

All4HealthFL Implementation Strategy

2022

All4HealthFL

Four Counties. One Vision.



In collaboration with:



JOHNS HOPKINS
All Children's Hospital



BAYFRONT
HEALTH
St. Petersburg

Advent Health

BayCare

TGH Tampa General Hospital

MOFFITT
CANCER CENTER

Lakeland Regional **Health**

Prepared by Conduent Healthy Communities Institute

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ACCESS TO HEALTH & SOCIAL SERVICES



COLLABORATIVE

Implement strategies to support community efforts to improve equitable access to care

GOAL:



COLLABORATIVE OBJECTIVE:

Increase health literacy and health navigation through education and awareness

BEHAVIORAL HEALTH (MENTAL HEALTH & SUBSTANCE MISUSE)



COLLABORATIVE

Collaborate to provide community members with the appropriate resources to achieve their optimum behavioral health

GOAL:



COLLABORATIVE OBJECTIVE:

Reduce stigma by increasing access to education, awareness, training, and navigation to equitable behavioral health services

EXERCISE, NUTRITION & WEIGHT



COLLABORATIVE

Implement strategies that support equitable access to healthy foods and physical activity

GOAL:



COLLABORATIVE OBJECTIVE:

Support local policies and programs that address built environment and impact obesity, inadequate access to healthy food, and physical activity disparities

INTRODUCTION & PURPOSE

The All4HealthFL Collaborative is pleased to share its 2022-2024 Community Health Implementation Strategy for Hillsborough, Pasco, Pinellas, and Polk County. This collaborative effort was driven by local community hospitals and health departments that are invested in understanding the issues affecting health and the community resources that can be leveraged to improve health outcomes. The Collaborative members include AdventHealth, BayCare Health System, Bayfront Health St. Petersburg, Johns Hopkins All Children's Hospital, Lakeland Regional Health, Moffitt Cancer Center, Tampa General Hospital, and The Florida Department of Health in Hillsborough, Pinellas, Pasco, and Polk counties.

All4HealthFL Collaborative

The All4HealthFL Collaborative was officially organized in 2019. This group comes together with a mutual interest to improve health by leading regional, outcome-driven health initiatives that have been prioritized through community health needs assessments (CHNA). The CHNA is conducted on a three-year cycle with the intent of identifying pressing health needs in the community and applying strategies that will improve health outcomes.

The All4HealthFL Collaborative works together to plan, implement, and evaluate strategies that are in alignment with identified health priorities. Together, the group strives to make Hillsborough, Pasco, Pinellas, and Polk counties the healthiest region in Florida.

The collaborative consists of individuals from the following organizations and agencies:



The All4HealthFL Collaborative also hosts and maintains the [All4HealthFL Community Data Platform](#) as a community resource for the four counties comprising their combined service area.

Developing an Implementation Strategy

The 2022 strategy was thoughtfully developed to leverage both hospital and existing community resources, while also working collaboratively across multiple sectors to engage new community partners. The intention was to align with local and national public health best practices and acknowledge that improving health is more than just accessing health care. Thus, the plan includes a directed focus on the social determinants that impact health.

This report is a continuation of the 2022 Community Health Needs Assessment (CHNA) and includes an overview of the three prioritized health needs, a description of the process and methods used to design the implementation strategy, collaborative strategies to address each health need, and a framework describing key actions, process measures and anticipated outcomes for each strategy. The prioritized health needs from the 2022 CHNA are:

Prioritized Health Needs



Access to Health & Social Services

Implement strategies to support community efforts to improve equitable access to care



Behavioral Health (Mental Health & Substance Misuse)

Collaborate to provide community members with the appropriate resources to achieve their optimum behavioral health.



Exercise, Nutrition & Weight

Implement strategies that support equitable access to healthy foods and physical activity

Acknowledgements and Comments

The All4HealthFL Collaborative commissioned Conduent Healthy Communities Institute (HCI) to support report development of the 2022 Implementation Strategy. HCI works with clients across the nation to drive community health outcomes by assessing needs, developing focused strategies, identifying appropriate intervention programs, establishing monitoring systems, and implementing performance evaluation processes. The following HCI team members were involved in the development of this report: Corinna Kelley, MPH, Public Health Consultant; Eileen Aguilar, MS, Public Health Consultant, and Dari Goldman, MPH, Senior Project Specialist. To learn more about Conduent Healthy Communities Institute, please visit <https://www.conduent.com/claims-and-administration/community-health-solutions/>.

