



2020-2024



MARION COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN

ACTION PLAN COMPENDIUM



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Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Access to Primary Prevention and Health Care Services					
Goal: AC1 Promote Community Wellness					
Strategy: AC1.1 Decrease tobacco access, increase educational opportunities in middle schools, and increase treatment in high schools					
Objective: AC1.1.1 By December 31, 2024, reduce the number of middle school and high school students who used cigarettes, cigars, smokeless tobacco, or electronic vapor products in the last 30 days from 20.1 percent to 18 percent.					
Data Source: Data Source: Florida Youth Tobacco Survey					
Background on Strategy: Source or Evidence-base: 1) Missouri Information for Community Assessment (MICA), Evidence-based Interventions at a Glance , 2) University of Wisconsin Population Health Institute, Mass Media Campaigns Against Tobacco Use , 3) Cochrane Database of Systematic Reviews, Tobacco Packaging Design for Reducing Use Policy Change (yes/no): Yes 1) consistent code of student conduct throughout school district, 2) policy on scan frequency, 3) Tobacco 21 policy on licensing, 4) compliance check frequency and communication of results Health equity or disparity to be addressed (if applicable):					
Action Plan:					
Activity Focus: Education Opportunities	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Develop, implement and enforce consistent district-wide code of student conduct related to use of tobacco and nicotine delivery system products	Quit Doc, lead Partners – CCASA, Marion County Public Schools	Student code of conduct adopted and implemented	Participation of partners, school board, school administrators, parents, and students	12/31/2024	
Increase the number of SWAT/SADD clubs	QuitDoc	Increased number of clubs (by 10%)	SWAT/SADD advisors	12/31/2024	
Deliver Vaping 911 to middle and high schools students in Marion County Public Schools	QuitDoc	Delivery of Vaping 911 to all students at 1 middle school and 1 high school	Vaping 911 trainers Time in school schedule	6/30/2021	
Focus: Tobacco Access					
Conduct enforcement scans	QuitDoc, CCASA	Increased number of scans (by 10%)	Staff and community participation	12/31/2024	

