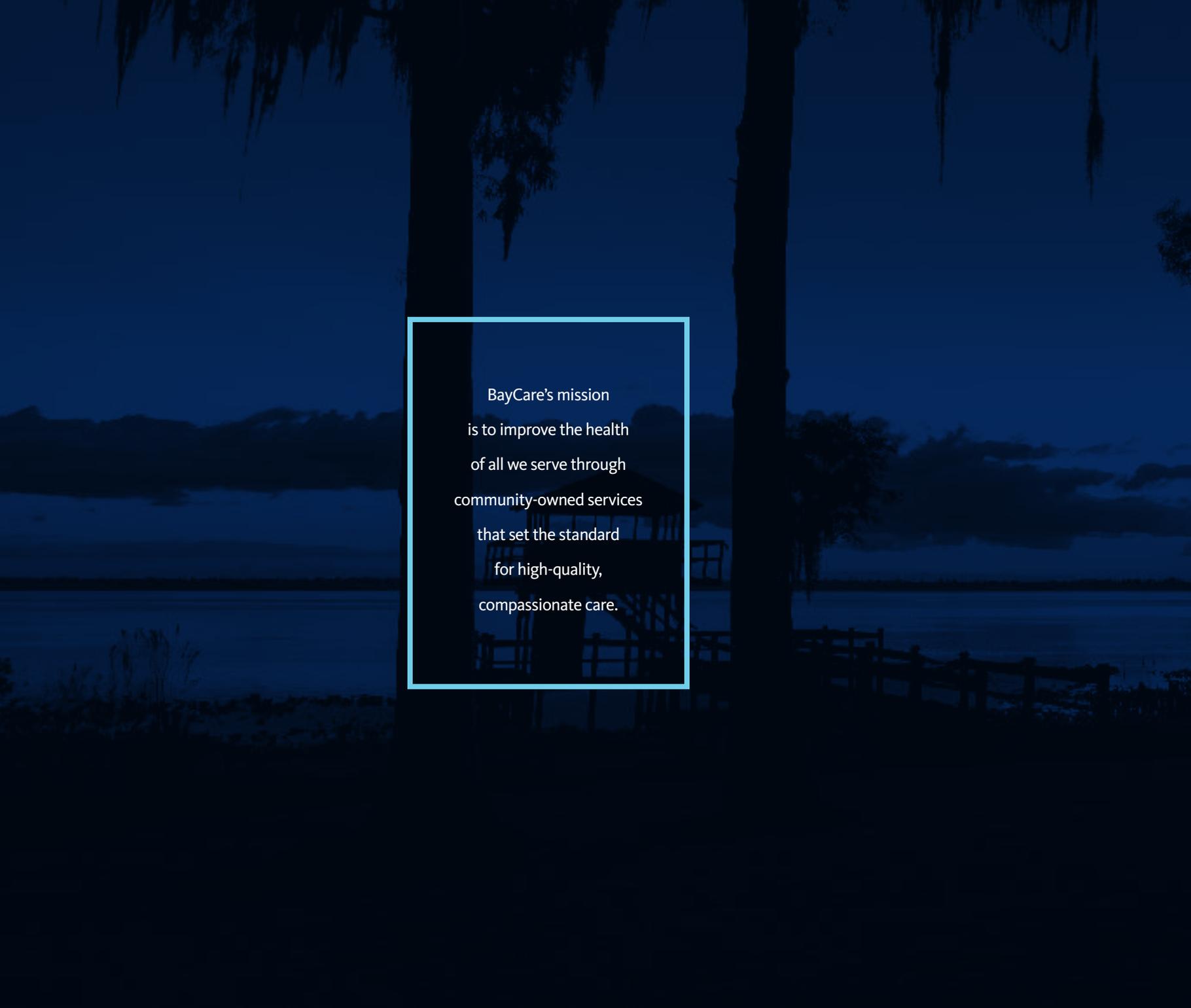


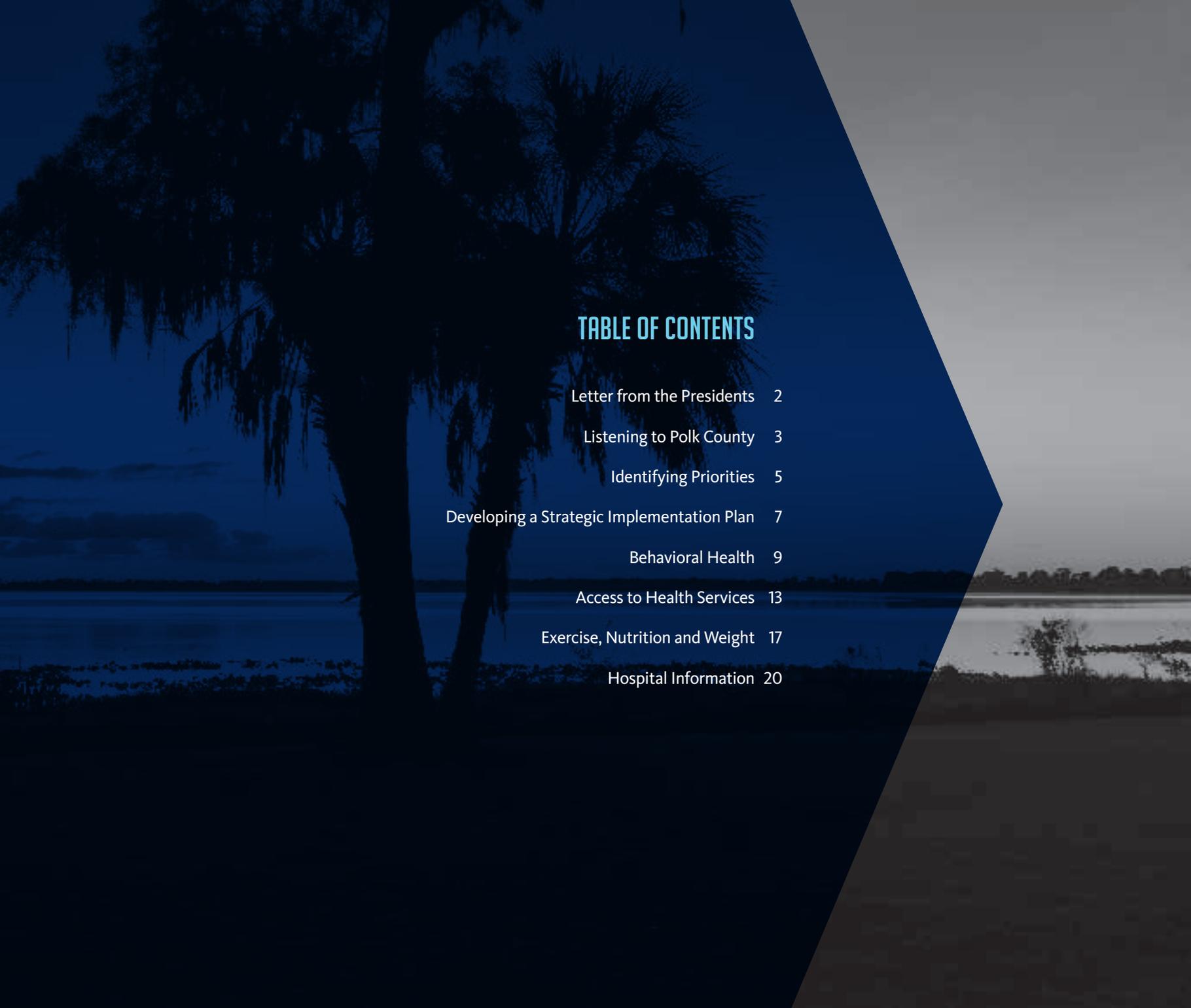
A scenic sunset over a body of water. The sky is filled with vibrant colors of orange, pink, and purple, with large, dark clouds. In the foreground, a wooden gazebo with a swing is silhouetted against the bright light. In the middle ground, a person is standing on a small boat on the water, which is covered with lily pads. The overall atmosphere is peaceful and serene.

**COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)  
IMPLEMENTATION PLAN POLK COUNTY 2020-2022**





BayCare's mission  
is to improve the health  
of all we serve through  
community-owned services  
that set the standard  
for high-quality,  
compassionate care.



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## LETTER FROM THE PRESIDENTS

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BayCare is committed to improving the health of all communities we serve. Caring for those who need us most is a fundamental part of our mission.