DESCRIPTION OF THE COMMUNITY SERVED

Community Definition and Description

In this document, community is defined as the resident population of children and adults living in Hillsborough, Pasco, Pinellas, and Polk County. These four counties make up the service area of the community hospitals and Departments of Health that make up the All4HealthFL Collaborative. According to the 2022 Claritas Pop-Facts® population estimates, Hillsborough County has an estimated population of 1,519,364 persons, Pasco County has an estimated population of 575,435, Pinellas County has an estimated population of 982,142, and Polk County has an estimated population of 753,298.

Findings from the 2022 CHNA

The All4HealthFL Collaborative conducted its 2022 CHNA between November 2021 and July 2022. The purpose of the CHNA was to identify and prioritize the significant health needs of the community. The 2022 CHNA report can be found on the All4HealthFL website [All4HealthFL :: Link to different dashboards homepage](#).

Methodology for Identifying Community Needs

Secondary data used in the assessment consisted of community health indicators, while primary data consisted of focus group discussions and an online community survey. Findings from all these data sources were analyzed to identify the significant health needs for the community served.

Summary of Findings

Health needs were determined to be significant if they met the following criteria:

- Secondary data analysis: top 10 health needs as ranked by HCI's Data Scoring Tool
- Survey analysis: identified by 25% or more of respondents as a priority issue
- Qualitative analysis: frequency topic was discussed within/across focus groups
- Life expectancy data: analysis of leading causes of death, leading causes of premature death and all- cause mortality

Based on this criteria, six needs emerged as significant. These significant health needs were included for prioritization.

The Collaborative conducted six prioritization sessions with a data presentation of the six significant health needs. They convened a broad cross section of experts and organizational leaders with extensive knowledge of health needs in the community. Following the presentation, participants engaged in a discussion and were asked to complete an online prioritization activity.

Significant Health Needs



Process and Criteria

The online prioritization activity included two criteria for prioritization:

- Magnitude of the Issue
- Ability to Impact

Participants assigned a score of 1-3 to each health topic and criterion, with a higher score indicating a greater likelihood for that topic to be prioritized. Numerical scores for the two criteria were then combined and averaged to produce an aggregate score and ranking for each health topic.

Prioritization Results

After discussing the results of the prioritization process, the Collaborative agreed to create a strategy for each of the top three significant health needs including Access to Health & Social Services, Behavioral Health (Mental Health & Substance Misuse), and Exercise, Nutrition, and Weight.

Needs that will not be Addressed

The three significant health needs that will not be included in the Collaborative goals and objectives for the 2022-2024 Implementation Strategy include: Cancer, Heart Disease & Stroke, and Immunizations & Infectious Diseases. These health needs do overlap with some of the prioritized health topics such as Access to Health & Social Services and Exercise, Nutrition & Weight. Additionally, many of the Collaborative organizations address these health topics within their individual implementation strategies.

2022-2024 IMPLEMENTATION STRATEGY

This Implementation Strategy was completed through a collaborative effort that integrated the process of each hospital and the Florida Departments of Health serving Hillsborough, Pasco, Pinellas, and Polk counties. The following three-year Implementation Strategy reflects a significant part of the All4HealthFL Collaboratives commitment to making meaningful progress in addressing issues prioritized as part of the 2022 CHNA.

Following the implementation strategy kick-off meeting, the Collaborative set the following goals for developing a collaborative, comprehensive and inclusive implementation strategy that is attainable for all organizations and where they could make measurable impact.



Implementation Strategy Design Process

Directly following the completion of the CHNA, the Collaborative began subsequent work on an implementation strategy. During initial meetings the Collaborative partners reviewed their most recent implementation strategies, noting strengths and areas of improvement to inform the development of the new implementation strategy.

A collective impact approach was selected to engage multiple players in working together to solve complex problems in addressing Access to Health & Social Services, Behavioral Health (Mental Health & Substance Misuse), and Exercise, Nutrition, & Weight.

Implementation Strategy Workshops

Collaborative members were invited to participate in three workshops in September and October 2022. Prior to the workshops Conduent HCI developed Pre-Workshop Worksheets (one per health need) to prepare participants for group discussion. Participants were asked to consider root causes for each of the priority health issues and identify existing programs or interventions that address the relevant priority health need. Each worksheet also included an appendix of resources, with links to national, state, and local goals and objectives, a list of evidence-based resources, and relevant indicators from the secondary data analysis. Each workshop consisted of three components (1) a brief presentation to review the implementation strategy planning process (2) a group discussion to review content from the pre-workshop worksheet and (3) a group activity focused on building the implementation strategy. HCI facilitated a group brainstorming session using MIRO – a collaborative whiteboard to build various elements of a logic model.

