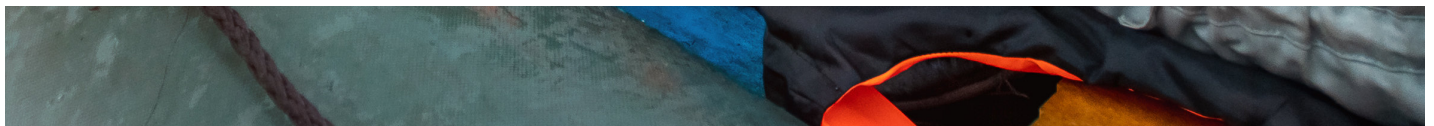


UF HEALTH CENTRAL FLORIDA —LEESBURG HOSPITAL

COMMUNITY HEALTH NEEDS ASSESSMENT

IMPLEMENTATION PLAN AND STRATEGY



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Overview

INTRODUCTION TO COMMUNITY HEALTH NEEDS ASSESSMENTS

The Affordable Care Act establishes specific statutory requirements that hospitals must meet to qualify as organization described in Section 501(c) (3) of the Internal Revenue Code and allow them to be exempt from federal income tax. As part of the new IRS requirements, hospitals must conduct a Community Health Needs Assessment (CHNA) to serve as an essential tool for developing a health improvement plan for the community the hospital serves. A community health needs assessment poises hospitals as leaders who have identified the health needs of their communities and are working towards solutions to meet those needs. The statutory requirements specified in the Affordable Care Act state:

- Each hospital facility must conduct a Community Health Needs Assessment at least once every three tax years and adopt an implementation strategy to meet the community health needs identified through the assessment
- The Community Health Needs Assessment must take into account input from persons who represent the broad interests of the community serviced by the hospital facility, including those with special knowledge of or expertise in public health
- Must be made widely available to the public
- Each hospital must disclose in Form 990 how it is addressing all of the needs identified in the assessment and if not, why not

A CHNA serves as a systematic approach to collecting, analyzing, and utilizing data to identify priority areas for improving health. Hospitals use this report as a call to action, engaging community members through public awareness messages, creating effective programs and policies and collaborating with other organizations to bring positive change to their community. The long-term goal of a CHNA is to identify health priorities and develop impact strategies with all health-related stakeholders in the community.

UF HEALTH CENTRAL FLORIDA AND LEESBURG HOSPITAL

UF Health Central Florida Health (UFHCF), formerly known as Central Florida Health, became part of University of Florida Health in January 2020. UFHCF is an award-winning, not-for-profit healthcare system and largest, most comprehensive provider of healthcare services in the region. UFHCF provides services to Lake, Sumter, and Marion counties through inpatient acute hospital services at UF Health Leesburg Hospital (UFHLH) and UF Health The Villages® Hospital (UFHTVH), as well as inpatient rehabilitation services at UF Health The Villages® Rehabilitation Hospital along with diagnostic laboratory services at several locations.

Serving Leesburg and the surrounding communities for more than 58 years, UFHLH is a 350-bed acute care hospital and the region's largest comprehensive care hospital. The hospital offers advanced cardiac care at its Heart Institute, which includes one of the largest open-heart programs in Florida. UFHLH also offers advanced orthopedic care at its dedicated inpatient Joint Center, obstetrics and gynecology, pediatrics, stroke care, emergency services, and provides both neurosurgery and medical neurological care.

UF Health Leesburg Hospital

The American College of Cardiology has recognized UFHLH for its demonstrated expertise and commitment in treating patient with chest pain by awarding a Chest Pain Center Accreditation with Primacy PCI and Resuscitation — its highest and best level of accreditation.