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Implement Tobacco 21 to include point of sale licensing and Marion County licensing	QuitDoc, CCASA	Change In point of sale access at Walmart (2021) and Walgreens (2021)	Community, PTA, medical community support	12/31/2024	
Increase compliance check frequency, publication of results	QuitDoc, CCASA	Number of compliance checks, result publication	Txt a tip implementation Volunteers	12/31/2024	
Focus: Treatment					
Establish youth cessation classes in Marion County	Suwannee River AHEC	Classes implemented, number of classes held, number of participants	Funding	12/31/2024	
Research and apply evidence-based programs (e.g., MD Anderson banners)	QuitDoc	Number of new evidence-based programs implemented	Staff time	12/31/2024	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Access to Primary Prevention and Healthcare Services					
Goal: AC1 Promote Community Wellness					
Strategy: AC 1.2 Increase access to healthy affordable foods within food deserts, increase education on healthy eating options and increase participation in physical activity					
Objective: AC1.2.1 By December 31, 2024, reduce the Marion County middle and high school obesity rate from 17.5 percent (2018) to 15.0 percent.					
Data Source: Florida Youth Tobacco Survey					
Background on Strategy: Source or Evidence-base: 1) Los Angeles Chronic Disease Management Consortium, Healthy Eating Lifestyle Program (HELP) , 2) The Community Guide, Obesity: Behavioral Interventions that Aim to Reduce Recreational Sedentary Screen Time Among Children , 3) CDC Community Health Improvement Navigator, Community Coalition Supports Schools in Helping Students Increase Physical Activity and Make Better Food Choices Policy Change (yes/no): Yes, 1) school food service policy on distribution of excess and/or unused foods; 2) school policy on morning physical activity programs and participation Health equity or disparity to be addressed (if applicable): Food insufficiency					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Develop and launch counter advertising	Hospital District	Number of ads Survey results	Ad material Funding for ads	12/31/2020	
Promote and implement Morning Mile program in Marion County schools	AMP	Number of schools with Morning Mile programs (goal: at least 2)	Staff time Small program budget	6/30/2021	
Assist Farmer's Markets to accept EBT and food vouchers	FANS and AMP	Number of markets that accept EBT/food vouchers	Subject matter expertise for training of vendors, staff time	12/31/2022	
Develop and implement a pilot program to provide reserved food for school age-children (Whole School Model)	Hospital District and Marion County Public Schools	Pilot program implemented Number of meals served	Program funding Freezer, refrigeration and supplies Policy change	12/31/2024	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Access to Primary Prevention and Healthcare Services					
Goal: AC2 Improve Access to Primary Care					
Strategy: AC2.1 Increase the number of individuals using free clinics, reduce the uninsured rates, and increase the number of services provided by We Care					
Objective: AC2.1.1 By December 31, 2024, decrease the number of adults who could not see a doctor in the past year due to cost from 19.2 percent (2016) to 16 percent					
Data Source: Behavioral Risk Factor Surveillance System					
Background on Strategy: Source or Evidence-base: 1) Agency for Healthcare Research and Quality, Guide to Clinical Preventive Services , 2) The Community Guide, Cardiovascular Disease: Reducing Out-of-Pocket Costs for Cardiovascular Disease Preventive Services for Patients with High Blood Pressure and High Cholesterol , 3) The Community Guide, Cancer Screening: Reducing Client Out-of-Pocket Costs Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Healthcare costs, health insurance coverage					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Enhance and update United Way 2-1-1 resource guide to ensure all safety net health care providers are included in database, and increase promotion and use of 2-1-1 by service agencies	United Way 2-1-1	Resource guide	Staff time	6/30/20	
Engage with Community Health Workers, Parish Nurse programs and faith-based ministries to educate community on healthcare resource use	Marion County Health Department	Number of education programs or outreaches held	Leadership Staff time to organize	12/31/2022	
Conduct targeted recruitment of physicians and advanced practitioners for We Care	Board of County Commissioners, Medical Society	Number of physicians and practitioners joining We Care	Leadership Budget for recruitment Staff time	12/31/2024	
Research and develop strategies for systematic process for establishing medical homes for Marion County clients and referral process	Marion County Health Department, Langley Health Services, Heart	Written guidance for establishing medical home for clients	Leadership Staff time	12/31/2024	