Action Plans

Following the workshops, the Collaborative members convened for several meetings to discuss alignment of goals and objectives with state and local plans. They approached each prioritized health need as a collective impact-working together and sharing information for the purpose of addressing the three prioritized health needs. A collaborative goal and objective was created for Access to Health & Social Services, Behavioral Health (Mental Health & Substance Misuse), and Exercise, Nutrition and Weight. Each entity will provide organizational activities and or programs that meet the three objectives. The Collaborative will continue to meet regularly to discuss opportunities for cross-collaboration and identify common process measures to evaluate over the next three years.



Access to Health & Social Services

Access to Health & Social Services

	Collaborative Goal: Implement strategies to support community efforts to improve equitable access to care
	Collaborative Objective: Increase health literacy and health navigation through education and awareness

Healthcare is essential for maintaining good health. Access to health services is vital for achieving equity and increasing quality of life. In the U.S. about one in four Americans lack a health center to receive regular medical services and a primary care provider.¹

Within Hillsborough, Pasco, Pinellas, and Polk County Adults without Health Insurance was listed as a secondary data warning indicator of concern in all four counties of the All4HealthFL CHNA due to higher-than-normal rates in comparison to state and national averages. Community members also emphasized barriers to accessing care due to lack of knowledge and/or navigation of health care system, language barriers, lack or limited appointment availability, lack or limited health insurance coverage, and/or experiences of fear and or mistrust due to systemic/institutional racism, or discrimination and/or sexism.

The All4HealthFL Collaborative suggested implementing strategies to support community efforts to improve equitable access to care. Each organization has unique capabilities that lean to increase health literacy and health navigation through education and awareness. Efforts will continue to be made to increase collaboration among community partners and support local health department initiatives. See the appendix for organization specific strategies and process measures that align with the collaborative goal and objective.

¹ Centers for Disease Control and Prevention. Healthy People 2020: Legal and Policy Resources Related to Access to Health Services. Retrieved from: <https://www.cdc.gov/mentalhealth/learn/index.htm>



Behavioral Health (Mental Health & Substance Misuse)

Behavioral Health (Mental Health & Substance Misuse)



Collaborative Goal:

Collaborate to provide community members with the appropriate resources to achieve their optimum behavioral health.

Collaborative Objective:

Reduce stigma by increasing access to education, awareness, training, and navigation to equitable behavioral health services.

In the All4HealthFL CHNA the prioritized health need Behavioral Health was used to include mental health and substance misuse. Mental health describes how people think, feel, and act; it may also determine how people handle stress, relate to others and or make choices.² More than half of the U.S. population will be diagnosed with a mental health disorder at some point in their lifetime.³ Many mental health disorders can be treated and managed, but estimates suggest that only half of people with mental illnesses receive treatment.⁴ Studies also show a connection between substance use disorders and mental illnesses, showing increased risk for adolescents.

In the Hillsborough, Pasco, Pinellas, and Polk County CHNA common secondary data warning indicators seen in all four counties included Depression among Medicare Population, Alzheimer's Disease or Dementia in Medicare Population, and Age-Adjusted Death Rate due to Suicide. Substance misuse indicators included Adolescents who Use Electronic Vaping: Past 30 Days, and Adults who Smoke. Community members described barriers to accessing care such as high costs of care and or treatment, lack of knowledge and or navigation of health care system, lack or limited health insurance coverage, limited appointment availability or long wait times, shortage of providers, and stigma and/or fear of seeking care.

The All4HealthFL Collaborative is committed to addressing Mental Health & Substance Misuse by providing community members with appropriate resources to achieve their optimum behavioral health. The Collaborative will align their efforts with local health department initiative and the National Council for Mental Well-being to reduce negative stigma and increase access to education,

² Centers for Disease Control and Prevention. Mental Health. Retrieved from: <https://www.cdc.gov/mentalhealth/learn/index.htm>

³ Centers for Disease Control and Prevention. Mental Health. Retrieved from: <https://www.cdc.gov/mentalhealth/learn/index.htm>

⁴ National Institute of Mental Health. Retrieved from: <https://www.nimh.nih.gov/health/statistics>

awareness, training, and navigation to equitable mental health services. They will continue to implement and evaluate process measures for; Mental Health First Aid (MHFA). MHFA training is a skills-based training course that teaches participants about mental health and substance-use issues to help identify, understand, and respond to signs of mental illnesses and substance use disorders to aid and support who may be experiencing a crisis.⁵ See the appendix for organization specific strategies and process measures that align with the collaborative goal and objective.

