



CENTRAL FLORIDA HEALTH

IMPLEMENTATION PLAN

LEESBURG REGIONAL MEDICAL CENTER



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Overview

INTRODUCTION TO COMMUNITY HEALTH NEEDS ASSESSMENTS

The Affordable Care Act establishes specific statutory requirements that hospitals must meet to qualify as organization described in Section 501(c)(3) of the Internal Revenue Code and allow them to be exempt from federal income tax. As part of the new IRS requirements, hospitals must conduct a Community Health Needs Assessment (CHNA) to serve as an essential tool for developing a health improvement plan for the community the hospital serves. A community health needs assessment poises hospitals as leaders who have identified the health needs of their communities and are working towards solutions to meet those needs.

The statutory requirements specified in the Affordable Care Act state:

- Each hospital facility must conduct a Community Health Needs Assessment at least once every three tax years and adopt an implementation strategy to meet the community health needs identified through the assessment
- The Community Health Needs Assessment must take into account input from persons who represent the broad interests of the community serviced by the hospital facility; including those with special knowledge of or expertise in public health
- Must be made widely available to the public
- Each hospital must disclose in Form 990 how it is addressing all of the needs identified in the assessment and if not, why not

A CHNA serves as a systematic approach to collecting, analyzing and utilizing data to identify priority areas for improving health. Hospitals use this report as a call to action, engaging community members through public awareness messages, creating effective programs and policies and collaborating with other organizations to bring positive change to their community. The long-term goal of a CHNA is to identify health priorities and develop impact strategies with all health-related stakeholders in the community.

CENTRAL FLORIDA HEALTH AND LEESBURG REGIONAL MEDICAL CENTER

Central Florida Health (CFH) is a locally owned and governed not-for-profit healthcare system and the largest, most comprehensive provider of healthcare services in the region. CFH provides services to Lake, Sumter, and Marion counties through inpatient acute hospital services at Leesburg Regional Medical Center (LRMC) and The Villages® Regional Hospital (TVRH), as well as inpatient rehabilitation services at TVRH Rehabilitation Hospital.

Other components of CFH include:

Urgent care services at the LRMC Urgent Care Center (located on the hospital's campus).

Outpatient laboratory services through Alliance Labs at several convenient locations throughout Lake and Sumter counties.

Specialized treatment for behavioral and mental health at the LRMC Senior Behavioral Health Center.

As a premier healthcare provider, CFH takes pride in providing progressive, innovative technology, along with building strong relationships with patients, families, physicians and residents of the communities we serve.

Serving Leesburg and the surrounding communities for more than 55 years, LRMC is a 329-bed acute care hospital and Lake County's largest tertiary care hospital. LRMC offers advanced cardiac care at its Heart Institute, which includes one of the largest open-heart programs in Florida. The hospital also offers advanced orthopedic care at its dedicated inpatient Joint Center, obstetrics and gynecology, pediatrics, and provides both neurosurgery and medical neurological care.

The American College of Cardiology recently recognized Leesburg Regional Medical Center and The Villages® Regional Hospital for their demonstrated expertise and commitment in treating patients with chest pain by awarding the Chest Pain Center Accreditation with Primary PCI and Resuscitation – its highest and best level of accreditation.

Leesburg Regional Medical Center and The Villages® Regional Hospital also offer advanced orthopedic care and were both recently awarded the Total Hip and Total Knee Replacement Gold Seal of Approval by The Joint Commission.

2016-2019 Implementation Plan Update

HEALTH NEEDS IDENTIFIED

Through the 2015-2016 community health needs assessment process, five strategic priority areas were identified. These were:

- Obesity in adults
- Lack of physical activity
- Shortage of health services
- Inappropriate use of emergency care
- Other policy and community partner development issues

PROGRESS, IMPACT AND OUTCOMES

Strategic Priority 1: Obesity in Adults

- a. Continue participation in the annual Corporate Wellness Challenge in partnership with the Leesburg and Sumter County Chamber of Commerce to promote weight loss and wellness among the area's largest employers.

Three Year Outcome Goal: Reduce by three percent the combined, cumulative weight among Corporate Wellness Challenge Members by July 1, 2019

Final Outcome: Central Florida Health continued its participation in the annual Business Wellness Challenge. As of July 1, 2019, Business Wellness Challenge participants experienced a 21 percent loss in body weight over a three year period.

- b. Provide four no-cost community health education events (targeting residents of Leesburg, Fruitland Park, Bushnell, Wildwood and Sumterville) each year addressing nutrition and exercise in Lake and Sumter Counties*.

Three Year Outcome Goal: Cumulatively, 15 percent of event participants learn their current body mass index and receive education about how to maintain a healthy weight by July 1, 2019.

**Based on a Cancer Prevention Study by the American Cancer Society that showed that nonsmoking men and women whose diet and lifestyle most closely mirrored Society guidelines on nutrition and physical activity had a 25 to 30 percent lower risk of dying from cancer.*

Final Outcome: Central Florida Health sponsored several health fairs and screenings in Leesburg and The Villages. On average, approximately three percent of event participants were screened for body-mass index and approximately seven percent of participants received information about maintaining a healthy body weight.

Strategic Priority 2: Lack of Physical Activity

- a. Continue development of the community/team member wellness track on the campus of Leesburg Regional Medical Center.

Three Year Outcome Goal: Increase by 5 percent the number of Central Florida Health team members who utilize the track on a weekly basis by July 1, 2019.

Final Outcome: Although the wellness track continues to be utilized, no mechanism was established to track usage on an ongoing basis.