2019 – 2022 Implementation Plan and Strategies

HEALTH NEEDS IDENTIFIED

Through the 2019 community health needs assessment process, four strategic priority areas identified. These were:

- Maternal and Infant Health Outcomes
- Age-related Health Issues
- Primary and Secondary Prevention of Chronic Diseases and Conditions
- Mental and Behavioral Health and Wellness

PROGRESS, IMPACT AND OUTCOMES

Strategic Priority 1: Maternal and Infant Health Outcomes

Goal I: Improve the Health of Women and Babies

Strategies: Provide access to health care services, resources, education

Outcome Objectives:

1. Lower the infant mortality rate for births to Black/African American women by 10% by June 30, 2022 (Data source: Florida CHARTS, baseline (infant deaths per 1,000 live births, Black race, 2017): Lake: 7.0, Marion: 7.7, Sumter: 10.3, Florida 6.1)):

Final Outcome: Objective Met: Lake: 8.1, (1.5:1 ratio Black: White); Marion: 5.9 (0.8:1 ratio Black: White); Sumter: 0 (0:1 ratio Black: White); Florida 5.8 (2.5:1 ratio Black: White) Marion County and Sumter County decreased by more than 10% (Data source: FLHealthCHARTS)

2. Increase breastfeeding initiation rates by 10% by June 30, 2022 (Data source: Florida CHARTS, baseline (mothers who initiate breastfeeding, 2017): Lake: 84.1%, Marion: 74.3%, Sumter: 74.4%, Florida 86.0%)

Final Outcome: Objective Met: Lake: 87.4%, Marion: 80.8%, Sumter: 74.8% (Data source: FLHealthCHARTS)

3. By June 30, 2022 increase the percentage of women who receive prenatal care in their first trimester by 5% (Data source: Florida CHARTS, baseline: (births to mothers with first trimester prenatal care, 2017) Lake: 79.5%, Marion: 63.2%, Sumter: 80.2%, Florida: 77.3%)

Final Outcome: Objective Not Met: (Births to mothers with first trimester prenatal care, 2018-2020) Lake: 78.3%, Marion: 63%, Sumter: 74% (Data source: FLHealthCHARTS) Note: Pandemic response required re-direction of efforts which may have affected this outcome.

4. By June 30, 2022, reduce primary cesarean births among low-risk women by 5% (Data source: Florida CHARTS, baseline (births 37-38 weeks gestation with elective delivery, 2017): Lake: 35.2%, Marion: 40.8%, Sumter: 39.4%, Florida: 33.2%); note: HP2020 objective, data source: National Vital Statistics, national baseline: 26.5%, national goal 10% reduction)

Final Outcome: Objective Met: Lake: 31.3%, Marion: 32.4%, 36.4% (Data source: FLHealthCHARTS)

Strategic Priority 2: Age-related Health Issues

Goal I: Increase Awareness of Alzheimer’s disease Sign, Symptoms, and Care Options

Strategies: provide health education, institute clinical process change

Outcome Objectives:

1. By December 31, 2021, host three (3) community, health education activities that focus on Alzheimer’s disease awareness

Final Outcome: Objective met: Provided five (5) no-cost community health events (targeting residents of Leesburg, Fruitland Park, Bushnell, and Wildwood) each year addressing Alzheimer’s disease awareness

2. Increase awareness of signs and symptoms of Alzheimer’s disease and the link between certain medications and increased Alzheimer’s disease risk through partnership with the UF Health Leesburg Hospital Pharmacy and Medical Staff. 90% of all inpatients should receive education along with their prescription (Data source: UFHLH Pharmacy)

Final Outcome: Objective met

Goal II: Reduce Unintentional Injuries from accidental falls

Strategies: Provide health education, conduct patient fall risk assessment prior to discharge, document fall risk and history on EHR, partner with community agencies to increase awareness

Outcome Objectives:

- By June 30, 2022 implement screening program as a partnership between the Emergency Department and Rehabilitation Services team to identify patients 65 years of age and older who present as a high fall risk and reduce the overall inpatient fall rate by five percent. The program will also provide at-risk patients with the tools they need to prevent falls while in the hospital and also once they return home (Data source: UFHLH)

Final Outcome: Objective partially met. Pandemic response required re-direction of efforts, which may have affected this outcome.

