



UF Health Shands COMMUNITY HEALTH IMPROVEMENT PLAN



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Introduction & Purpose

UF Health Shands is pleased to present its 2023-2025 Implementation Strategy Plan for the seven-county service region that includes Alachua, Bradford, Columbia, Levy, Marion, Putnam, and Suwannee counties. The purpose of this plan is to identify specific goals, objectives, and strategies that demonstrate how the organization plans to address the prioritized health needs identified within the 2022 Community Health Needs Assessment, or CHNA. The CHNA report was adopted in July 2022 and can be accessed on the hospital’s website [Community Health | UF Health, University of Florida Health](#)

This report includes an overview of the three health needs identified and prioritized in the most recent CHNA, a description of the process and methods used to design the implementation plan, and hospital strategies that address each health need. The prioritized health needs from the 2022 CHNA include:

2022 Prioritized Health Needs



**ADOLESCENT
HEALTH**



CANCER



**CHRONIC
CONDITIONS**

Our Hospital and the Community Served

UF Health Shands

UF Health Shands is a private, not-for-profit hospital system affiliated with the University of Florida. It is part of UF Health, a world-class academic health center and part of one of the nation’s top 5 public research universities, with main campuses in Gainesville and Jacksonville as well as community hospitals in Leesburg and The Villages®. UF Health Shands is based in Gainesville, Florida.

UF Health Shands has more than 1,200 expert UF College of Medicine and many community physicians along with almost 11,000 nursing and support staff that provide comprehensive high-quality patient care, from primary care and family medicine to subspecialty tertiary and quaternary services for patients with highly complex medical conditions. It features a teaching hospital, UF Health Shands Hospital, five specialty hospitals — UF Health Shands Cancer Hospital, UF Health Shands Children’s Hospital, UF Health Psychiatric Hospital, UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital; a network of outpatient rehabilitation centers; and a home health agency. UF Health Shands is affiliated with more than 60 UF Health Physicians

primary care and specialty medical practices located throughout North Central Florida. UF Health Shands Hospital is also home to a state-designated Level I trauma center, a Level IV neonatal intensive care unit, a regional burn center and an emergency air and ground transport program.

Our Mission

UF Health Shands Hospital's guiding principles are the framework for the mission-based goals in The Power of Together strategic plan. It supports the aim to advance science, train the next generation of health care professionals and improve patient care and quality of life for Florida residents. ¹ Our mission of patient care, research, education, and community service support each other and create a virtuous expanding circle.

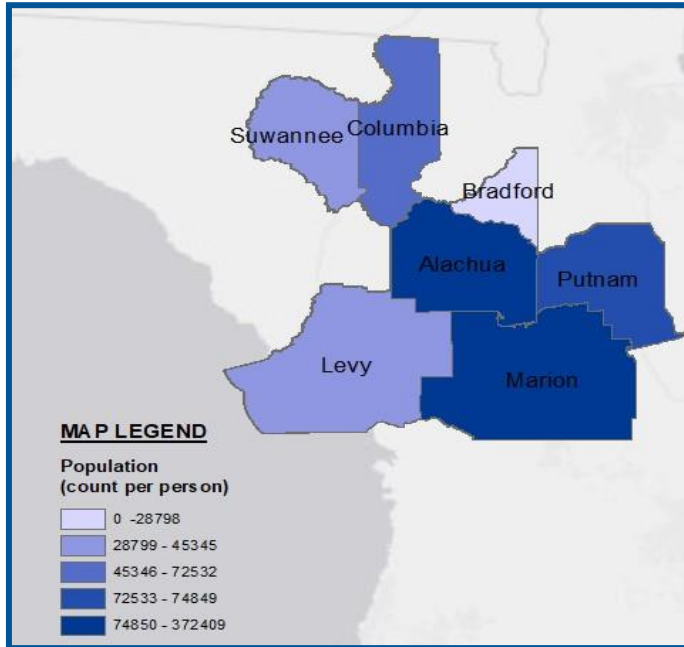


Description of Community Served

According to the 2021 Claritas Pop-Facts population estimates, the UF Health Shands Primary Service Area has an estimated population of 908,877 in 2021, which represents 4% of Florida's total population. Figure 1 shows population size by county within the UF Health Shands service area. The darkest blues represent ZIP codes with the largest population. Geographically, there are 6,089 total square miles in the service area, or 11% of the total landmass of Florida, according to the U.S. Census Bureau American Community Survey 2015-2019 five-year estimates. The geography encompasses a mix of urban and rural areas. Population density for this entire area, estimated at 139.21 persons per square mile, is greater than the national average population density of 90.19 persons per square mile, but less than the Florida average density of 371.64 persons per square mile.

