



Community Health Improvement Plan

Dixie County

September 2012



Overview

Community health needs assessment (CHNA) and community health improvement planning (CHIP) activities for Dixie County in 2012 have utilized the Mobilizing for Action through Planning and Partnerships (MAPP) framework, developed by the National Association of County and City Health Officials and the Centers for Disease Control (www.naccho.org/topics/infrastructure/mapp/). These activities were funded, in part, by the Florida Department of Health through grant funds to the Dixie County Health Department (DCHD) that originated from the U.S. Department of Health and Human Services in its efforts to promote and enhance needs assessment and priority setting and planning capacity of local public health systems.

The MAPP process consists of six phases:

Phase 1 - Organizing for Success and Organizing for Success

Phase 2 - Visioning

Phase 3 - The Four MAPP Assessments

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

Phase 4 - Identify Strategic Issues (CHIP activity)

Phase 5 - Formulate Goals and Strategies (CHIP activity)

Phase 6 - Action Cycle (Program Planning, Implementation and Evaluation)

The CHSA provides insights into the current health status and key health system and health outcome indicators in a community. The LPHSA provides a community self-assessed report card for the local public health system (all partners with a vested interest in the public's health; not just the local health department). The CTSA allows members of the community to offer insights as to the key issues, strengths and weaknesses associated with the local public health system. And finally, while the FCA asks key leaders in the community in a variety of critical sectors what they believe will be the emerging threats, opportunities, events and trends that may either enhance or hinder a community's ability to address its most pressing healthcare issues, the Dixie County Community Health Needs Assessment did not include a FCA.

Collectively, the results of the three MAPP assessments conducted for Dixie County provide input to the community in order to identify strategic issues and formulate goals and objectives, activities which comprise the core of a CHIP process. Ultimately, a cycle of actions will emerge that include program planning, program implementation and ongoing evaluation to improve community health. This document provides a brief summary of key findings in each of the three key MAPP assessment areas (CHSA, LPHSA, and CTSA) and presents the Dixie County Community Health Improvement Plan.

Key Community Health Needs Assessment Issues

The following is a brief bulleted list of key insights each of the four assessments that comprised the MAPP CHNA. Ultimately, these key insights provided input to the CHIP process for Dixie County.

Community Health Status Assessment

Key insights of this section include:

- Low income, high poverty and limited economic base continue to be leading predictors of health outcome and health access in Dixie County both on an individual and county-wide basis.
- Dixie County continues to exceed the state death rates for most of the ten leading causes of death in Florida with the overall death rate in Dixie County being nearly 33% higher than the state.
- While there are disparities in death rates among white and black residents in Dixie County, black residents of Dixie County fare better than their counterparts at the state level for overall mortality.
- Dixie County is slightly worse than the state for many of the leading birth indicators.
- Overall, poor health behaviors are on the rise in Dixie County as measured by the Behavioral Risk Factor Surveillance System (BRFSS).
- Dixie County's rate of avoidable hospitalizations is nearly 50% higher than the state rate.
- The most recent estimates for the uninsured put the uninsured rate of Dixie County non-elderly residents between 18-21% though most of the best estimates are available for the period immediately prior to the precipitous economic downturn.
- Dixie County is near the bottom 10% of counties in Florida based on health rankings from the Robert Wood Johnson Foundation and the University of Wisconsin.
- Life expectancies of residents of Dixie County are substantially lower than state and national averages.

Local Public Health System Assessment

The LPHSA asks the question: "How well did the local public health system perform the ten Essential Public Health Services?" The ten Essential Public Health Services (EPHS) include the following:

1. Monitor Health Status To Identify Community Health Problems
2. Diagnose And Investigate Health Problems and Health Hazards
3. Inform, Educate, and Empower People about Health Issues
4. **Mobilize Community Partnerships to Identify and Solve Health Problems**
5. Develop Policies and Plans that Support Individual and Community Health Efforts
6. **Enforce Laws and Regulations that Protect Health and Ensure Safety**
7. Link People to Needed Personal Health Services and Assure the Provision of Health Care when Otherwise Unavailable
8. Assure a Competent Public and Personal Health Care Workforce
9. Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services
10. Research for New Insights and Innovative Solutions to Health Problems

During the LPHSA, a cross-sectional group representing the local public health system was convened and asked to score the system in each of the EPHS areas. Then each EPHS was given a composite value determined by the scores given to those activities that contribute to each Essential Service. These scores range from a minimum value of 0% (no activity is performed pursuant to the standards) to a maximum of 100% (all activities associated with the standards are performed at optimal levels).