Strategic Priority 3: Primary and Secondary Prevention of Chronic Diseases and Conditions

Goal I: Promote Employee Wellness

Strategies: employee wellness program enhancement and expansion, advocate for employee wellness policy change

Outcome Objectives:

1. By June 30, 2020 institute methodology to track and report employee wellness measures (Data source: UFHLH Employee Wellness Program)

Final Outcome: Objective met: Annual biometric screening conducted for employees

2. By June 30, 2022 increase the percentage of employees who have participated in a primary prevention wellness activity by 10% (Data Source: UFHCF Employee Wellness Program; baseline to be established)

Final Outcome: Objective not met. Pandemic response required re-direction of efforts, which may have affected this outcome.

3. By June 30, 2020 engage 20% of UFHLH employees screened for pre-diabetes in secondary prevention activity (Data Source: UFHLH Employee Wellness Program; baseline: 500 employees identified as at risk for diabetes, 2019)

Final Outcome: Objective met

Goal II: Expand Health Education and Physical Activity Opportunities for Clients with Chronic Diseases

Strategies: expand community partnerships for chronic disease prevention

Outcome Objectives:

1. Increase participation in the Silver Sneakers Program hosted at the Wellness Center by 15% by December 31, 2021 (Data source: UFHLH Transition Care Coordinator Team, baseline: to be established)

Final Outcome: Objective not met. Pandemic response required re-direction of efforts, which may have affected this outcome.

2. By June 30, 2020, establish American Cancer Center (ACS) Resource Center in UF Health Leesburg Hospital service area

(Data source: UFHCF Marketing Department)

Final Outcome: Objective met: Regional center opened at UF Health The Villages® Hospital East Campus

3. By December 31, 2021, collaborate with community organizations to bring four (4) chronic disease prevention activities to communities in the UF Health Leesburg Hospital service area

(Data source: UFHCF Marketing Department)

Final Outcome: Objective met: Provided four (4) no-cost community health events (targeting residents of) Leesburg, Fruitland Park, Lady Lake, Tavares, The Villages®, Bushnell, Wildwood and Summerfield) each year addressing Chronic Disease Prevention.

Strategic Priority 4: Mental and Behavioral Health and Wellness

Goal I: Promote Safe Prescription Drug Use

Strategies: provide health education and promotion activities, sponsor community education campaigns

Outcome Objectives:

1. By December 31, 2021 host three (3) safe drug use education activities for community members in the LRMC service area (Data source: UFHCF Marketing Department)

Final Outcome: Objective: Partially met: Provided two (2) no-cost community health events (targeting residents of Leesburg, Fruitland Park, Lady Lake, Tavares, The Villages®, Bushnell, Wildwood and Summerfield) each year addressing chronic disease prevention. Pandemic response required re-direction of efforts, which may have affected this outcome.

2. Reduce unintentional deaths by drug poisoning by 5% by June 30, 2022 (Data source: Florida CHARTS; baseline (unintentional injury deaths by drug poisoning per 100,000 population, 2017): Lake: 26.1, Marion: 39.9, Sumter: 16.1, Florida: 22.6)

Final Outcome: Objective Partially Met: Lake: 23.8 per 100,000 population, Marion: 44.4 per 100,000 population, Sumter: 26.5 per 100,000 population (Data source: FLHealthCHARTS, 3-year rolling rates)

Goal II: Improve Community Education Resources on Mental and Behavioral Health

Strategies: promote community education on mental and behavioral health

Outcome Objectives:

1. By December 31, 2021, partner with community organizations to bring four (4) mental health first aid courses to communities in the UFHLH service area (Data source: Marketing Department)

Final Outcome: Objective partially met: Provided one (1) no-cost community health event (targeting residents of Leesburg, Fruitland Park, Lady Lake, Tavares, The Villages®, Bushnell, Wildwood and Summerfield) each year addressing Mental Health First Aid. Pandemic response required re-direction of efforts, which may have affected this outcome.

2021-2022 Community Health Needs Assessment Process

ASSESSMENT PROCESS

The 2021-2022 community health needs assessment (CHNA) process is a continuation of UF Health Central Florida's dedication to community health improvement. UF Health Central Florida (formerly known as Central Florida Health) is a not-for-profit family of hospitals including UF Health Leesburg Hospital (UFHLH) and The Villages® Hospital. A separate CHNA completed for each hospital. This report serves as the implementation plan and strategy for UF Health Leesburg Hospital's CHNA. This implementation strategy builds on the findings from the CHNA process to document the identified strategic priorities and articulate the goals, strategies, and objectives that will guide actions to improve health outcomes and needs over the next three years in the UFHLH Service Area.

