified at this time.

Alignment & Resources: Appendix D: CHIP Alignment & Appendix E: CHIP Assets & Resources and Appendix F: Data and Sources & References

Food insecurity rate, Percent of Population, Single Year		
	Lake	Florida
Year	Percent	Percent
2018	12.4	13.0
2017	12.6	13.4
2016	13.3	13.9
2015	14.1	15.1
2014	14.8	16.2

<http://www.flhealthcharts.com/charts/OtherIndicators/NonVitalIndRateOnlyDataViewer.aspx?cid=9910>

Healthy Weight, Nutrition and Physical Activity

Healthy Weight, Nutrition and Physical Activity goals and strategies were completed during the CHIP planning sessions by the community partners identified below, who have accepted responsibility for implementing strategies and completing objectives and activities. Partners are held accountable at quarterly meetings where progress toward goals, objectives and activities will be developed, including strategies to mitigate barriers to success.

Name	Organization
Brittany Timmons-Lead Role	Community Foundation of South Lake, Inc. – Lead Organization
Stephanie Lopez	Orlando Health, South Lake Hospital, Inc.
Pam Jones	U.S. Representative Daniel Webster (FL-11)
Nadine Bobick	Lake Cares, Inc.
Keith Whitacre	South Lake food Resource Group
John Simpson	Office of Emergency Medical Services
Amanda Sintes	Second Harvest Food Bank of Central Florida
Sara Vadnais	City of Groveland
Patricia Kry	Faith Neighborhood Center
Nancy Hartkop	LovExtension, Inc.
Mary Stickney	Florida Department of Health in Lake
Lillian Rodriguez	Florida Department of Health in Lake

February 2020 – DOH-Lake members participating in break out groups to identify goals, strategies and objectives for each priority area.



APPENDIX A: Community Health Needs Assessment

Public Health Framework

The Social-Ecological Model of Health (SEM) is used to holistically describe four social levels of influence that explain the complex interaction between individuals and the social context in which they live, work and play.



Health and well-being are shaped not only by behavior choices of individuals, but also by complex factors that influence those choices. The SEM provides a framework to help understand the various factors and behaviors that affect health and wellness. This model can closely examine a specific health problem in a setting or context.

PRIMARY

- Consumer Surveys
- Provider Surveys

- Stakeholder In-Depth Interviews
- Community Conversations
- Collaboration County-Level Themes

SECONDARY

- U.S. Census Bureau
- Florida CHARTS
- County Health Rankings
- Hospital Utilization Data
- Healthy People 2020

- American Community Survey
- U.S. Department of Health & Human Services
- Hospital Claims Data
- Centers for Disease Control and Prevention Behavioral Risk Factor Surveillance System (CDCP BRFSS)

In order to promote identification and prioritization of specific areas for improvement, CHNA data outcomes were reviewed with Community Health Improvement participants at the first face-to-face planning meeting held on January 2020. For comparison, Lake County data was measured against the performance of the State of Florida as a whole, as well as Healthy People 2020 (HP2020) objectives. Healthy People is an initiative of the U.S Department of Health and Human Services that provides empirically based national objectives for improving the health of Americans.

Data highlights included the following:

County Health Rankings Source: County Health Rankings - 2020	Rank Lake County
Health Outcomes	24
Length of Life (Mortality)	24
Quality of Life (Morbidity)	20
Health Factors	20
Health Behaviors	18
Clinical Care	6
Socioeconomic	25
Physical Environment	28

County Health Rankings are published by the University of Wisconsin Population Health Institute and The Robert Wood Johnson Foundation to help counties understand what influences the current health of residents, (Health Outcomes) and the health of a county in the future (Health Factors). Health Outcomes, comprised of Length of Life and Quality of Life and Health Factors comprised of Health Behaviors (weighted at 30 percent), Clinical Care (20 percent), Social and Economic Factors (40 percent) and Physical Environment (10 percent). This results in a numerical ranking given to each county in a state.

