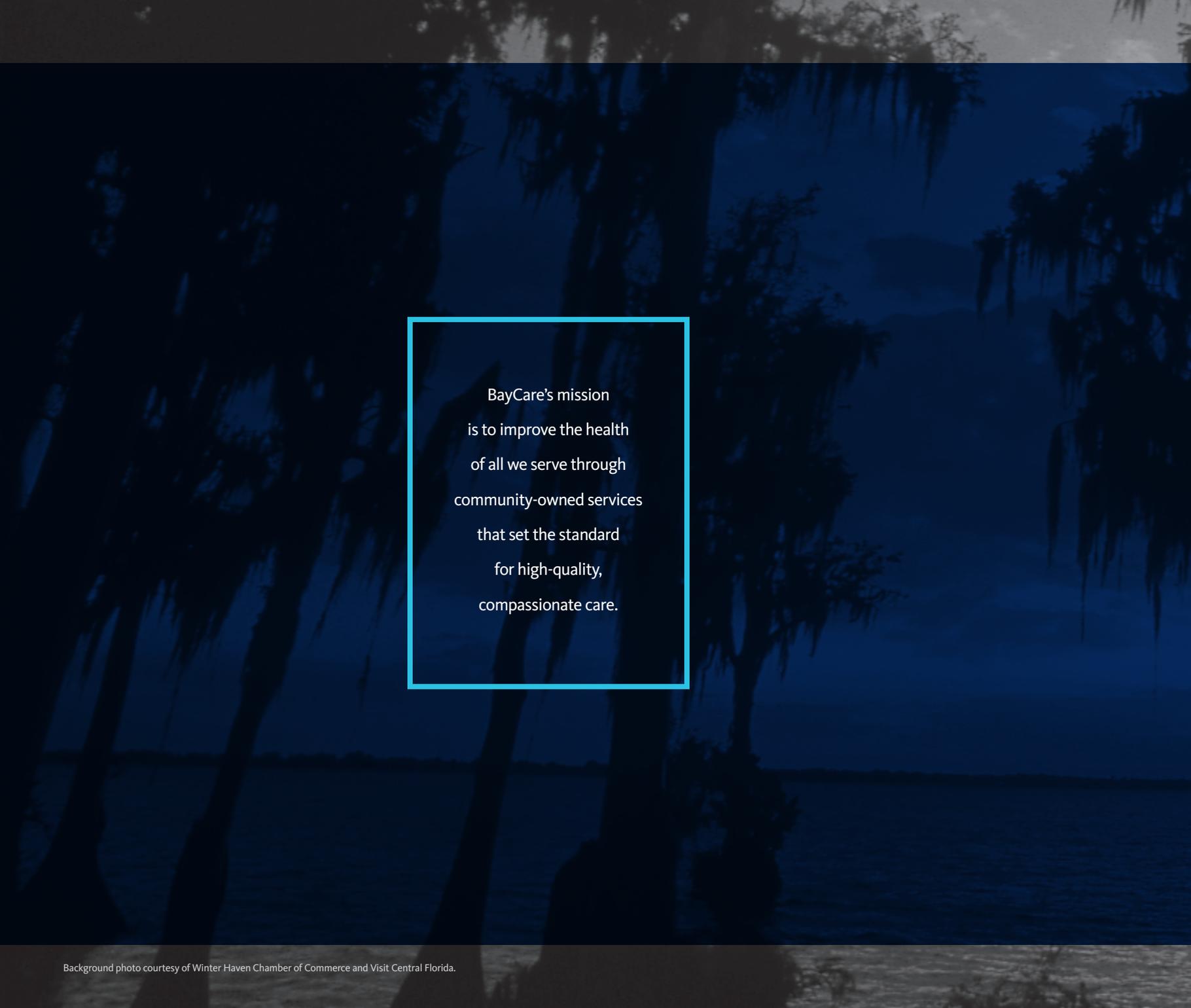




**COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)
IMPLEMENTATION PLAN POLK COUNTY**





BayCare's mission
is to improve the health
of all we serve through
community-owned services
that set the standard
for high-quality,
compassionate care.

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LETTER FROM THE PRESIDENTS

BayCare Health System is committed to improving the health of all communities we serve; caring for those who need us most is a fundamental part of our mission. In 2017, BayCare provided \$391 million in community benefit, including \$121 million in charity care, to assure high-quality, timely and appropriate care to those who couldn't afford it. Every day, we're working hard to improve the health and well-being of our communities, and we know there's more that needs to be done.