⁵ Mental Health First Aid. Retrieved from: [About MHFA - Mental Health First Aid](#)



Exercise, Nutrition & Weight

Exercise, Nutrition & Weight

	Collaborative Goal:	Implement strategies that support equitable access to healthy foods and physical activity
	Collaborative Objective:	Support local policies and programs that address built environment and impact obesity, inadequate access to healthy food, and physical activity disparities

In the All4HealthFL CHNA Exercise, Nutrition & Weight were prioritized together to capture overlapping health concerns and to align with state and local initiatives. Overweight and obesity are linked to many chronic health conditions, including type 2 diabetes, heart disease, stroke, hypertension, and cancer.⁶ In the U.S., nearly one-third (31.9%) of the adult population is obese, while another two-thirds (66.7%) are overweight or obese.⁷

Secondary data warning indicators for Hillsborough, Pasco, Pinellas, and Polk counties show increased rates of Adults who are Sedentary, Adults Who Are Obese, and Teens without Sufficient Physical Activity. Regular physical activity has been shown to reduce the risk of chronic disease, lower symptoms of depression and promote healthy sleep.⁸

Proper nutrition is also essential for health, yet only 25% of community survey respondents from Hillsborough, Pasco, Pinellas, and Polk County eat the recommended serving of fruits and vegetables per day. People who eat too many unhealthy foods are at increased risk for obesity, heart disease and type 2 diabetes.⁹ Focus group participants suggested that they were unable to access affordable healthy foods due to environment in which they live, high cost of living and food, lack of transportation and lack of nutritional awareness.

⁶ Christopher G, Harris CM, Spencer T, et al. (2010). F as in Fat: How Obesity Threatens American's Future 2010. Washington, DC: Trust for America's Health (TFAH). Retrieved from <https://www.tfah.org/report-details/f-as-in-fat-how-obesity-threatens-americas-future-2010/#>:

⁷ Behavioral Risk Factor Surveillance System, Centers for Disease Control and Prevention, 2020

⁸ Centers for Disease Control and Prevention. Physical Activity Builds a Healthy and Strong America. Retrieved from <https://www.cdc.gov/physicalactivity/downloads/healthy-strong-america.pdf>.

⁹ Healthy People 2030. Retrieved from <https://health.gov/healthypeople/objectives-and-data/browse-objectives/nutrition-and-healthy-eating>.

Efforts to improve weight status must not only focus on individual behaviors, but also on policy and environmental changes. The All4HealthFL Collaborative is committed to addressing Exercise, Nutrition, & Weight by implementing strategies that support equitable access to healthy foods and physical activity. Each organization will work collaborate to support local policies and programs that address built environment and impact obesity, inadequate access to healthy foods, and physical activity disparities. See the appendix for organization specific strategies and process measures that align with the collaborative goal and objective.

Conclusion

This implementation strategy for All4HealthFL meets the federal requirement for charitable hospital organizations to develop a three-year written plan describing how hospital facilities plan to address the significant health needs identified in the most recent CHNA [IRS Section 501(r) (3)]. The All4HealthFL Collaborative partnered with Conduent Healthy Communities Institute to develop this 2022-2024 Implementation Strategy.

A series of virtual meetings and workshops were conducted to identify the goals, objectives and strategies documented in this plan. An overarching, collaborative goal and objective was developed for each of the three prioritized health needs, ensuring alignment with state and local priorities, while also allowing each collaborative organization to pursue its own local strategies and initiatives.

The goals, objectives and strategies outlined in this report will guide the All4healthFL Collaborative in their efforts to address each prioritized health need. Periodic evaluation will be conducted to ensure that strategies are meeting respective objectives.

The All4HealthFL Collaborative is committed to conducting another community health needs assessment and implementation strategy within three years.

Reports and Plans

The following include the All4HealthFL Collaborative organization implementation plans which are shared separately on each of their websites and on the All4HealthFL website [All4HealthFL :: Link to different dashboards homepage](#).

Organization	Website
AdventHealth	Community Health Needs Assessments AdventHealth
BayCare Health System	Community Benefit and Community Health Needs (baycare.org)
Bayfront Health St. Petersburg	Community Health Needs - Bayfront Health St. Petersburg
Johns Hopkins All Children's Hospital	Community Benefits - Johns Hopkins All Children's Hospital (hopkinsallchildrens.org)
Lakeland Regional Health	Service to the Community - Lakeland Regional Health (mylrh.org)
Moffitt Cancer Center	Community Benefit Moffitt
Tampa General Hospital	Community Health Needs Assessment Tampa General Hospital (tgh.org)
Florida Department of Health in Hillsborough County	Community Health Assessment and Improvement Planning Florida Department of Health in Hillsborough (floridahealth.gov)
Florida Department of Health in Pasco County	Community Health Promotion Florida Department of Health in Pasco (floridahealth.gov)
Florida Department of Health in Pinellas County	Data and Reports Florida Department of Health in Pinellas (floridahealth.gov)
Florida Department of Health in Polk County	Community Health Planning and Statistics Florida Department of Health in Polk (floridahealth.gov)