¹ UF Health. UF Health Strategic Plan 2015-2020. Retrieved from [PT Handout 051915 FINAL.pdf \(ufhealth.org\)](#)

Figure 1: Population Size by Zip Code



Data Source: 2021 Claritas Pop-Facts®, U.S. Census Bureau 2019

Table 1. Population Size by County

Total Population	
CHNA Region	908,877
Alachua	272,851
Bradford	28,798
Columbia	72,532
Levy	42,093
Marion	372,409
Putnam	74,849
Suwannee	45,345
Florida	21,908,282
United States	328,239,523

Acknowledgments

The development of the 2022 Implementation Plan was a collective effort that included key members from UF Health Shands and input gathered from community residents and organizations in UF Health Shands seven county service region. UF Health Shands Implementation Plan project members included Robert Thornton, Vice President of Finance and Paul Lipori, Director of Financial Planning and Analysis. Additional supporting members included David R. Nelson; Senior Vice President for Health Affairs at the University of Florida and President of UF Health, Colleen Koch, M.D., Dean of the UF College of Medicine; Marvin A. Dewar, M.D., J.D., Senior Associate Dean of the UF College of Medicine and Chief Executive Officer of UF Health Physicians; and the UF Health Shands Executive Team.

UF Health Shands Executive Team
James J. Kelly Jr. , <i>Interim Chief Executive Officer</i>
Irene Alexaitis , D.N.P., R.N., NEA-BC, <i>Vice President, Nursing and Patient Services</i>
Traci Spray d'Auguste , M.B.A., MSHA, <i>Chief Operating Officer</i>
C. Parker Gibbs , M.D., <i>Chief Medical Officer</i>
Michele Lossius , M.D., <i>Chief Quality Officer</i>

Consultants

UF Health Shands commissioned Conduent Healthy Communities Institute, or HCI to support report preparation for its 2022 Implementation Plan. Conduent 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; Elizabeth Bobo, MPH, MA, CHES Account Manager; Dari Goldman Senior Project Specialist. To learn more about Conduent HCI, please visit www.conduent.com/community-population-health.

Findings from the 2022 CHNA

The CHNA is a systematic, data-driven approach used to determine the health status, behaviors and needs of residents in the CHNA service areas. This information is used to inform decisions and guide efforts to improve community health and wellness. A CHNA provides information from quantitative and qualitative sources so that communities may identify issues of greatest concern; explore opportunities to collaborate with community partners and commit resources to those priority areas of focus, thereby making the greatest possible impact on community health status.

The following three-year Implementation Strategy reflects a significant part of our commitment to make meaningful progress in addressing issues prioritized as part of the 2022 Community Health Needs Assessment.

Methods for Identifying Community Needs

Multiple types of data were collected and analyzed to create the 2022 Community Health Needs Assessment. Primary data consisted of key informant interviews while secondary data included indicators spanning health outcomes, health behaviors and social determinants of health. The methods used to analyze each type of data are outlined below. The findings from each data source were then synthesized and organized by health topic to present a comprehensive overview of the health needs in UF Health Shands' seven-county CHNA region.