Marion County Community Health Improvement Planning (CHIP) Action Plan

	of Florida Health Center	Referral process standards			

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Access to Primary Prevention and Healthcare Services					
Goal: AC2 Improve Access to Primary Care					
Strategy: AC2.2 Increase Medicaid providers who will see high risk pregnancies and provide resource guide to pregnant women					
Objective: AC2.2.1 By December 31, 2024, decrease the number of women receiving late or no prenatal care from 9.8 percent to 6.8 percent					
Data Source: Florida Department of Health, Bureau of Vital Statistics					
Background on Strategy: Source or Evidence-base: 1) U.S. Preventive Services Task Force, Folic Acid for the Prevention of Neural Tube Defects: Preventive Medication , 2) The Community Guide, Pregnancy Health: Lifestyle Interventions to Reduce the Risk of Gestational Diabetes , 3) Continuing Nursing Education, Pediatric Nursing, Evidence-Based Interventions for Neonatal Abstinence Syndrome Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Equitable access to prenatal and obstetric care					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Enhance and update United Way 2-1-1 resource guide to ensure all prenatal health care providers are included in database, and increase promotion and use of 2-1-1 by service agencies	United Way 2-1-1	Completed resource guide	Staff time	6/30/2020	
Identify telemedicine options for prenatal care in Marion County	Marion County Hospital District Heart of Florida Health Center	List of telemedicine options	Staff time	12/31/2020	
Discuss expansion of obstetrical options for high risk pregnancies	AdventOcala	Plan for expanded prenatal and OB options	Lead on project, committed partners, staff time	12/31/2022	
Distribute tool kit for addressing and providing services for substance-exposed newborns	Marion County Heroin and Opioid Task Force	Number of tool kits distributed	Staff time Distribution network	3/30/2020	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Oral Health					
Goal: OH1 Improve Access to Oral Health Services					
Strategy: OH1.1 Increase mobile and portable clinic dental availability in high risk neighborhoods, increase evening and weekend dental appointment availability, and strengthen referral system					
Objective: OH1.1.1 By December 31, 2024, reduce the oral health emergency department visit rate by 10 percent from 15.8 per 1,000 to 14.3 per 1,000					
Objective: OH1.1.2 By December 31, 2024, increase the percentage of adults who have visited a dentist or dental clinic in the past year from 59.4 percent to 65 percent					
Data Source: Marion County Dental Consortium					
Background on Strategy: Source or Evidence-base: 1) The Community Guide, Dental Caries: School-Based Dental Sealant Delivery Programs , 2) Cochrane Database of Systematic Reviews, Fluoride Gels for Preventing Dental Caries in Children and Adolescents , 3) Rural Health Information Hub, Rural Oral Health Toolkit, Mobile Dental Services Model Policy Change (yes/no): Yes, expansion of scope of dental services provided at public schools Health equity or disparity to be addressed (if applicable): Equitable access to dental care					
Action Plan:					
Activity OH 1.1.1	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Enhance and update United Way 2-1-1 resource guide to ensure all oral health care providers are included in database, and increase promotion and use of 2-1-1 by service agencies	United Way 2-1-1	Evidence of communication (print or electronic distribution)	Partners: Langley, Heart of Florida, Freedom Clinic, DOH-Marion	12/31/2020	
Use telehealth technology for dental program in schools (e.g., intra-oral camera for diagnosis)	Marion County Health Department	Implementation date	Funding Subject matter expertise	12/31/2023	
Institute full cleaning service in Marion County Public Schools	Marion County Health Department	Number of students who receive full cleaning	Program Funding Staffing	12/31/2024	
Provide mobile dental unit at Hospital ED site to divert potential ED patients	Marion County Dental Consortium	Mobile Dental Health Unit Schedule	Program funding Staffing	12/21/2020	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Activity OH 1.1.2					
Create and maintain up-to-date referral list, use list to identify gaps in services	Marion County Dental Consortium	Referral list created	Staff time	12/31/2022	
Establish dental navigator program (move to OH1.1.2)	Marion County Dental Consortium	Program launched	Staff time State and Federal support	12/31/2021	
Engage and organize dentists to provide community “single day” service event with Marion County safety net providers	Marion County Dental Consortium	Event held Number of participating dentists and paraprofessionals Number of clients served	Leadership Staff time Funding	6/30/2023	
Fund Freedom Clinic for monthly service	<u>FreeD.O.M. Clinic</u>	Monthly schedule established	Program Funding Staffing	12/31/2022	
Expand dental clinic hours to include evening and weekend	Langley, <u>FreeD.O.M. Clinic</u> , Heart of Florida	Expanded hours	Funding	12/31/2023	
Expand and cultivate relationships with University of Florida School of Dentistry	Marion County Dental Consortium	Number of UF dental students completing rotation at Marion County dental clinics	Leadership School contacts	12/31/2023	
Advocate to the Florida Legislature for dental therapists	Marion County Dental Consortium	Passage of legislation for establishment of dental therapist licensure	Advocacy partners Support of legislative delegation	12/31/2024	