In 2019, BayCare provided \$461 million in community benefit, including \$103 million in charity care, to assure high-quality, timely and appropriate care to those who couldn't afford it. Every day, we're working hard to improve the health and well-being of our communities, and we know there's more that needs to be done.

In 2019, Bartow Regional Medical Center and Winter Haven Hospitals worked together with the Florida Department of Health, Lakeland Regional Health and Advent Health, as well as many local health agencies, to conduct a community health needs assessment (CHNA). Working in collaboration, these organizations developed a shared strategy to collect data that helped identify, prioritize and address the emerging health needs of the community. These community health needs were also discovered through available local, state and national data. Most importantly, the assessment surveyed those we serve. We also engaged community leaders and key advocates through interviews, surveys, focus group listening sessions and a video voice project. Bartow Regional Medical Center and Winter Haven Hospitals adopted a health improvement plan to address the needs that were uncovered. The plan includes clinical services, education and policy intervention that span across Polk County.

We encourage you to use this summary to gain a better understanding of our community's needs and to guide additional discussions with key decision makers and leaders.

To those who participated in our data collection efforts and prioritization exercise, thank you for your invaluable contributions. We look forward to sharing achievements of the implementation plan and ongoing conversations with all stakeholders and residents of our communities.

Sincerely,

**Karen Kerr**  
*President, Bartow Regional Medical Center*

**Steve Nierman**  
*President, Winter Haven Hospitals*



*Karen Kerr*



*Steve Nierman*

# LISTENING TO POLK COUNTY

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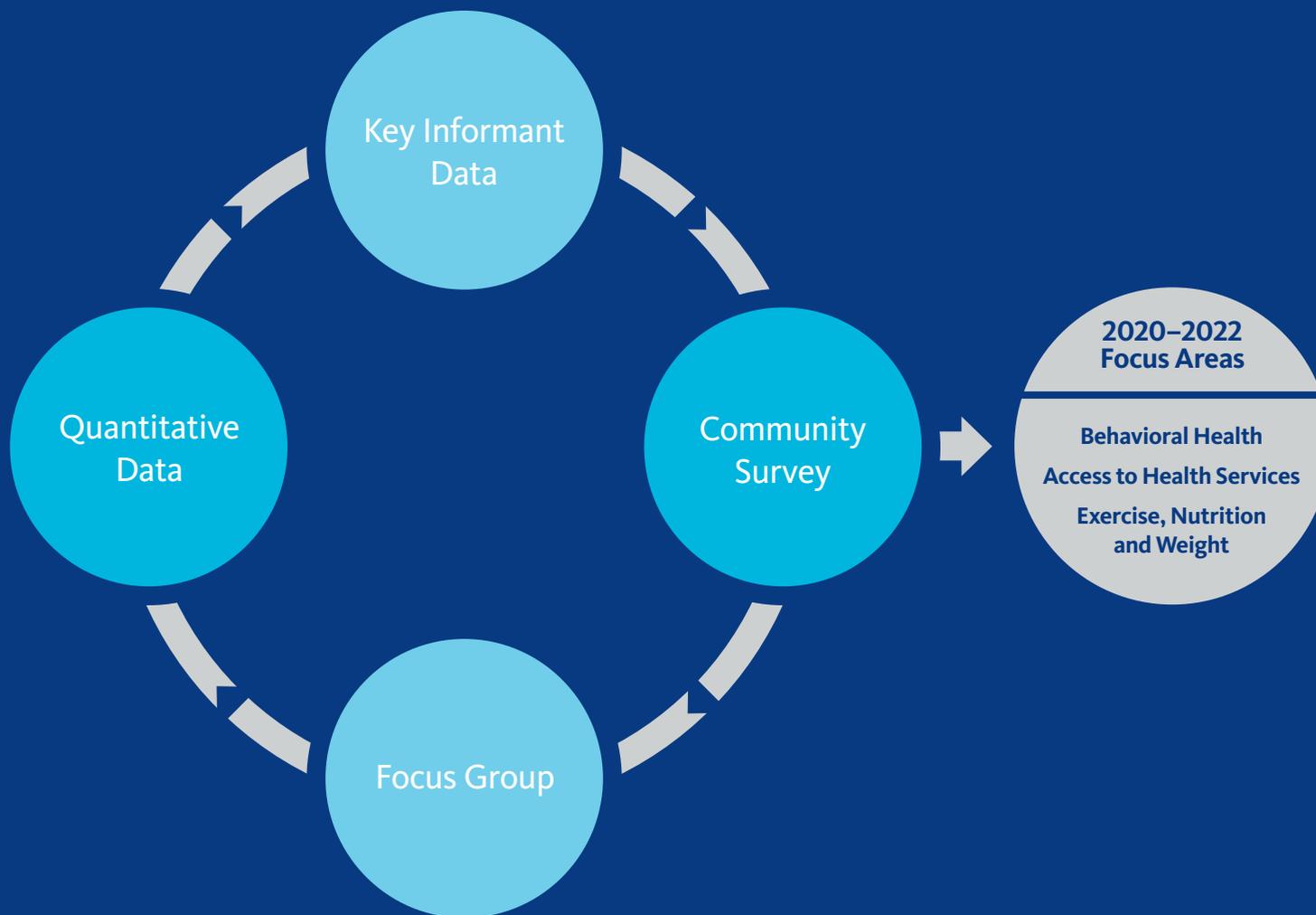
Bartow Regional Medical Center and Winter Haven Hospitals recognize that Polk County’s health improvement plan must start with a deep understanding of the issues affecting health and the community resources available to improve related health outcomes. To provide as complete an overview of the health behaviors and perceptions of Polk County residents as possible, a 74-question community survey was developed. The primary purpose of using a community survey was to ensure that the voices of Polk County residents were heard, engaging those most impacted by health issues where they live, work, play and raise families. The survey addressed health and lifestyle behaviors, quality of life and access to care.