Out of the 67 counties within the State of Florida, Lake ranks 24 in overall health outcomes and 20 in overall health factors. These rankings remain consistent with previous year's results.

Cardiovascular Diseases and Malignant Neoplasm (cancer) are the leading causes of death in Lake County. Heart Disease deaths have increased in Lake County 2.0% between 2011 (152.6) and 2019 (160.9). While age-adjusted colorectal cancer incidence has decreased from 2011 (15.0) to 2016 (13.3), age adjusted prostate cancer incidence has increased during this same time period - 2012 (13.2) to 2016 (14.6).

**TOP 10 LEADING CAUSES FO DEATH, AGE-ADJUSTED
LAKE COUNTY
(RATE PER 100,000 POPULATION) (2012-2017)**

CAUSE OF DEATH	2016	2017	2018
CANCER	165.9	172.6	158.8
HEART DISEASE	157.4	155.2	156.8
UNINTENTIONAL INJURY	66.4	71.6	64.8
CHRONIC LOWER RESPIRATORY DISEASE	40.1	45.1	40.0
STROKE	32.7	31.0	31.6
ALZHEIMER'S DISEASE	20.5	22.5	17.2
DIABETES	24.8	25.4	24.0
SUICIDE	12.6	23.8	21.3
CHRONIC LIVER DISEASE AND CIRRHOSIS	15.5	13.8	15.3
PARKINSON'S DISEASE	9.6	8.5	10.2

ADDITIONAL CHNA DATA

Data regarding the below county attributes was also provided to community health improvement planning participants during the first meeting held in January 2020.

Lake County Community Data

• Demographics	• Unemployment Rates
• Economic Conditions	• Preventative Care
• Education	• Chronic Conditions
• Birth Characteristics	• Injuries
• Social & Economic Factors	• Qualities of Life/Mental Health
• Healthcare Access	• Behavioral Risk Factors
• Economic Hardship	• Essential Services

APPENDIX B: MAPP Process

Mobilizing for Action through Planning and Partnerships (MAPP) is a community-wide strategic planning framework for improving public health. MAPP helps communities prioritize their public health issues, identify resources for addressing them, and implement strategies relevant to their unique community contexts.

MAPP helps communities use broad-based partnerships, performance improvement and strategic planning in public health practice. This approach leads to the following:

- Measurable improvements in the community's health and quality of life;
- Increased visibility of public health within the community;
- Community advocates for public health and the local public health system;
- Ability to anticipate and manage change effectively; and
- Stronger public health infrastructure, partnerships and leadership

There are four assessments that inform the entire MAPP Process:

Community Themes and Strengths Assessment provides qualitative information on how communities perceive their health and quality of life concerns as well as their knowledge of community resources and assets.

Local Public Health System Assessment is completed using the local instrument of the National Public Health Performance Standards program (NPHPSP). The NPHPSP instrument measures how well public health system partners collaborate to provide public health services based on a nationally recognized set of performance standards.

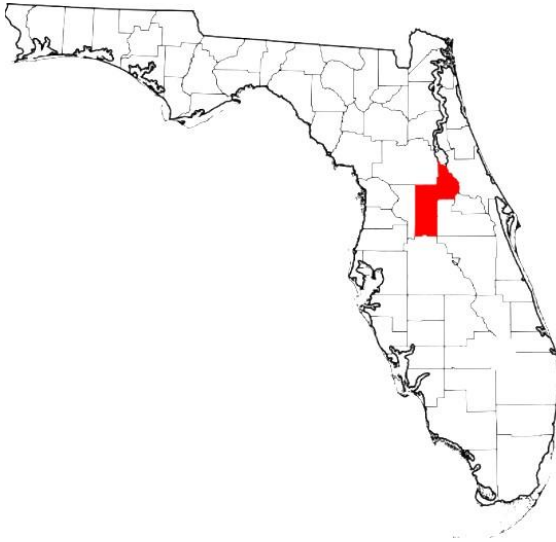
Community Health Status Assessment provides quantitative data on a broad array of health indicators, including quality of life, behavioral risk factors, and other measures that reflect a broad definition of health.