Accelerate timeline for implementation of College of Central Florida dental hygienist training program	College of Central Florida	Program implemented Number of graduated dental hygienists	Funding	12/31/2022	
Publish a comprehensive referral plan	Marion County Dental Consortium	Written referral plan	Leadership Staff time	6/30/2021	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Oral Health					
Goal: OH2 Improve Oral Health Through Expansion of Prevention Initiatives					
Strategy: OH2.1 Educate municipalities and water system operators on funding available to add fluoridation to water systems, enlist the help of local dentists and other fluoridation champions to promote fluoridation, and make fluoridation a measureable objective for the newly-formed dental consortium					
Objective: OH2.1.1 By December 31, 2024, increase the percentage of Marion County population receiving optimally fluoridated water from 25.2 percent to 28.0 percent					
Data Source: Marion County Dental Consortium					
Background on Strategy: Source or Evidence-base: 1) Cochrane Database of Systematic Reviews, Water Fluoridation for the Prevention of Dental Caries , 2) The Community Guide, Dental Caries: Community Water Fluoridation Policy Change (yes/no): Yes: Community water fluoridation Health equity or disparity to be addressed (if applicable): Equitable access to fluoridated water					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Advocate for fluoridation of centralized water supplies in Marion County and municipalities	Marion County Dental Consortium	Fluoridation implemented	Staff time Advocacy partners	12/31/2024	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Mental and Behavioral Health					
Goal: MBH1 Increase Access to Care for Mental Health and Substance Abuse Services					
Strategy: MBH1.1 Reduce time a potential client waits to engage in mental health services, increase number of mental health treatment beds, increase mental health telemedicine, increase Mental Health First Aid and other training and education					
Objective: MBH1.1.1 By December 31, 2024, decrease rate of emergency department visits per 1,000 for mental health reasons from 100.5 (2016) to 90 per 1,000					
Data Source: Agency for Health Care Administration Emergency Department Visit Data					
Background on Strategy: Source or Evidence-base: 1) The Community Guide, Mental Health and Mental Illness: Collaborative Care for the Management of Depressive Disorders , 2) U.S. Preventive Services Task Force, Suicide Risk in Adolescents, Adults and Older Adults: Screening , 3) U.S. Preventive Services Task Force, Unhealthy Alcohol Use in Adolescents and Adults: Screening and Behavioral Counseling Interventions Policy Change (yes/no): Yes, use of HIPAA data across providers Health equity or disparity to be addressed (if applicable): Access to mental health services					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Establish and implement county-wide coordinating group to coordinate care and resources including establishment of referral system	Hospital District	Group meeting schedule, by-laws, statement of purpose, membership list	Funding Staffing	12/31/2020	
Data review to identify frequent ER users for mental health and/or substance use treatment	Advent Health Ocala Regional Medical Center	Schedule for regular ER data review	Data access	12/31/2021	
Implement telehealth marketing and education on its use to increase access points	The Centers Langley	Number of access points	Staffing	12/31/2021	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Mental and Behavioral Health					
Goal: MBH1 Increase Access to Care for Mental Health and Substance Abuse Services					
Strategy: MBH1.2 Increase number of at-risk women using long-acting reversible contraceptive (LARC), substance abuse inpatient treatment beds, and capacity within Marion County for high-risk pregnancies					
Objective: MBH1.1.2 By December 31, 2024, decrease the number of Neonatal Abstinence Syndrome cases by 50 percent from 64 (2018) to 32					
Data Source: Florida Department of Children and Families					
Background on Strategy: Source or Evidence-base: 1) Continuing Nursing Education, Pediatric Nursing, Evidence-Based Interventions for Neonatal Abstinence Syndrome , 2) Substance Abuse and Mental Health Services Administration, Substance-Exposed Infants: A Report on Progress in Practice and Policy Development in States Participating in A Program of In-Depth Technical Assistance, 2014-2016 Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Birth outcome disparities by race and ethnicity, family income, geographic location					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Establish and sustain residential program	Substance-Exposed Newborn Task Force (SENTF)	Number of mothers and newborns served	Leadership Funding Staff Physical facility Recurring funding	12/31/2024	
Establish community foundation to support residential program	SENTF	Foundation budget	Funding Leadership Community support	12/31/2024	
Expand reach of prenatal education programs	SENTF	Program participation count, program evaluation results	Staffing	6/30/2021	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Education and Training					
Goal: ED1 Increase Opportunities for Education and Life Skills Development					
Strategy: ED1.1 Create partnerships to increase resources, expand referral opportunities, and establish classes in locations throughout the county					
Objective: ED1.1.1 By December 31, 2024, increase the percentage of individuals who complete post-secondary education by 2 percent (from 27.9 percent to 28.5 percent (2017))					