Health care agencies and community partners collaborated to ensure survey questions addressed critical issues facing residents. Validated and reliable questions obtained from state and national needs assessments including the USDA food insecurity screener and ACE-IQ were included. Additionally, the survey passed a rigorous literacy review and was available in Creole and Spanish.

Through the direction of the Department of Health, intentional and strategic outreach helped gain a robust and comprehensive response rate. Surveys were deployed on-site at Central Florida Health Care clinics, Department of Health offices and many other local agencies throughout the county. This strategy allowed for engagement of low-income, minority and medically underserved populations.



## IDENTIFYING PRIORITIES



# IDENTIFYING PRIORITIES

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Upon review of local community opinion from the 2019 CHNA survey, key informant interviews and related secondary health statistics data analysis, 11 health issues were identified:

- Access to health services
- Cancer
- Diabetes
- Exercise, nutrition and weight
- Heart disease and stroke
- Immunization and infectious disease
- Maternal, fetal and infant health
- Mental health and mental disorders
- Oral health
- Respiratory disease
- Substance abuse

In addition, focus groups comprised of advocates and community partners convened to gain greater insight into these 11 health issues. The focus groups, guided by facilitators, used a participatory analysis technique. The technique engaged participants in guided discussions around specific topics using data placemats. The placemats displayed thematically grouped data, charts and graphs in an easy-to-understand format. Discussions were guided by three general questions:

- What surprises you about the data?
- What factors may explain some of the trends we're seeing?
- Does this lead to new questions?

Following the guided discussions, Healthy Communities Institute (HCI) led the participants in a prioritization exercise. Each of the 11 health issues was presented for ranking based on the scope and severity of the issue and the ability to impact. Each attendee was provided with an electronic voting device that allowed for a single

vote in each category for each health issue. After combining mental health/mental disorders and substance abuse under the single focus area of behavioral health, the top three focus areas for the 2020-2022 CHNA implementation strategy were:

- Access to health services
- Behavioral health
- Exercise, nutrition and weight

Although the majority of the overarching goals, objectives and efforts will concentrate on the top three focus areas, Bartow Regional Medical Center and Winter Haven Hospitals remain committed to supporting positive advancements in addressing diabetes, heart disease and stroke while addressing the focus area of exercise, nutrition and weight. There were five health focus areas remaining:

- Cancer
- Immunization and infectious disease
- Maternal, fetal and infant health
- Oral health
- Respiratory disease

These remaining health needs are significant, but they're not directly addressed in the 2020–2022 health improvement plan strategies. However, they'll continue to be impacted through existing hospital strategies for clinical excellence and Bartow Regional Medical Center and Winter Haven Hospitals partnerships within the community, including the Florida Department of Health and community organizations who may be in a better position to address these health issues.