UF Health Central Florida engaged the services of WellFlorida Council to complete the 2021-2022 Community Health Needs Assessment for the UF Health The Villages® Hospital and UF Health Leesburg Hospital. This report serves as the CHNA for the UF Health Leesburg Hospital Service Area. WellFlorida Council is the statutorily designated (F.S. 408.033) local health council that serves north central Florida, including the UF Health Central Florida Service Areas of Lake, Marion, and Sumter Counties along with thirteen other counties. The mission of WellFlorida Council is to forge partnerships in planning, research, and service that build healthier communities. WellFlorida achieves this mission by providing communities the insights, tools, and services necessary to identify their most pressing issues (e.g., community health assessments and community health improvement plans) and to design and implement approaches to overcoming those issues.

The UF Health Central Florida Steering Committee and WellFlorida based the 2021-2022 CHNA effort on a nationally recognized model and best practice for completing health assessments and improvement plans called Mobilizing for Action through Planning and Partnerships (MAPP). The MAPP tool developed by the National Association of County and City Health Officials (NACCHO) in cooperation with the Public Health Practice Program Office, Centers for Disease Control and Prevention (CDC). NACCHO and CDC's vision for implementing MAPP is:

"Communities achieving improved health and quality of life by mobilizing partnerships and taking strategic action."

At the heart of the MAPP process are the four core MAPP assessments. These are:

- Community Health Status Assessment
- Community Themes and Strengths Assessment
- Forces of Change Assessment
- Local Public Health System Assessment (LPHSA)*

These four MAPP assessments work in concert to identify common themes and considerations in order to hone in on key community health needs. The results of the MAPP assessments integrated into the 2021-

2022 CHNA. Please note that through the CHNA process the health needs and health issues in the service area are uncovered or substantiated. That information used to establish priority goals and objectives for addressing issues and creating a strategic plan for achieving those goals and objectives. This phase of the MAPP process commonly referred to as the Community Health Improvement Plan (CHIP) planning phase or, similarly, the implementation plan and strategy phase.

- *The LPHSA omitted from this process given that it is typically completed, and facilitated by the local health department. The LPHSA measures how well the local public health system (county-level) delivers the 10 Essential Public Health Services. Each county health department should complete the LPHSA every five years. In addition, the MAPP framework is undergoing revisions that will substitute an updated capacity assessment that will be available in the future.
- The UF Health Leesburg Hospital Service Area includes five (5) zip codes from Lake County, one (1) zip code from Marion County, and four (4) zip codes from Sumter County. The Lake County zip codes are 34748 and 34788 Leesburg, 34731 Fruitland Park, 32159 Lady Lake, and 32778 Tavares. The Marion County zip code is Summerfield 34491 and the Sumter County zip codes include 32162 and 32163 The Villages, 34785 Wildwood, and 33513 Bushnell. The zip code areas chosen, based on the top 75 percent of discharges from the hospital during the 2020 fiscal year. The six-month assessment process began in November 2021 and concluded in April 2022.

INTERSECTING THEMES, HEALTH NEEDS AND HEALTH ISSUES

Shared below are the intersecting themes, which, in essence, comprise an overview of the major health needs, and issues that emerged over the course of this community health needs assessment in the UF Health Leesburg Hospital (UFHLH) and UF Health Central Florida (UFHCF) Service Areas. These themes, needs and issues are addressed further in the Recommendations and Next Steps section of the accompanying CHNA report. That section includes an enumeration of potential strategic areas of opportunity as well as a compilation of evidence-based and promising practice resources for consideration in the creation of the implementation strategy and action plan to address the identified priority issues. The themes described below emerged from the three assessments conducted as part of the MAPP process. The process included: Health Status Assessment through a comprehensive secondary data review; the Forces of Change or Strengths, Weaknesses, Opportunities, and Threats (SWOT) process of identifying opportunities and threats that currently impact and pose potential future threats and opportunities to health; and lastly, the Community Themes and Strengths Assessment conducted through primary data collection to hear community opinions and perspectives on health issues. These intersecting themes also considered in the identification and prioritization of potential strategic issues. For ease of understanding common themes and root causes, the key issues grouped below into categories including social determinants of health, health status measures, and healthcare access and utilization. Many of the key issues emerged as concerns across the three intersecting theme areas shown below; however, each issue listed once.