In 2018, Bartow Regional Medical Center and Winter Haven Hospitals worked together to conduct a community health needs assessment (CHNA) for the communities we serve. The CHNA provides information on the unmet and emerging health needs as identified through available local, state and national data—and most importantly, the assessment surveyed the voices of those we serve. We also engaged community leaders and key advocates through surveys and focus group listening sessions.

Once we had a deeper understanding of the health issues facing the community, our hospitals adopted a shared implementation plan to address those issues. This is a strategy where together we'll work toward the same goals, using the same objectives to achieve greater results. The plan includes clinical service, education and policy interventions that would span across the Bartow and Winter Haven service areas.

We encourage you to use this summary to gain a better understanding of our community's needs and to guide additional discussions with key decision makers and leaders.

To those who participated in our data collection efforts and prioritization exercise—thank you for your invaluable contributions. We look forward to sharing achievements of the implementation plan and ongoing conversations with all stakeholders and residents of our communities.

Sincerely,

Philip Minden
President, Bartow Regional Medical Center

Steve Nierman
President, Winter Haven Hospitals



Philip Minden



Steve Nierman

LISTENING TO POLK COUNTY

Bartow Regional Medical Center and Winter Haven Hospitals recognize that Polk County's health improvement plan must start with a deep understanding of the issues affecting health and the community resources available to improve related health outcomes. To provide as complete an overview of the health behaviors and perceptions of Polk County residents as possible, a 56-question community survey was developed. The primary purpose of utilizing a community survey was to ensure that the voices of Polk County residents were heard; engaging those most impacted by health issues where they live, work, play and raise families. The survey addressed health and lifestyle behaviors, quality of life and access to care.

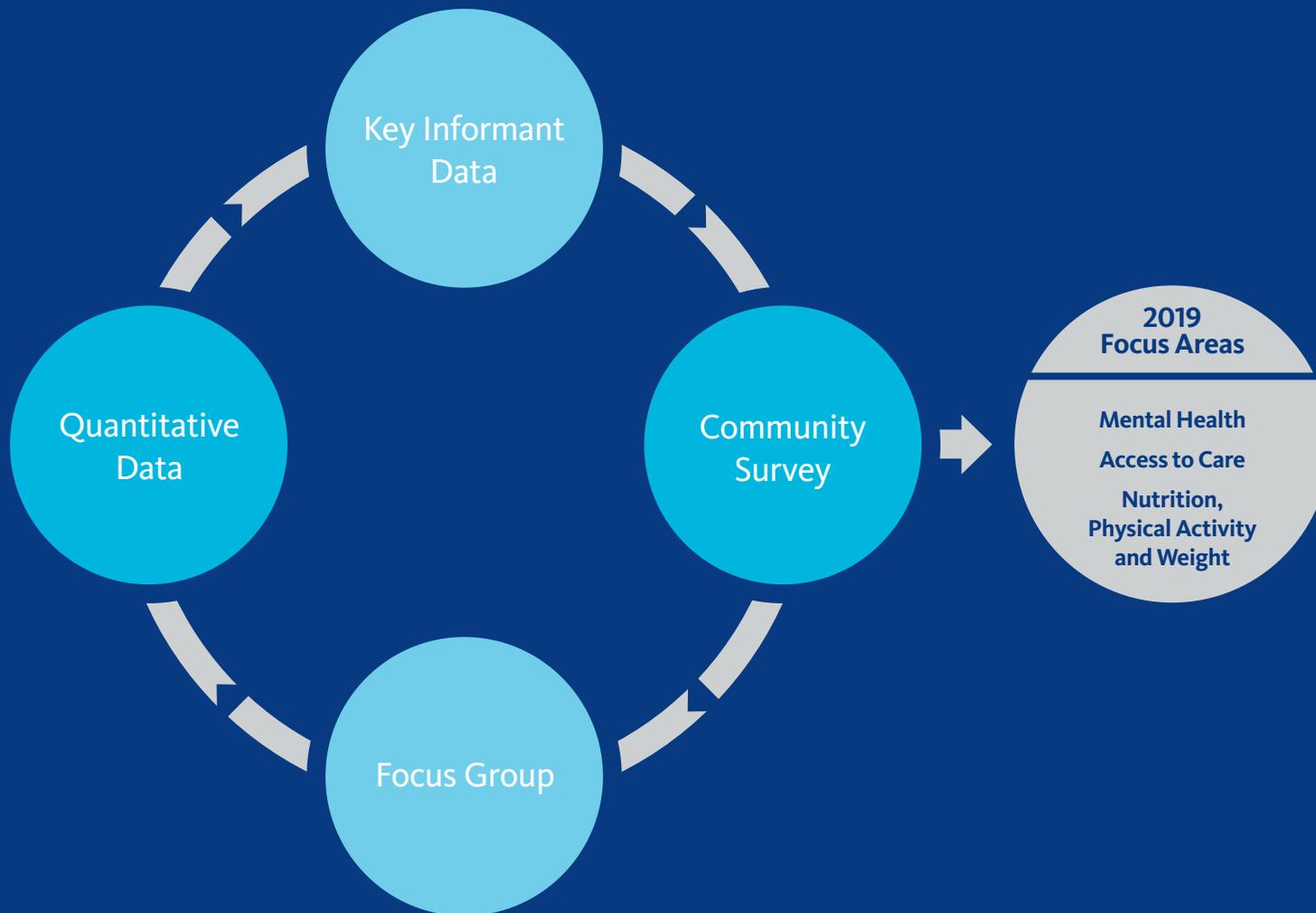
The community survey utilized validated and reliable questions obtained from state and national needs assessments including the USDA food insecurity screener and ACE-IQ. The survey passed a rigorous literacy review and was available in Spanish and Creole.