# IMPROVING HEALTH IS MORE THAN JUST ACCESSING HEALTH CARE



## Policies and Programs



## Health Factors



## Health Outcomes

### Health Behaviors (30%)

- Tobacco Use
- Diet and Exercise
- Alcohol and Drug Use
- Sexual Activity

### Clinical Care (20%)

- Access to Care
- Quality of Care

### Social and Economic Factors (50%)

- Education
- Employment
- Income
- Family and Social Support
- Community Safety

### Physical Environment (10%)

- Air and Water Quality
- Housing and Transit

### Length of Life (50%)

### Quality of Life (50%)

# DEVELOPING A STRATEGIC IMPLEMENTATION PLAN

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Through this comprehensive CHNA process, Bartow Regional Medical Center and Winter Haven Hospitals have a better understanding of the community's health and opportunities for improvement. In addition, we recognize that the CHNA isn't perfect, nor does it reflect each person's unique health experience. In many cases, the assessment validated some of what we already knew about the community, and in other cases we learned about significant shortfalls in the community's health. There are many needs in Polk County, some of which are reflected in disparities of race, ethnicity, income, geography and education.

Because of our commitment to improving Polk County health and well-being, the Board of Directors for Bartow Regional Medical Center and Winter Haven Hospitals support strategies to drive health improvement and approved the respective 2020–2022 health improvement plan. This plan will guide our health improvement efforts, while also leveraging hospital resources to strengthen community collaborations already established within the county and will provide the guardrails for programmatic impact over the three-year cycle.

The 2020–2022 Polk County health improvement plan for Bartow Regional Medical Center and Winter Haven Hospitals was thoughtfully developed to leverage hospital and current community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plan includes a strong and directed focus on the social determinants that impact health.





# BEHAVIORAL HEALTH

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Behavioral health includes mental health, substance use and addiction intervention and prevention. Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.<sup>1</sup> Mental health problems and substance use disorders sometimes occur together. This is because:

- Certain illegal drugs can cause people with an addiction to experience one or more symptoms of a mental health problem
- Mental health problems can sometimes lead to alcohol or drug use, as some people with a mental health problem may misuse these substances as a form of self-medication
- Mental and substance use disorders share some underlying causes, including changes in brain composition, genetic vulnerabilities, and early exposure to stress or trauma<sup>2</sup>

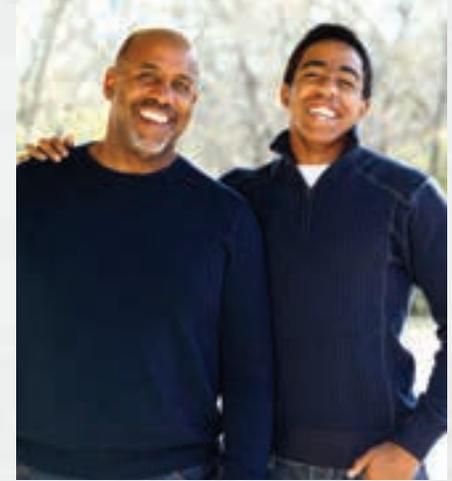
In Polk County, mental health and substance use have consistently been identified in both the primary and secondary data as a top health priority. Suicide and unintentional injury rates remain steady and are similar to state rates, but higher than national statistics. Domestic violence rates remain significantly higher than the state rate.<sup>4</sup> Disparities of race, age, income and ethnicity exist in those seeking, but unable to get mental health treatment in these communities.<sup>3</sup>

## Behavioral Health Goal

Increase access to appropriate behavioral health services across the BayCare footprint

### Objective

By December 31, 2022, deploy education, awareness, prevention and access to care strategies to reduce the incidence of suicide.