Data Source: Florida College Access Network Degree Attainment Profile FloridaCollegeAccess.org					
Background on Strategy: Source or Evidence-base: 1) U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion, Healthy People 2020, Enrollment in Higher Education , 2) American Institutes for Research, College and Career Readiness and Success Center, Evidence-Based Practices to Support College and Readiness in High School Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Education and vocational opportunities					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Implement new degree programs	College of Central Florida	New programs implemented	Sustained funding	12/31/2024	
Implement legislative mandate to underwrite tuition for those with less than 10% of degree program requirements to complete	College of Central Florida	Number of students aided through program	Funding	12/31/2020	
Monitor post-secondary education graduation rates among SWAT students; tap into SWAT groups to promote post-secondary education	QuitDoc	Number of SWAT students who complete post-secondary education	Staff time	12/31/2021	
Promote dual enrollment to students in private and public schools, and homeschoolers	Marion County Public Schools and College of Central Florida	Number of dual-enrolled students	Staff time	12/31/2020	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Education and Training					
Goal: ED1 Increase Opportunities for Education and Life Skills Development					
Strategy: ED1.1 Create partnerships to increase resources, expand referral opportunities, and establish classes in locations throughout the county					
Objective: ED1.1.2 By December 31, 2024, increase Strong Families Initiative annual graduation rate by 80 participants per year (2017) to 300					
Data Source: United Way					
Background on Strategy: Source or Evidence-base: 1) United Way of Marion County, Strong Families , 2) Robert Wood Johnson Foundation Library, Journal of Health and Social Behavior (Wagmiller, Lennon and Kuang), Parental Health and Children's Economic Well-Being Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Economic stability, education, neighborhood and built environment					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Maintain existing Strong Families cohorts	United Way	Cohorts continue operating	Maintained support	Ongoing	
Launch new cohort at Beacon Point	United Way Hospital District	New cohort formed and operating	Funding, meeting space, support services	12/31/2020	
Launch new cohort in Marion Oaks	United Way	New cohort formed and operating	Funding and staffing	12/31/2022	
Launch new cohort in Silver Springs Shores	United Way	New cohort formed and operating	Funding and staffing	12/31/2024	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Infrastructure: Housing					
Goal: IN1 Increase Access to Safe, Sanitary and Affordable Housing					
Strategy: IN1.1 Make housing more affordable					
Objective: IN1.1.1 By December 31, 2021 increase the number of supportive housing units (bedrooms) from 20 to 200					
Data Source: Ocala Housing Authority					
Background on Strategy: Source or Evidence-base: 1) Florida Housing Coalition, Affordable Housing in Florida 2), The Community Guide, Tobacco Use and Secondhand Smoke Exposure: Smoke-Free Policies Policy Change (yes/no): Yes: 1) Sadowski fund usage, 2) sales tax on beverages to fund housing; 3) tobacco use in public housing Health equity or disparity to be addressed (if applicable): Neighborhood and built environment, affordable housing					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Increase the number of grants awarded to increase affordable housing units in Marion County	Marion County Community Services Ocala Community Development Services	Percent increase, by number of grants awarded	Staff time	12/31/2022	
Advocate for policy change in sweeping of Sadowski Funds	Marion County Community Services Ocala Community Development Services	Policy enacted	Community advocates	12/31/2023	
Advocate for one-cent sales tax on beverages for housing	Marion County Community Services Ocala Community Development Services	Sales taxes enacted Tax dollars collected	Staff time Community advocates	12/31/2020	
Advocate for policy change on tobacco use in Section 8 housing	QuitDoc	Policy enacted	Staff time Community support	12/31/2023	
Create and implement homeowner and renter education including education tenant rights and housing discrimination	Marion County Community Services Ocala Community Development Services	Number of people who participate in education programs	Staff time Funding	6/30/2021	

Marion County Community Health Improvement Planning (CHIP) Action Plan

Strategic Priority: Infrastructure: Transportation					
Goal: IN2 Increase Methods of Safe Transportation in Marion County					
Strategy: IN2.1 Improve public transportation services (routes, hours, access points) and use of non-traditional transportation services					
Objective: IN2.1.1 By December 31, 2024 increase promotion of Marion Transit at healthcare access points					
Data Source: Florida Commission for Transportation Disadvantaged					
Background on Strategy: Source or Evidence-base: 1) U.S. Department of Health and Human Services, Health Resources and Service Administration, Rural Health Information Hub, Rural Transportation Toolkit Policy Change (yes/no): Health equity or disparity to be addressed (if applicable): Access to healthcare and social services					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress
Create and implement transportation publicity and education campaign	Marion Transit Senior Services	Materials developed	Staff time Advertising budget Community partners	12/31/2020	