Forces of Change Assessment provides an analysis of the positive and negative external forces that impact the promotion and protection of the public's health.

Source: National Association of County & City Health Officials (NACCHO)

<http://archived.naccho.org/topics/infrastructure/mapp/upload/MAPPfactsheet-systempartners.pdf>

APPENDIX C: County Profile Lake County, FL



Lake County enjoys a diverse and continually growing population base. Lake County's 2018 population was estimated to be more than 342,000, with a growth rate of 3.16% in the past year according to most recent United States census data. Lake County has ranked among the top 5 fastest growing counties in Florida. As the Orlando urban core continues to approach build-out, Lake County is expected to experience significant population growth over the coming decades. Forecasts predict Lake County's population to grow more than 427,000 by 2030 and more than 484,000 by 2040. Lake County has over 1,000 freshwater lakes with a total land area of 938 square miles. According to the U.S. Census Bureau, the county is comprised of fourteen municipalities represented by 24 zip

codes as of the 2010 Decennial Census. The median household income is \$51,884 and 12.5% of Lake County residents are living in poverty. Median household income is the most widely used measure for income since it is less impacted by high and low incomes. A family's income can define their access to affordable housing, healthcare, higher education opportunities and food. 6.5% of the population is unemployed (as of September 2019).

The life expectancy at birth is 78.3 which is slightly higher than the state rate of 78.7 years. The racial makeup of the county consists of Whites (79%), Blacks/African Americans (11%), and Other (10%). More than half, 52% of the population in Lake County are female and 48% are male. Overall, the age distribution of Lake County shows an equal distribution with younger population ages 0-14 accounting for the largest percentage (16 percent) followed by residents ages 65-74 at 15%.

Lake county residents with higher education are more likely to have jobs that provide sustainable incomes and health promoting benefits such as health insurance, paid leave and retirement. 10.7 percent of the adult population in Lake County have not attained a high school diploma. This is lower than the State (12%).

Mental Illness and substance abuse issues impact the social and mental health of Lake County citizens. The mental health provider ratio is 885 people per one mental health provider in Lake county which is equivalent to the ratio seen across the State. Adults who engage in heavy or binge drinking impacts a larger percentage of the Lake County adult population (21%) versus the State (18%). Non-fatal opioid overdose emergency department visits continue to increase at a rate of 764 (as of December 2019) compared to 587 visits in 2016.

APPENDIX D: CHIP Alignment

Both National and State health improvement priorities were considered during the development of the 2020-2023 Lake County Community Health Improvement Plan. The following diagram provides a visual representation of these alignments.

2020-2023 Lake County CHIP	2020-2023 Strategic Plan	2017-2021 DOH Agency SHIP	2016-2020 DOH Agency Strategic Plan	Healthy People 2020
<p>Health Equity Goal: Increase access to primary care services in Lake County</p>	<p>Priority Area 1 Healthy Equity</p>	<p>SHIP Priority Area 1 Health Equity</p>	<p>Strategic Priority – Health Equity Goal: Ensure Floridians in all communities will have opportunities to achieve healthier outcomes.</p>	<p>LHI 1 Access to Health Services AHS-3 Increase the proportion of persons with a usual primary care provider.</p>
<p>Behavioral Health (Includes Mental Illness and Substance Abuse) Goal BH1: Increase awareness and access to Mental Health services Goal BH2: To decrease opioid use in Lake County</p>	<p>Priority Area 2 Long Healthy Life</p>	<p>SHIP Priority Area 6 Behavioral Health -Includes Mental Illness and Substance Abuse</p>	<p>Strategic Priority Long, Healthy Life Goal: Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups.</p>	<p>Mental Health and Mental Health Disorders MHMD 9.1 Increase the proportion of adults aged 18 years and older with serious mental illness (SMI) who receive treatment</p>