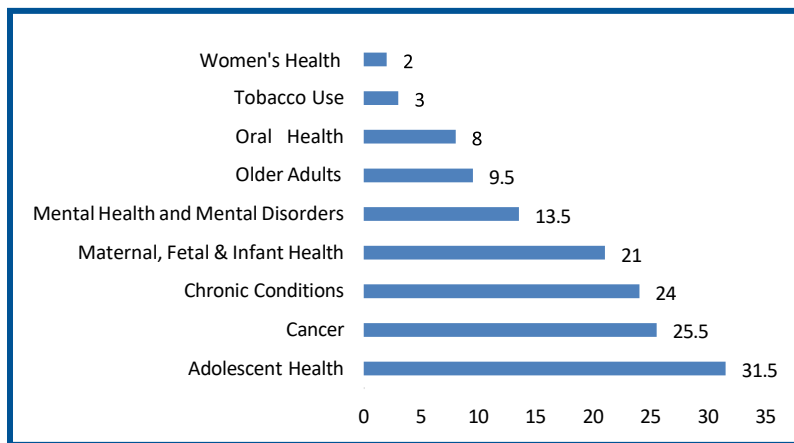
The following significant health needs were identified through the UF Health Shands 2022 CHNA and represented potential areas to consider for prioritization and action.



Prioritized Health Needs

In March 2022, UF Health Shands convened a group of hospital leaders to participate in a virtual presentation of data on health needs facilitated by HCI. Following the presentation, question and discussion session, participants were invited to complete a prioritization activity which allowed participants to assign a score to each health need based on magnitude of the health issue and ability to impact. A total of seven individuals representing UF Health Shands leadership participated in the activity. Completion of the online exercise resulted in a numerical score for each health topic and criterion. Numerical scores for the two criteria were equally weighted and averaged to produce an aggregate score and overall ranking for each health topic. The aggregate ranking can be seen in Figure 2.

FIGURE 2. AGGREGATE RESULTS OF ONLINE PRIORITIZATION ACTIVITY (N=7)



Leadership at UF Health Shands Hospital reviewed the scoring results of the community needs alongside additional supporting evidence and agreed to proceed with implementation planning for the top three priority areas: adolescent health, cancer, and chronic conditions.

Needs that will not be Addressed

Beyond the three prioritized health needs identified in figure 2, the following additional significant health needs emerged from review of the primary and secondary data including maternal, fetal & infant health, mental health and mental disorders, older adults, oral health, tobacco use, and women's health. At this time UF Health Shands acknowledges these issues, but will focus their efforts on the three prioritized health needs over the next three years. While not directly targeted in this plan, many of these topics overlap with the prioritized health needs and will be positively impacted through existing collaborative strategies and activities.

2023-2025 Implementation Plan

This Implementation Strategy, or IS Plan was completed through a series of virtual meetings incorporating key UF Health Shands hospital leadership and program managers. UF Health Shands completed a comprehensive analysis of the data collected as part of the 2022 CHNA process, including input solicited from the community representing diverse populations such as medically underserved, low-income communities, and minority populations.

The implementation activities outlined below summarize the programs and services that UF Health Shands has implemented to directly address the prioritized community health needs.

Community Benefit Operations

UF Health Shands is committed to engaging in community benefit operations and have invested in conducting community health needs assessments and implementation strategy development every three years. They perform ongoing community activities and community benefit data collection and hired Conduent Health Communities to collect and analyze data and incorporate community voices in the prioritization of health needs for the 2022 CHNA and IS reports.

Community Health Improvement Services

Dedicated to reducing disparities in healthcare and bolstering community trust and engagement the UF HealthStreet program bridges the gap between community members and resources available to them. The HealthStreet model of community engagement focuses on four pillars, including assessing community members' medical problems and concerns, linking people to medical and social opportunities to participate in research, engaging with the community, and being a trustworthy partner to the community.² UF Healthstreet was recently awarded first place in the 2022 Association of American Medical Colleges, or AAMC for their collaborative innovations with UF/IFAS Extension who both deploy community health workers and extension agents in the communities. The program tracks and monitors collective impact and focuses its work on minority populations, areas of high vaccine hesitancy, rural communities and communities with high opioid overdose rates.

² UF Health. Clinical and Translation Science Institute. Retrieved from [UF HealthStreet and Cooperative Extension collaboration wins first place Innovations award from AAMC » Clinical and Translational Science Institute » University of Florida \(ufl.edu\)](#)

Expanding Services to Underserved Populations

As part of a broad initiative and unified effort to improve the health and well-being of underserved populations, UF Health will be adding a walk-in/immediate care center in East Gainesville, Alachua County. Offering access to convenient walk-in/immediate care and a more patient-friendly alternative to the emergency room is an important part of the medical continuum. In 2020 the Alachua County Health Assessment showed ZIP codes 32609 and 32641 (two of the most populated East Gainesville ZIP codes) to have the highest rates of ER visits for “avoidable hospital admissions,” dental care and mental health compared to other county ZIP codes.