More than one in four adults living with serious mental health problems also has a substance use problem.<sup>2</sup>

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## BEHAVIORAL HEALTH IN POLK COUNTY

# 22.8%

Residents report a depression diagnosis<sup>3</sup>



## Poisonings

The 2nd leading cause of death from unintentional injuries is poisonings, including drug overdoses<sup>4</sup>



## Depression

Rates in the Medicare population in Polk are higher than in Florida and the U.S., and are increasing over time<sup>5</sup>



# 27.9%

Driving deaths were alcohol impaired (higher than in Florida and slightly lower than in the U.S.)<sup>6</sup>

# 1,190



Residents for every one mental health provider (310:1 among top U.S. performers.)<sup>6</sup>

<sup>1</sup>CDC, 2018

<sup>2</sup>U.S. Department of Health & Human Services, 2019

<sup>3</sup>2019 CHNA Community Survey

<sup>4</sup>Florida Charts, 2018

<sup>5</sup>Centers for Medicare & Medicaid Services, 2017

<sup>6</sup>RWJF County Health Rankings, 2019

# BEHAVIORAL HEALTH

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## 2022 Impact Objectives

- Provide *Mental Health First Aid* training to at least 100 community members annually
- Launch the Gun Shop Project by engaging gun shop owners and non-traditional organizations, to include community gatherings and *Mental Health First Aid* trainings
- Develop a strategy to reduce substance use by expanding education on medication-assisted treatment
- Provide support and community coordination of efforts with the West Central Florida Mental Wellness Coalition
- Support a behavioral health liaison to connect community members to behavioral health resources at Bartow Regional Medical Center
- Hire and integrate a full-time behavioral health provider to help primary care providers (PCPs) across the system provide appropriate and timely care to patients who have behavioral health diagnoses
- Provide funding to support the infrastructure build-out of the Academy Center
- Support tobacco cessation services including developing a vaping education/awareness campaign targeted at youth
- Continued support of health care navigation services within Bartow Regional Medical Center and Winter Haven Hospitals
- Provide strategic support for a countywide mental and behavioral health collaborative



# ACCESS TO HEALTH SERVICES

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Access to comprehensive, quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for all Americans.<sup>1</sup>

Access to health services means the timely use of personal health services to achieve the best health outcomes. It requires gaining entry into the health care system (usually through insurance coverage), geographic availability of needed health care services, ability to receive services when needed, and finding a health care provider with whom the patient can communicate and trust. Access to health care impacts one's overall physical, social and mental health status and quality of life.<sup>1</sup>

In Polk County, both primary and secondary data indicate access as a high health priority for the community. The county is a provider shortage area for primary care, dental and mental health providers, meaning there are too few providers compared to the number of residents.<sup>2</sup>

## Access to Health Services Goal

Increase access to timely, affordable and appropriate health care services for all Polk County residents, with a focus on those disproportionately impacted.

### Objective

By December 31, 2022, there will be an increase in percentage of residents who have access to health care services and resources as measured by an increase in the number of individual encounters through patient navigator enrollment and/or other resource links.



## ACCESS TO CARE IN POLK COUNTY

# 33.1%

Low-income residents don't have insurance, compared to 11.4% of all residents<sup>4</sup>



Barriers for those who can't get medical care:

# 7%

Parents report they had trouble getting medical care for their child<sup>4</sup>



# 76.6%

Cost



# 25.7%

Low-income residents experience difficulties getting needed health care, compared to 16.7% of all residents<sup>4</sup>

# 6%

Getting an Appointment<sup>4</sup>



# 27.3%



Individuals identified as having low health literacy<sup>4</sup>

# 60%

Survey respondents went to the ER for a reason other than an emergency or life-threatening situation<sup>4</sup>



<sup>1</sup>Healthy People 2020, 2019

<sup>2</sup>HRSA, 2019

<sup>3</sup>RWJF County Health Rankings, 2019

<sup>4</sup>2019 CHNA Community Survey

# ACCESS TO HEALTH SERVICES

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## 2022 Impact Objectives

- Expand access to affordable medications through support of the *Medication Assistance Program*
- Expand access to health care, health insurance options and community resources through support of navigator services
- Integrate Aunt Bertha technology into Cerner to improve connections to community resources
- Provide resiliency training and/or *Mental Health First Aid Trainer* training to at least two Faith Community Nurses per year
- Investigate and support new and innovative transportation initiatives to help reduce access barriers
- Winter Haven Hospitals will continue to support the family medicine residency program and services
- Winter Haven Hospitals will continue the development of community partnerships to expand behavioral health and primary care services to rural communities through telehealth and mobile delivery platforms
- Expand the collaboration with the Neighborhood Community Center through Winter Haven Hospital and partnering community organizations



# EXERCISE, NUTRITION AND WEIGHT

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Exercise and proper nutrition are key drivers in achieving and maintaining a healthy weight. The combination of these drivers decreases the likelihood of stroke, high blood pressure, heart disease, type 2 diabetes, depression and some cancers, and are a contributing factor in the prevention of many other health problems.<sup>1</sup>

