Community Health Improvement Plan

Gilchrist County

September 2012

WellFlorida Council
Working Together for Healthy Communities

Overview

Community health needs assessment (CHNA) and community health improvement planning (CHIP) activities for Gilchrist 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 Gilchrist County Health Department (GCHD) 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 Gilchrist County Community Health Needs Assessment did not include a FCA.

Collectively, the results of the three MAPP assessments conducted for Gilchrist 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 Gilchrist 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 Gilchrist 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 Gilchrist County both on an individual and county-wide basis.
- Gilchrist 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 Gilchrist County being nearly 33% higher than the state.
- While there are disparities in death rates among white and black residents in Gilchrist County, black residents of Gilchrist County fare better than their counterparts at the state level for overall mortality.
- Gilchrist County is slightly worse than the state for many of the leading birth indicators.
- Overall, poor health behaviors are on the rise in Gilchrist County as measured by the Behavioral Risk Factor Surveillance System (BRFSS).
- Gilchrist 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 Gilchrist 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.
- Gilchrist County is near the bottom third of counties in Florida based on health rankings from the Robert Wood Johnson Foundation and the University of Wisconsin.
- Life expectancies of residents of Gilchrist 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 Gilchrist County stacks up in each of the 10 Essential Public Health Services, these scores indicate that there may be opportunities in Gilchrist County to better mobilize community partnerships to identify and solve health problems, to enforce laws and regulations that protect health and ensure safety and to link people to needed personal health services. These were the areas were Gilchrist County scored lowest, based on self-assessment.

Based on the self-assessment of the cross-sectional group representing the local public health system partners, three 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, 6 and 7. The low scores for EPHS 4, 6 and 7 may indicate that there are opportunities in Gilchrist County in the following areas:

- better mobilize community partnerships to identify and solve health problems (EPHS 4);
- enforce laws and regulations that protect health and ensure safety (EPHS 6); and
- link people to needed personal health services and assure the provision of health care when otherwise unavailable (EPHS 7).

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

Gilchrist 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 Gilchrist 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 Gilchrist County Community Health Improvement Plan, a Gilchrist 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 Gilchrist 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 Gilchrist 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 Gilchrist 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.

Gilchrist County CHIP (Goals, Strategies and Objectives)

A key component of Gilchrist 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 Gilchrist County including representatives of:

- Gilchrist County Board of County Commissioners;
- City Commissions;
- County and City Managers;
- Clerks of County and Cities;
- Gilchrist County Sheriff's Department;
- City Police Departments;
- Emergency Medical Services;
- Gilchrist County Health Department;
- Palms Medical Group;
- Gilchrist 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;
- Gilchrist County Jail; and
- Leading Community Businesses

The Gilchrist 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 Gilchrist County CHIP is presented below as goals, strategies and objectives, and the Gilchrist 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 Increase the availability of physician services in Gilchrist County.

Strategy 1.1   Appeal to existing provider groups in surrounding counties, especially providers or provider groups, who have a personal history with previously delivering services in Gilchrist County.

> *Objective 1.1.1: Establish a community physician recruiting plan that includes recruiting permanent physician services or clinics and locum tenems services by September 2013.*

Strategy 1.2   Pursue Low Income Pool (LIP) grant opportunities with the state of Florida in order to enhances services that promote emergency room diversion, outreach and education on appropriate utilization of health services and chronic disease management.

> *Objective 1.2.1: Submit a LIP grant application to the state of Florida, incorporating a community partnership approach, by August 2013.*

GOAL 2 Reduce the negative societal and economic impacts of teen pregnancy, communicable diseases and child abuse.

Strategy 2.1   Educate the community, key leaders and decision makers on the scope and magnitude of the problems associated with teen pregnancy, sexually transmitted diseases and child abuse.

> *Objective 2.1.1: By April 2013, conduct a community education campaign on the scope and magnitude of the impact of teen pregnancy, sexually transmitted disease and child abuse in Gilchrist County.*

Strategy 2.2   Investigate best practices regarding human sexuality education for youth and tailor best practices to Gilchrist County standards.

Objective 2.2.1: Work with the school system to incorporate these new human sexuality education opportunities into Gilchrist Counties 2-Year School Health Plan by September 2013.

Strategy 2.3　　Promote the Good Touch/Bad Touch program for the school-aged population in order to raise young children's' awareness of their exposure to child abuse.

Objective 2.3.1: By September 2013, implement the Good Touch/Bad Touch program in venues that promote the program to young, school-aged children.

GOAL 3 Reduce the negative societal impacts due to substance abuse (especially prescription drugs and meth) in Gilchrist County.

Strategy 3.1　　Pursue a federal Department of Health and Human Services Health Resources Services Administration Rural Health Network Planning Grant, potentially in partnership with Dixie County, to plan for a system of substance abuse and mental health services for uninsured and indigent clients.

Objective 3.1.1: By October 2013, apply for the Department of Health and Human Services Health Resources and Services Administration Rural Health Network Development Grant.

Strategy 3.2　　Combine with Dixie County to 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 3.2.1: By June 2013, investigate the feasibility, with Dixie County, of a community partnership 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.

Strategy 3.3　　Create an annual or semi-annual unused prescription drugs round-up patterned after the successful toxic roundup efforts.

Objective 3.3.1: By April 2013, implement an ongoing annual or semi-annual unused prescription drugs roundup.

Gilchrist 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, Gilchrist 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 Gilchrist County CHIP and resultant action steps, subsequent MAPP assessments and ongoing community health improvement planning will be the presentation of the Gilchrist 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.