The purpose of this project is to address the disproportionate availability of healthcare resources to underserved communities on the eastside of Gainesville. This endeavor is in collaboration with key local government officials and a multidisciplinary group of individuals including providers, medical practice planners, dental and mental health representatives, facility experts, and non-medical community representatives. The initiative will connect, coordinate and leverage a number of existing standalone activities aimed at improving the health of the eastside community.

The center will provide services to individuals of all ages, with all types of medical problems and will see patients irrespective of insurance coverage. The center is planned to operate seven days a week and include extended evening hours. Anticipated outcomes include improving access for acute medical needs during the initial phase of the project.

The ultimate objective is to improve community health. Measurement and evaluations will be conducted by obtaining community assessments of satisfaction with acute healthcare service availability once the facility is open. Other outcome measures include number and scope of new community engagement activities, number of residents provided community health education, and number of different community groups connected through the center. A few initial key performance indicators include the center being open and operational no more than 18 months after zoning approval is completed, seeing patients seven days a week with extended hours, year two patient care volumes between 12,000 to 15,000 visits, at least 13 jobs created for center staffing.

Adolescent Health

Adolescent health was identified as a top health concern within the CHNA primarily due to secondary data warning indicators that show a high need to address teen obesity and teens without sufficient physical activity. Physical activity has been shown to improve health, prevent unhealthy weight gain, and reduce risks of many chronic conditions. UF Health Shands and the UF College of Medicine acknowledge that physical inactivity is a major public health challenge and can cause a range of health problems for all ages. To promote public awareness of the health benefits of physical activity, the UF College of Medicine is conducting a community study over the next six years and will be recruiting 2,700 community members to assess the molecular changes that occur in response to physical activity.³

Cancer

Cancer was identified as a top health need across the UF Health Shands seven-county region. Cancer is still the leading cause of death worldwide, however, mortality can be reduced when cases are detected and treated early. The UF Health Cancer Center in Gainesville is dedicated to serving the residents of Florida with state-of-the-art cancer treatment, prevention, control, and education. It has been recognized as a Cancer Center of Excellence for North Central Florida.⁴ The Adult Cancer Survivorship Program goal is to improve the health and quality of life for patients, using a personalized approach through clinical care, education, counseling, surveillance, and coordination of care. This program aligns with the Healthy People 2030 goal of increasing quality of life for cancer survivors. Key objectives of this program are to continue working with community partners to reduce barriers to accessing care.

Chronic Conditions

Older adults with chronic conditions were identified within the CHNA community members' feedback and data collection. In the United States there is an unprecedented increase in the number of adults aged 65 or older with chronic conditions. Aging increases the risk of chronic diseases such as dementia, heart disease, Type 2 diabetes, arthritis and cancer. The University of Florida Institute on Aging promotes the health, independence and quality of life for older adults. The institute's goals are to be at the forefront of research, education and career development in the area of aging, and make significant contributions to the preservation of independence and prevention and rehabilitation of disabilities affecting senior citizens.⁵

³ NIH Reporter. MoTrPAC Consortium Coordinating Center. Retrieved from [RePORT | RePORTER \(nih.gov\)](#)

⁴ UF Health. Expert Cancer Care. Retrieved from [Expert Cancer Care | Cancer Specialties | UF Health, University of Florida Health](#)

⁵ UF Health. Institute of Aging. Retrieved from [About » Institute on Aging » University of Florida \(ufl.edu\)](#)

In addition, the UF Mobile Outreach Clinic creates environments that provide immersive educational experiences that focus on the social determinants of health and their impact on patients' health and well-being.⁶ They have created a six-week in-home Chronic Disease Self-Management Program that introduces basic life strategies and tools and trained group leaders to facilitate educational training aimed to improve knowledge on nutrition, meal planning, exercise, finances and effective communication with a healthcare provider.

⁶ UF Health Mobile Outreach Clinic. Retrieved from [Mission and Vision Statement » Mobile Outreach Clinic » College of Medicine » University of Florida \(ufl.edu\)](#)