INTERSECTING THEMES/HEALTH NEEDS AND ISSUES

- Social Determinants (identified in the Community Health Status Assessment data, SWOT and visioning discussions, and the community and healthcare professional survey data)
 - Aging population
 - Higher rates of poverty among certain sub-populations
 - Food insufficiency and affordability of nutritious foods
 - Lack of affordable housing
 - Technology use including internet access
- Health Status Measures (identified in the Community Health Status Assessment data, SWOT and visioning discussions, and the community and healthcare professional survey data)
 - Infant mortality among all races and ethnicities and birth outcome disparities
 - Overweight and obesity with poor nutrition and eating habits, and physical inactivity as risk factors and contributing causes to chronic diseases and conditions
 - Age-related health problems including chronic diseases and conditions, injuries, impairment, and mobility issues
 - Heart Disease, Cancer, Diabetes, Chronic Lower Respiratory Disease, and Stroke
 - Mental health problems including substance, drug and alcohol abuse
 - Dental problems
 - Health outcome disparities among races, ethnicity, and geography
- Healthcare Access and Utilization (identified in the Community Health Status Assessment data, SWOT and visioning discussions, and the community and healthcare professional survey data)
 - Inappropriate and over-utilization of healthcare services (e.g., Emergency Department)
 - High and rising healthcare costs including services, health insurance, prescription drugs
 - Shortages of physicians, nurses, mental health professionals
 - Barriers to accessing primary, specialty, mental health, and dental care
 - Post-pandemic reconnections with healthcare providers including return to regular screenings

STRATEGIC ISSUE PRIORITY ISSUES

The February 22, 2022 meeting of the UF Health Central Florida (CHNA) Steering Committee was dedicated to reviewing the data and findings from the entire community, health assessment process, including the secondary health data review or Health Status Assessment, SWOT analysis, and the Community Themes and Strengths primary data collection via the community and health professional surveys and focus groups. The committee discussed the characteristics of strategic priorities to assure a common understanding of their scope, scale, and purpose. Prioritization considerations included issue importance, urgency, impact, feasibility, and resource availability. A facilitated consensus workshop moved the discussion from creating the list of issues (shown above) to identifying the intersecting themes. To assure that all members of the

Steering Committee could fully participate, a follow-up electronic prioritization survey was distributed that allowed members to express their opinions on priority health issues. The intersecting themes converged into three (3) broad topic areas of maternal health and infant mortality; health and wellness for all ages including age-related health issues; and healthy nutrition and informed health decision-making. The UF Health Central Florida CHNA leadership team then used a second round of consensus discussions, informed by the prioritization survey data collected, to arrive at the three (3) strategic priority issues. These three priority issues addressed in the implementation strategy action plan that follows.

STRATEGIC PRIORITY ISSUE AREAS IDENTIFIED

- Healthy Birth Outcomes
 - Preconception health and healthy pregnancies
 - Early entry into prenatal care
 - Low birthweight births
 - Disparities in infant mortality
 - Breastfeeding initiation
- Wellness for Life
 - Preventive care and screenings
 - Lifetime wellness activities
 - Early detection of conditions including depression and age-related conditions
 - Falls and other unintentional injuries, mobility
- Healthy Food Choices for Life
 - Nutrition education and skills development tailored for priority populations
 - Overweight and obesity-related problems and health conditions
 - Screening and other health professional practice strategies

Steering committee members discussed and acknowledged that many of the strategic priority issues have shared root causes, related contributing factors, and addressed by common strategies that will have the potential to address multiple issues simultaneously.