Intentional and strategic outreach was integral in getting a robust and representative response rate. Surveys were deployed on-site at Polk County Department of Health clinics, Central Florida Health Care and free clinics throughout the county. This strategy allowed for engagement of low-income, minority and medically underserved populations.



Photo courtesy of Winter Haven Chamber of Commerce and Visit Central Florida.

IDENTIFYING PRIORITIES



IDENTIFYING PRIORITIES

Upon review of local community opinion and related health statistics, 13 health issues were identified:

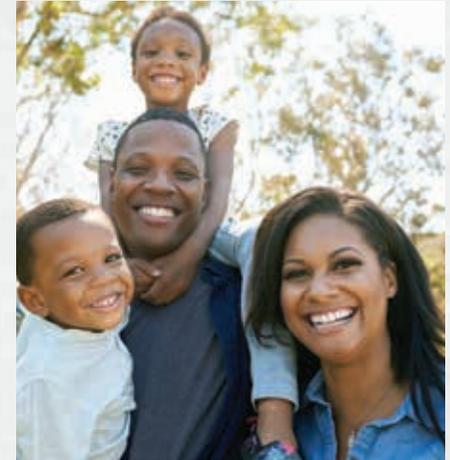
- Access to health care services
- Cancer
- Diabetes
- Heart disease and stroke
- Infant health and family planning
- Injury and violence
- Kidney disease
- Mental health
- Nutrition, physical activity and weight
- Potentially disabling conditions
- Respiratory diseases
- Substance abuse
- Tobacco use

Focus groups comprised of over 75 Polk County leaders, advocates and community partners were convened to gain greater insight into these health issues. The focus groups were guided by facilitators using a participatory analysis technique which engaged participants in guided discussion around specific topics using data placemats. The placemats displayed thematically grouped data, charts and graphs in an easy-to-understand format. Discussions were centered around three general questions:

- What surprises you about the data?
- What factors may explain some of the trends we're seeing?
- Does this lead to new questions?

Following the guided discussions, Professional Research Consultants led the participants in a prioritization exercise. Each of the 13 health issues was presented for ranking based on the categories' scope and severity of the issue, and the ability to impact. Each attendee was provided with an electronic voting device that allowed for a single vote in each category for each health issue. Prioritization revealed the top three health issues:

- Mental health and substance use
- Access to care
- Physical activity, nutrition and weight



IMPROVING HEALTH IS MORE THAN JUST ACCESSING HEALTH CARE



Policies and Programs



Health Factors



Health Outcomes

Health Behaviors (30%)

- Tobacco Use
- Diet and Exercise
- Alcohol and Drug Use
- Sexual Activity

Clinical Care (20%)

- Access to Care
- Quality of Care

Social and Economic Factors (50%)

- Education
- Employment
- Income
- Family and Social Support
- Community Safety

Physical Environment (10%)

- Air and Water Quality
- Housing and Transit

Length of Life (50%)

Quality of Life (50%)

DEVELOPING A STRATEGIC IMPLEMENTATION PLAN

Through this comprehensive community health needs assessment (CHNA) process, Bartow Regional Medical Center and Winter Haven Hospitals have a better understanding of the community's health and opportunity for improvement. In addition, we recognize that the CHNA isn't perfect, nor does it reflect each person's unique experience with health. In many cases, the assessment validated some of what we already knew about the community, and in other cases we learned about significant shortfalls in the community's health. There are many needs in Polk County, some of which are reflected in disparities of race, ethnicity, income, geography and education.