Obesity effects one in five children and one in three adults, and costs the U.S. \$147 billion annually.<sup>2</sup> Efforts to improve weight must include a focus not only on individual behaviors, but on policy and environmental changes from tackling root causes of food insecurity to school-based interventions to safe places to be active outdoors. Primary and secondary data sources elevated exercise, nutrition and weight as a high health priority for Polk County. Among adults, nearly 70 percent of residents are overweight or obese.<sup>3</sup> In 2018, the Winter Haven-Lakeland metropolitan statistical area had the 16th worst food hardship rate in the nation meaning that, when compared to other communities, residents struggle to put food on the table and many are likely to go without food, much less nutritious meals.<sup>4</sup>



## Exercise, Nutrition and Weight Goals

Pursue policy, systems and environmental change to maintain or increase the number of Polk County residents who have a healthy weight, with a focus on those disproportionately impacted.

### Objective 1

By the end of December 31, 2022, there will be an increase in the number of individuals served by emergency food and/or medically tailored meal programs.

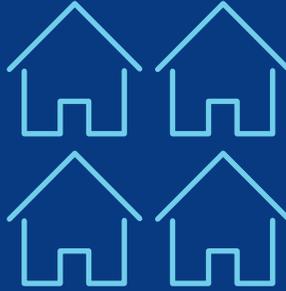
### Objective 2

By the end of December 31, 2022, there will be an increase in the number of individuals screened and educated around chronic disease.

## EXERCISE, NUTRITION AND WEIGHT IN POLK COUNTY

# 21.8%

Children live in households at or below the poverty level compared to 18.2% in Florida<sup>3</sup>



# 85.6%

Middle school students in Polk don't get sufficient vigorous exercise<sup>3</sup>



# 22%

Residents disagree with the statement "I can access healthy food easily"<sup>5</sup>

# 27.4%

Residents report being food insecure (*ran out of food or worried they would run out of food in the last 12 months*)<sup>5</sup>



# 37%

Those who have diabetes who are food insecure<sup>5</sup>



<sup>1</sup>Healthy People 2020, 2018

<sup>2</sup>CDC, 2018

<sup>3</sup>Florida Charts, 2018

<sup>4</sup>FRAC, 2018

<sup>5</sup>2019 CHNA Community Survey

# EXERCISE, NUTRITION AND WEIGHT

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## 2022 Impact Objectives

- Implement, as standard of care at all inpatient touch points, the two-question USDA Food Insecurity screener
- Explore partnerships to increase chronic illness self-management by improving food security among Polk County residents
- Expand the Children's Wellness and Safety Team's existing children's obesity prevention programs, nutritional workshops and large-scale community events
- The Community Health Team will deepen multidisciplinary partnerships across the service area to include prevention-based screenings and/or classes
- Support a Healthy Living Coach at Central Florida Health Care

## HOSPITAL INFORMATION

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### **Bartow Regional Medical Center** *Bartow, Florida*

Bartow Regional Medical Center is a 72-bed hospital serving south Lakeland, Bartow, Fort Meade, Mulberry, rural south Polk County and northern Hardee County. The hospital is equipped with four surgical suites and two gastroenterology suites. The emergency services department is staffed with board-certified emergency physicians and specially trained nurses, 24 hours a day, seven days a week, to treat all types of emergency situations.



### **Winter Haven Hospitals** *Winter Haven, Florida*

Winter Haven Hospital and Winter Haven Women's Hospital are located centrally between Orlando and Tampa in Winter Haven, Florida. The main hospital is a 468-bed acute facility and the women's hospital is a 61-bed facility catering to the unique medical needs of women and infants. The hospitals are home to several Centers of Excellence: Bostick Heart Center, Cassidy Cancer Center, a stroke center, and the breast center at Winter Haven Women's Hospital.





The 2020-2022 health improvement plan for Bartow Regional Medical Center and Winter Haven Hospitals was thoughtfully developed to leverage hospital and current community resources, while also working collaboratively across multiple sectors to engage new community partners. To align with population and public health best practices and acknowledge that improving health is more than just accessing health care, the plan includes a strong and directed focus on the social determinants that impact health.