Based on the self-assessed scores of how Dixie County stacks up in each of the 10 Essential Public Health Services, these scores indicate that there may be opportunities in Dixie County to better mobilize community partnerships to identify and solve health problems and to enforce laws and regulations that protect health and ensure safety. These were the areas where Dixie County scored lowest, based on self-assessment.

Based on the self-assessment of the cross-sectional group representing the local public health system partners, two of the ten Essential Services scored very low, which indicates a self-assessment of moderate or less performance against the standards. These include Essential Services 4 and 6. The low scores for EPHS 4 and 6 may indicate that there are opportunities in Dixie County in the following areas:

- better mobilize community partnerships to identify and solve health problems (EPHS 4); and
- enforce laws and regulations that protect health and ensure safety (EPHS 6).

Community Themes and Strengths Assessment

Based on perceptions shared during Community Themes and Strengths Assessment (CTSA) focus groups, participants highlighted the following areas of concern:

- Economic barriers
 - Lack of jobs
 - Lack of health insurance
- Service needs and barriers
 - Public transportation
 - Mental health and dental services
 - After-hours care
- Potential resources available
 - School system
 - Health Department
 - Faith-based services

Dixie County CHIP Methodology

To conclude the MAPP community health needs assessment, the Core Community Support Team, a group representative of the local public health system partners, was re-convened and to identify some potential next steps for Dixie County in addressing its most pressing needs and issues. Partners met to brainstorm issues and concerns. To conclude the session, participants also identified and discussed some potential strategic actions to pursue in order to address and possibly make improvements in these priority issue areas.

Potential next steps identified included:

- Conduct the fourth and final of the four core MAPP assessments (the Forces of Change Assessment).
- Formation of a key group of community leaders to address and advise the community on local public health system improvement activities.
- Utilize results of four MAPP assessments to drive a process of developing community-identified strategic priorities with goal statements and strategies.
- Utilize results of the four MAPP assessments to create a community health improvement plan (CHIP).
- Utilize results of the four MAPP assessments to create a local public health system improvement plan.

In order to create the Dixie County Community Health Improvement Plan, a Dixie County CHIP Work Group was formed from among key members of the of the original needs assessment team and from a representative group of the local public health system.

Members of the Dixie County CHIP Work Group met in-person for two workshops (July 31 and September 25, 2012) to take the input of the MAPP needs assessment and identify the priority issues and formulate a response to those issues which ultimately became the CHIP. During the workshop process, in addition to in-person deliberations and consensus-building, the CHIP Work Group utilized SurveyMonkey and other internet-based activities to help foster the plan. WellFlorida Council, the statutorily designated (F.S. 408.033) local health council that serves Dixie County, provided technical and administrative assistance as well as facilitation for the Work Group workshops.

During the July 31 workshop, members dissected the key insights of the needs assessment and brainstormed a list of key community health issues. Between the first and the second workshops, members participated in online priority ranking exercises utilizing SurveyMonkey in order to prioritize the list of issues based on their magnitude of importance in Dixie County and the likelihood that these issues could be substantially positively impacted through local efforts. Members of the CHIP Work Group reviewed priority rankings and finalized a ranked list of all key issues in an online forum. The Work Group then followed a similar brainstorming procedure to create a list of strategies for each of the key priority issues. To conclude the online issue and strategy prioritization, the Work Group employed a SurveyMonkey process similar to the issue prioritization survey in order to prioritize the key strategies for each key issue.

The final in-person workshop was held on September 25, 2012. During this meeting, Work Group members finalized the priority strategies for each priority issue and also identified goals and objectives for each of the major issue areas and strategies. WellFlorida Council then consolidated all of the information generated during the in-person workshops and during online sessions to create the draft CHIP report. Members reviewed draft materials and then approved the CHIP goals, strategies and objectives and this final draft report via email.

Dixie County CHIP (Goals, Strategies and Objectives)

A key component of Dixie County's CHIP is an overarching strategy to conduct a community workshop sometime after the November 2012 general elections to present the results of the needs assessment and the CHIP to the key leaders and decision makers in Dixie County including representatives of:

- Dixie County Board of County Commissioners;
- City Commissions;
- County and City Managers;
- Clerks of County and Cities;
- Dixie County Sheriff's Department;
- City Police Departments;
- Emergency Medical Services;
- Dixie County Health Department;
- Family Medical, Inc;
- Dixie County School Board and Public Schools;
- Ministerial Association and Churches;
- Physicians and Dentists;
- Mental Health Providers;
- Social Services Providers;
- Department of Children and Families;
- Department of Corrections;
- Dixie County Jail; and

- Leading Community Businesses

The Dixie County Work Group hopes for either the identification of groups to address specific components of the CHIP or the formation an ongoing key group of community leaders to address and advise the community on local public health issues, lead community projects to address health issues, and to shepherd ongoing needs assessment and community health improvement activities. As such, the following Dixie County CHIP is presented below as goals, strategies and objectives, and the Dixie County CHIP Work Group hopes and recommends that a group or groups committing to the vision in the CHIP will specify detailed action plans that include key activities, lead roles, community resources, targeted dates for key activities and evaluation measures. The Work Group noted that the consensus building that will ensue around the community workshop and the development of the detailed action plans may foster the growth and the development of ongoing community health improvement planning efforts.