Through a shared vision and commitment to improving Polk County health and well-being, the Bartow Regional Medical Center and Winter Haven Hospitals Board of Directors took the bold move to collaboratively develop strategies to drive health improvement and create a single 2019–2021 implementation plan. This intentional decision will allow for better alignment of health improvement efforts, while also leveraging individual hospital resources to strengthen community collaborations already established within the county. This plan, with shared goals and objectives, will provide the guardrails for programmatic impact over the three-year cycle.

The 2019–2021 shared implementation strategy for Bartow Regional Medical Center and Winter Haven Hospitals was thoughtfully developed to leverage hospital and current community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plan includes a strong and directed focus on the social determinants that impact health.



Photo courtesy of Winter Haven Chamber of Commerce and Visit Central Florida.



MENTAL HEALTH

Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.¹ The individual, societal and economic impact of not treating mental illness is staggering: disability, incarceration, substance and alcohol abuse, homelessness, domestic violence, victimization, homicide and suicide. Untreated serious mental illness costs the U.S. nearly 200 billion dollars every year.²

In Polk County, mental health and substance use have consistently been identified in both the primary and secondary data as a top health priority. Suicide and unintentional injury rates remain steady and are similar to state rates, but higher than national statistics. Domestic violence rates remain significantly higher than state rates.

Within the Bartow Regional Medical Center/Winter Haven Hospitals service area, a higher percentage of individuals report seeking help for a mental or emotional problem than in the rest of the United States. Large disparities of age, income, race and ethnicity exist in those seeking, but are unable to get mental health treatment in these communities.³

Mental Health Goals

Reduce the incidence of self-harm behaviors (*suicide or an attempt, self-inflicted intentional injury and substance misuse*) among Polk County residents with a focus on those disproportionately impacted.

Objective 1

By December 31, 2021, increase access to mental health and substance use treatment services, as measured by a 3 percent decrease in the percentage of adults ages 18–39 who indicate that they're unable to get needed mental health services (*baseline 37.4 percent*).

Objective 2

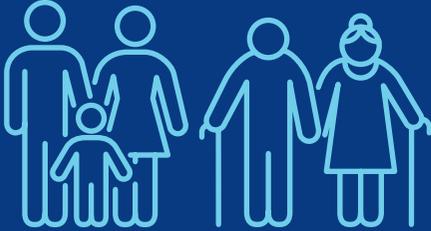
By December 31, 2021, improve the coping skills of Polk County residents through evidence-based and research-based prevention efforts as measured by a decrease of 2 percent in emergency department (ED) utilization for opiate dependence and/or misuse (*baseline: dependence 267, misuse 950*).



Photos courtesy of Winter Haven Chamber of Commerce and Visit Central Florida.

BARTOW REGIONAL MEDICAL CENTER AND WINTER HAVEN HOSPITALS SERVICE AREA

27%



of residents report having been diagnosed with a depressive disorder compared to 14.2 percent in Florida and 21.6 percent in the rest of the U.S.³



1,280

Residents for every one mental health provider, compared to 330:1 among top U.S. performers.⁵ Polk County is a mental health provider shortage area.

8.4%



Adults who self-reported drinking and driving in the past month; higher than state and U.S. survey respondents³

2ND

Leading cause of death from unintentional injuries is poisonings, including drug overdoses⁴



1+,384

Combined total of visits to the emergency departments in 2017 for mental health and substance abuse treatment