<p>Healthy Weight, Nutrition and Physical Activity Goal: Increase the accessibility and education to healthy foods over the next three years</p>	<p>Priority Area 2 Long Healthy Life</p>	<p>SHIP Priority 5 Healthy Weight, Nutrition and Physical Activity</p>	<p>Strategic Priority Long, Healthy Life Goal: Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups.</p>	<p>Food Insecurity NWS-13 Reduce household food insecurity and in doing so reduce hunger.</p> <p>Food and Nutrient Consumption Increase the contribution of fruits to the diets of the population aged 2 years and older.</p>
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APPENDIX E: ASSETS & RESOURCES

<ul style="list-style-type: none"> • County Commissioners, leaders, employees (workforce of agency), students, diverse population • Civic groups: Rotary, Lions Club, Chambers of Commerce • Libraries: Lake County, computers, books, presentations, workshops, College Libraries (research) • Money: banks, affordable housing, subsidized breakfast/lunch at schools, service fees • Government agencies: Lake County, 14 municipalities/cities, DOH-Lake • Lake County Law Enforcement • Affordable Health Care Act • (AHCA)/Medicare/Medicaid • Grants/donations: foundation, • state/federal government, NOAA • (weather), CDC, DEO (Department of Economic Opportunity), Economic Development Administration) • Churches/faith-based: Catholic Charities, Methodist, Lutheran, etc., Health ministries of local churches • Technology: cell phone, computer, apps, Fitbit, GPS 	<ul style="list-style-type: none"> • Healthcare providers/primary care/hospitals/emergency room • Public transportation: Lynx, taxi, Uber, investment in future self-driven cars Food Bank, Senior Resource Alliance, Second Harvest Food Bank of Central Florida • Lake County Public Schools • Community Parks and Trails • School-based sealant program • Boys & Girls Club • Homeless Coalition taskforce • Families in Need program • Lake Sumter State • College/Beacon College • Lake Technical College • Food Trucks • Famer's market • Emergency Management (EMS) • University of Florida Extension Services • YMCA • Head Start • BJs, Publix, Walgreens, other Businesses
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<ul style="list-style-type: none"> • Non-governmental agencies • Federally funded programs: WIC, Healthy Start, Tobacco, School Health, Head Start, County Community Integrated Mobile Health Services (CIMHS) 	<ul style="list-style-type: none"> • Domestic Violence Shelters (Haven House) • Suicide Prevention Lifeline • Human Trafficking (Sheriff's Office) • MRC/Red Cross • Salvation Army
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APPENDIX F: DATA RESOURCES & REFERENCES

DEMOGRAPHICS
<ul style="list-style-type: none"> • U.S. Census Bureau: State and County QuickFacts-Lake County, Florida • Lake County Crime Statistics. Florida Department of Law Enforcement • Florida Department of Education - Lake County School District Graduation • Lake County FDOH CHARTS County Profile • Lake County FDOH CHARTS Life Expectancy Report • Lake County Community Health Needs Assessment
HEALTH INFORMATION
<ul style="list-style-type: none"> • Lake County FDOH CHARTS County Profile • County Health Rankings & Roadmaps 2019 • Lake County FDOH CHARTS Social & Behavioral Health • Florida Behavioral Risk Factor Data – Lake County • Lake County FDOH CHARTS Leading Causes of Death • Lake County FDOH CHARTS Suicide and Behavioral Health Profile • Lake County FDOH CHARTS Opioids Use Dashboard • Lake County FDOH CHARTS Social and Mental Health • Lake County FDOH CHARTS Food Insecurity Rate • BRFSS - Adults with any type of health care insurance coverage • BRFSS - Hospitalizations for mental disorders age 18-21, Rate Per 100,000 Population 18-21, Single Year

ADDITIONAL INFORMATION

- Florida Department of Health in Lake County. Demographic Report by Site
- Florida Department of Health in Lake County. Annual Health Report 2019
- Healthy People 2020