HEALTH NEEDS NOT ADDRESSED

Issues related to substance use and abuse including drug and alcohol-related health problems discussed in some detail. While deemed concerning, persistent problems for many in the UF Health Central Florida and Leesburg Hospital Service Areas, the Steering Committee members cited numerous healthcare, social service organizations, and community partners already engaged in local interventions to address substance abuse and the broader issue of mental and behavioral health. Among the partner organizations tackling this issue, include LifeStream, The Centers, National Association on Mental Health (NAMI), and the region's Area Agency on Aging.

2022 – 2025 Implementation Plan and Strategies

Strategic Priority 1: Healthy Birth Outcomes

Goal I: Address Persistent Disparities in Birth Outcomes

Strategies: improve access to preconception wellness resources, remove barriers to prenatal care, provide health and nutrition education

Outcome Objectives:

1. Lower the infant mortality rate for births to Black/African American women by 10% by June 30, 2025 (Data source: FLHealthCHARTS, baseline (infant deaths per 1,000 live births, Black race, 2020): Lake: 8.1, (1.5:1 ratio Black:White); Marion: 5.9 (0.8:1 ratio Black:White); Sumter: 0 (0:1 ratio Black:White); Florida 5.8 (2.5:1 ratio Black:White) Note: Healthy People 2030 objective MICH-02, national target: 5.0 (all races)

2. By June 30, 2025, increase the percentage of women who receive prenatal care in their first trimester by 10% (Data source: FLHealthCHARTS, baseline: (births to mothers with first trimester prenatal care, 2018-2020) Lake: 78.3%, Marion: 63%, Sumter: 74%, Florida: 76.1%) Note: Healthy People 2030 objective MICH-08, national target: 80.5%

3. Increase breastfeeding initiation rates by 10% by June 30, 2025 (Data source: Florida CHARTS, baseline (mothers who initiate breastfeeding, 2020): Baseline: Lake: 87.4%, Marion: 80.8%, Sumter: 74.8% (Data source: FLHealthCHARTS)

4. By June 30, 2025, reduce primary cesarean births among low-risk women by 5% (Data source: Florida CHARTS, baseline (births 37-38 weeks gestation with elective delivery, 2020): Lake: 31.3%, Marion: 32.4%, Sumter: 36.4%, Florida: 33.2%); note: HP2030 objective, target 23.6%

Strategic Priority 2: Wellness for Life

Goal I: Promote Wellness Checks and Screenings

Strategies: improve access to screenings, remove barriers to preventive care and wellness activities, promote, and provide health education and self-care skills development

Outcome Objectives:

1. By December 31, 2024, host three (3) community health promotion activities that focus on health screenings including hearing, vision, abilities to perform activities of daily living, and chronic disease (Data source: UFHCF Marketing/Community Outreach)

2. By June 30, 2025, 90 percent of inpatients receive education and/or educational materials about signs and symptoms of depression (Data source: UFHLH EHR)

3. By June 30, 2025, implement a Community Health Promotion Program to reduce the risk of falls in the home (Data source: UFHCF Marketing/Community Outreach)

Goal II: Enhance Access to Care by Linking to Services and Addressing Barriers

Strategies: Address barriers to services, and promote health literacy

Outcome Objectives:

1. By June 30, 2025, decrease the percentage of adults who could not see a doctor in the past year due to cost by 10% (Data source: FLHealthCHARTS (2019), Lake: 13.6%, Marion: 19.1%, Sumter: 9.5%)

Strategic Priority 3: Healthy Food Choices for Life

Goal I: Provide Evidence-Based Nutrition Education for All

Strategies: nutrition education and skill development, screening for nutrition deficiencies, tailor interventions for priority populations such as children, teens, young adults, and seniors

Outcome Objectives:

1. By June 30, 2025, decrease the percentage of adults who are overweight or obese (Data source: FLHealthCHARTS (BRFSS 2017-2019), baseline: Lake: 64.4%, Marion: 66.8%, Sumter: 71.4%, Florida: 73.1%)

2. By June 30, 2023, launch public relations campaign to educate at-risk children and adults about the importance of adopting healthy weight management and nutrition practices (Data source: UFHCF Marketing/Community Outreach)