¹World Health Organization, 2018

²NAMI, 2018

³Professional Research Consultants, Inc., 2018

⁴Florida Charts, 2018

⁵RWJF County Health Rankings, 2018

MENTAL HEALTH

2021 Impact Objectives

- Provide youth mental health first aid training to at least 100 community members annually
- Implement a model utilizing BayCare navigators to connect uninsured ED patients with substance misuse and/or mental health diagnoses to community resources including the Winter Haven Hospitals Mental Health Peer Recovery program
- Develop a strategy to increase access to addiction services by training all Bartow Regional Medical Center and Winter Haven Hospitals ED physicians in medication-assisted treatment, and coordinate ongoing care with Tri-County Human Services
- Work with Polk County schools to identify space and initiate day treatment program for high-risk tier 3 students
- Explore community partnerships to expand behavioral health services to high-risk rural Polk County residents, including telehealth and/or mobile delivery platforms
- Implement the Supporting Motherhood and More program to provide group support and/or one-on-one emotional support counseling to at least 25 perinatal women who scored 10 or higher on the PHQ-9 or Edinburgh Postnatal Depression Scale annually
- Work with Tri-County Human Services to evaluate an opportunity to expand the detox and inebriate center ED diversion programming for substance misuse
- Implement the integration of behavioral health into primary care in all Polk County BayCare Medical Group practices
- Work with the Polk HealthCare Plan to evaluate coordinated resources to develop a countywide strategic plan for Trauma Informed Care/ACES

Tactics, where applicable, will always include:

- Conducting gap analysis to determine opportunities for greatest impact
- Implementing evidence-based trainings, programming and interventions
- Ongoing collaboration with community organizations to maximize combined resources
- Identifying and pursuing opportunities to implement policy, environmental and/or systems change



PHYSICAL ACTIVITY, NUTRITION AND WEIGHT

Physical activity and proper nutrition are key drivers in achieving and maintaining a healthy weight. The combination of physical activity, proper nutrition and maintaining a healthy weight decrease the likelihood of stroke, high blood pressure, heart disease, type 2 diabetes, depression and some cancers, and are a contributing factor in the prevention of many other health problems.¹

Obesity affects one in five children and one in three adults, and costs the U.S. \$147 billion annually.² Efforts to improve weight must include a focus not only on individual behaviors, but on policy and environmental changes, from tackling root causes of food insecurity to school-based interventions to safe places to be active outdoors.

Primary and secondary data sources elevated physical activity, nutrition and weight as a high health priority for Polk County. Among adults, nearly 70 percent of residents are overweight or obese.³ In 2018, the Winter Haven-Lakeland metropolitan statistical area (MSA) had the 16th worst food hardship rate in the nation; meaning that when compared to other communities, residents struggle to put food on the table and many are likely to go without food, much less nutritious meals.⁴

Nutrition, Physical Activity and Weight Goals

Pursue policy, systems and environmental change to maintain or increase Polk County residents with a healthy weight, with a focus on those disproportionately impacted.

Objective 1

By December 31, 2021, increase the percentage of Polk County residents with a healthy weight (*baseline: 28.4 percent*) by 2 percent.

Objective 2

By December 31, 2021, reduce the number of emergency department visits for uncontrolled diabetes (*baseline: 1,577*) by 2 percent.

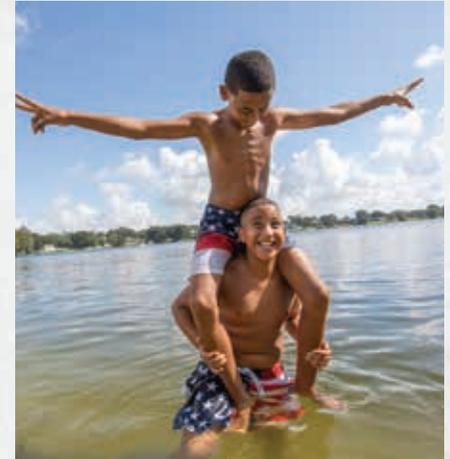


Photo courtesy of Winter Haven Chamber of Commerce and Visit Central Florida.

BARTOW REGIONAL MEDICAL CENTER AND WINTER HAVEN HOSPITALS SERVICE AREA

58.4%



Children who live in households at or below a 200 percent poverty level, compared to 48.8 percent in the state⁵

37.2%



Parents with children ages 2–17 who reported that their child was physically active one or more hours a day, compared with 50.5 percent nationally⁵



16.4–18.5%

Middle school and high school students who are obese³

39.2%



Residents who reported being food insecure (*ran out of food or worried they'd run out of food in the last 12 months*)⁵

26.5%



Of those who have diabetes are food insecure⁵

¹Healthy People 2020, 2018

²CDC, 2018

³Florida Charts, 2018

⁴FRAC, 2018

⁵Professional Research Consultants, Inc, 2018

PHYSICAL ACTIVITY, NUTRITION AND WEIGHT

2021 Impact Objectives

- Identify and collaborate with at least five food pantry sites to expand capacity including mobile outreach programming
- Implement the two-question USDA Food Insecurity screener as a standard of care at all inpatient touch points
- The BayCare Child Wellness and Safety team will expand programming to four Polk County elementary schools with the highest need through collaboration with Polk Vision's Building a Healthier Polk Initiative.
- Improve health outcomes for community members with prediabetes or type 2 diabetes by partnering with Central Florida Health Care to implement health coaching with a minimum of 100 unduplicated patients
- The BayCare Community Health team will deepen multidisciplinary partnerships across the service area to include at least 21 prevention-based screenings and/or classes.