GOAL 1 Reduce drug (especially meth) and alcohol abuse and their harmful societal effects in Dixie County.

Strategy 1.1 Develop park and community spaces watch programs, patterned after neighborhood watch programs and utilizing existing resources such as the county's Citizens on Patrol Program, to discourage illicit drug activity in these community spaces.

Objective 1.1.1: Implement the park and community spaces watch program by April 2013.

Strategy 1.2 Investigate the feasibility of anti-drug mentor programs for youth using:

- National models such as Big Brothers/Big Sisters;
- Peer mentors/students in existing school-based programs such as SWAT; and
- Existing faith-based initiatives that can be tailored to anti-drug messaging.

Objective 1.2.1: Implement a pilot anti-drug mentoring program for school-aged youth by September 2013.

Strategy 1.3 Enhance the efforts of the Reality Tour Program, which confronts children and parents in realistic ways as to the dangers of drug use in hopes that these realistic messages will foster positive anti-drug behaviors.

Objective 1.3.1: Implement the Reality Tour Program (in as many school-based settings as possible) as a formal community education program for school-aged youth by December 2013.

GOAL 2 Enhance the resources in Dixie County for drug abuse and mental health counseling.

Strategy 2.1 Pursue a federal Department of Health and Human Services Health Resources Services Administration Rural Health Network Planning Grant, potentially in partnership with Gilchrist County, to plan for a system of substance abuse and mental health services for uninsured and indigent clients.

Objective 2.1.1: By October 2013, apply for the Department of Health and Human Services Health Resources and Services Administration Rural Health Network Development Grant.

Strategy 2.2 Encourage the local federally qualified health center to pursue a capacity expansion grant to implement expanded mental health and substance abuse services in Dixie County.

Objective 2.2.1: Work with the local federally qualified health center to apply for capacity expansion grant by December 2013 (or to grant period closest to this target date).

Strategy 2.3 Work with the University of Florida Department of Psychiatry to re-introduce the free-of-charge Psychologist Services Program that was previously provided to Dixie County for 15 years (ending in September 2012).

Objective 2.3.1: By June 2013, investigate the feasibility of a community partnership (including the possibility of partners in Gilchrist County) to help the University of Florida defray some of the costs of this free (to clients) program to encourage the University of Florida to relocate the program back in the community.

GOAL 3 Increase physical activity and health education opportunities for youth.

Strategy 3.1 Conduct health education training and classes as part of school and community-based mentoring programs.

Objective 3.1.1: Incorporate health education and physical activity components to complement mentor programs originally developed to foster anti-drug behavior by December 2013.

Objective 3.1.2: By September 2013, partner with schools to create a positive role model program that includes physical activity and sports participation.

Objective 3.1.3: By September 2013, investigate potential for community promotion of computer games and educational modules that kids enjoy that champion good life decisions and provide health education in all phases of life.

Dixie County Community Health Improvement Plan: Next Steps

As stated in Robert Wood Johnson's 2010 portfolio about vulnerable populations *A New Way to Talk about the Social Determinants of Health*:

"...No institution alone can restore a healthy America that nurtures families and communities. That will require leadership, and a partnership of business, government and civic and religious institutions."

In this respect, Dixie County and the health challenges its citizens face are no different. Members of the CHIP Work Group realize that the first step is to formulate promote this CHIP through a community workshop that will lead efforts to implement and grow this plan with the hopes of:

- Creating a healthier community and better quality of life;
- Increasing the visibility of public health and an understanding of what truly is the "local public health system;"
- Anticipating and managing change;
- Creating a stronger local public health infrastructure; and
- Engaging the community and creating community ownership for community health issues.

Thus, the “first” of the next steps that will be critical to implementation of the overall Dixie County CHIP and resultant action steps, subsequent MAPP assessments and ongoing community health improvement planning will be the presentation of the Dixie County community health needs assessment and CHIP to key community leaders and decision makers. Key constituencies that worked on the MAPP assessments and the CHIP will now focus on putting together the framework for the workshop that will hopefully lead to the implementation of the CHIP, monitoring of CHIP performance and ongoing community health needs assessment and community health improvement planning activities.