ACCESS TO CARE

Access to comprehensive, quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for all Americans.¹

Access to health services means the timely use of personal health services to achieve the best health outcomes. It requires gaining entry into the health care system (*usually through insurance coverage*), geographic availability of needed health care services, ability to receive services when needed, and finding a health care provider with whom the patient can communicate and trust. Access to health care impacts one's overall physical, social and mental health status, and quality of life.¹

In Polk County, both primary and secondary data indicate health access is a high priority for the community. Polk County is a provider shortage area for primary care, dental and mental health providers, meaning there are too few providers compared to the number of residents.²

Access to Care Goal

Increase access to timely, affordable and appropriate health care services for all Polk County residents, with a focus on those disproportionately impacted.

Objective

By December 31, 2021, increase the percentage of Polk County residents who have access to health care services and resources as measured by a decrease of 2 percent in those indicating they had difficulties or delays in getting needed care for themselves or their children in the past year (*baseline: 47.2 percent adults, 20.5 percent children*).



Photos courtesy of Winter Haven Chamber of Commerce and Visit Central Florida.

BARTOW REGIONAL MEDICAL CENTER AND WINTER HAVEN HOSPITALS SERVICE AREA

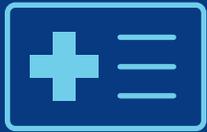
66.5%

Low-income residents who experience difficulties getting needed health care compared to 47.2 percent of all residents⁴



20.5%

Parents who report having trouble obtaining medical care for their child



23.8%

Low-income residents who don't have insurance compared with 16.5 percent in the overall service area⁴

20.9%

Unable to get medical care due to cost⁴



27.3%



Individuals identified as having low health literacy⁴

20.7%

Unable to get medical care due to difficulty getting an appointment⁴



¹Healthy People 2020, 2018

²HRSA, 2018

³RWJF County Health Rankings, 2018

⁴Professional Research Consultants, Inc., 2018

ACCESS TO CARE

2021 Impact Objectives

- Winter Haven Hospitals will have a fully established family medicine residency program providing comprehensive care to Polk County residents, with a goal of retaining graduates.
- Partner with Polk County EMS to expand the capacity of the community paramedicine program by identifying a baseline need for high emergency department utilizers with multiple comorbidities, and developing appropriate interventions.
- Explore community partnerships to identify gaps in health care access due to deficiencies in transportation, and expand and/or help establish new programs to serve disparately affected populations.
- Collaborate with the Neighborhood Community Center and partnering community organizations to expand services.
- Bartow Regional Medical Center and Winter Haven Hospitals will advocate for policy changes that would increase access to needed health services.
- Bartow Regional Medical Center and Winter Haven Hospitals, by working with the BayCare grants team, will increase the opportunity for patients in Polk County to participate in clinical trials to increase access to otherwise unavailable drugs and treatment modalities.
- Place at least one full-time navigator at Bartow Regional Medical Center and Winter Haven Hospitals, and explore opportunities to develop multidisciplinary collaborations to strengthen impact.

HOSPITAL INFORMATION



Bartow Regional Medical Center *Bartow, Florida*

Bartow Regional Medical Center is a 72-bed hospital serving South Lakeland, Bartow, Fort Meade, Mulberry, rural south Polk County and northern Hardee County. The hospital is equipped with four surgical suites and two gastroenterology suites. The emergency services department is staffed with board-certified emergency physicians and specially trained nurses, 24 hours a day, seven days a week, to treat all types of emergency situations.



Winter Haven Hospital *Winter Haven, Florida*

Winter Haven Hospital and Winter Haven Women's Hospital are located centrally between Orlando and Tampa in Winter Haven, Florida. The main hospital is a 468-bed acute facility, and the women's hospital is a 61-bed facility catering to the unique medical needs of women and infants. The hospitals are home to several Centers of Excellence: Bostick Heart Center, Cassidy Cancer Center, Stroke Center and the Breast Center at Winter Haven Women's Hospital.



The 2019–2021 shared implementation strategy for Bartow Regional Medical Center and Winter Haven Hospitals was thoughtfully developed to leverage hospital and current community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plan includes a strong and directed focus on the social determinants that impact health.