- b. Sponsor annual Community Walk/Youth Dance Competition events in Lake and Sumter Counties (targeting residents of Leesburg, Fruitland Park, Bushnell, Wildwood and Sumterville) designed to encourage families to use practical activities to incorporate exercise into their daily lives.

Three Year Outcome Goal: Cumulatively, 15 percent of event participants learn their current body weight and receive education about how to maintain a healthy weight by July 1, 2019.

Final Outcome: Leesburg Regional Hospital sponsored and participated with the annual Relay for Life walk in support of the American Cancer Society. Additionally, the Leesburg Regional Medical Center Wellness Center sponsored a 5K Run/Walk each year in support of the Community Medical Care Center. Participants were provided with educational material about health and wellness.

Strategic Priority 3: Shortage of Health Services

- a. Develop awareness campaign (targeting residents of Leesburg and Fruitland Park) for the Community Medical Care Clinic, a medical home operated in partnership with Central Florida Health that offers no-cost primary health care services, including mammograms, medications and dental care to underserved residents in Lake County

Three Year Outcome Goal: Increase clinic volumes by 3 percent by July 1, 2019.

Final Outcome: Clinic volumes decreased by seven percent for the three-year period ending June 30, 2019.

- b. Expand our urgent care center presence to meet the needs of our rapidly growing population with the entrance of a third location in a yet-to-be-named community

Three Year Outcome Goal: Reduce capacity constraints by five percent in the Emergency Departments at Leesburg Regional Medical Center and The Villages® Regional Hospital

Final Outcome: In addition to year over year volume growth in the Urgent Care Center, Leesburg Regional Medical Center also doubled the size of its Emergency Department, constructing a new 48-bed unit in 2018 to eliminate previous capacity constraints.

- c. Continue to recruit needed physician specialists and sub-specialists to the community based on a bi-annual physician community needs analysis

Three Year Outcome Goal: Successful recruitment of physicians from each identified specialty, including urgent care, neurology and otolaryngology (ear, nose and throat) by July 1, 2019.

Final Outcome: One urgent care physician, neurologist and three neurohospitalists were successful recruited. A strategic decision was made to suspend the search for an otolaryngologist.

Strategic Priority 4: Inappropriate Use of Emergency Care

- a. Launch public awareness campaign throughout Lake and Sumter counties (targeting residents of Leesburg, Fruitland Park, Bushnell, Wildwood and Sumterville) educating the community about when it is best to utilize their primary care physician or urgent care center and when most appropriate to visit their local Emergency Department

Three Year Outcome Goal: Increase by five percent the number of patients who present to Central Florida Health Urgent Care Centers and indicate that they learned about urgent care services through the campaign by July 1, 2019.

Final Outcome: Although not enough data was captured to sufficiently tie volume growth to the public awareness campaign, on average, approximately six percent of consumers were driven to the center through a targeted online campaign. Overall visits increased by seven percent from July 1, 2016 through June 30, 2019.

- b. Implement physician triage program at Leesburg Regional Medical Center and The Villages® Regional Hospital to optimize symptom and treatment managements for patients who arrive at the Emergency Department for care

Three Year Outcome Goal: Decrease by five percent wait times in The Villages® Regional Hospital and Leesburg Regional Medical Center Emergency Departments by July 1, 2019.

Final Outcome: Leesburg Regional Medical Center reduced the median time from door to evaluation by provider by 50 percent.

Strategic Priority 5: Other Identified Healthcare Issues

- a. Maintain partnership pledge with the American Cancer Society to raise the rate of colon cancer screenings to 80 percent by the year 2018

Three Year Outcome Goal: Reduce the number of colon cancer deaths by two percent in our service area by July 1, 2019.

Final Outcome: The percent of deaths from colon cancer after one year follow-up among LRMC patients diagnosed with colon cancer increased by 10 percent from 29 percent in 2015 to 31 percent in 2017.

Year First Contact	# Patients Diagnosed with Colon Cancer	# Alive – after 1 year follow-up	# Dead – after 1 year follow-up	LRMC Mortality Rate
2015	42	30 (71%)	12 (29%)	0.7828 (per 1000 per year)
2016	39	28 (72%)	11 (28%)	0.7727 (per 1000 per year)
2017	35	24 (69%)	11 (31%)	0.8611 (per 1000 per year)

Source: CFH Cancer Registry, 2019

- b. Continue organization wide hiring policy that excludes individuals who use tobacco from being eligible to join the Central Florida Health team

Three Year Outcome Goal: Reduce by five percent the number of Central Florida Health employees who use tobacco products by July 1, 2019.

Final Outcome: The number of Central Florida Health team members who self-reported use of tobacco and/or e-cigarette usage was reduced by 33 percent.

- c. Further develop partnerships with faith-based organizations in communities where there are identified health disparities (primarily Leesburg, Fruitland Park, Bushnell, Wildwood and Sumterville) to provide diabetes, heart disease and cancer education and screenings

Three Year Outcome Goal: Cumulatively, 25 percent of event participants learn their current glucose and blood pressure levels and receive education about how to prevent and/or manage hypertension and diabetes by July 1, 2019.

Final Outcome: On average, approximately 40 percent of event participants learned their blood pressure level and received education about how to decrease their blood pressure at a series of health fair events in Leesburg. (Note – due to state law, participants could not receive glucose screening without the data being sent to their primary care provider. Since not all participants have a primary care provider, no glucose screenings were conducted).

2019 Community Health Needs Assessment Process

ASSESSMENT PROCESS

The 2019 community health needs assessment (CHNA) process is a continuation of Central Florida Health's (CFH) dedication to community health improvement work. Central Florida Health (formerly known as Central Florida Health Alliance) is a not-for-profit family of hospitals including The Villages® Regional Hospital (TVRH) and Leesburg Regional Medical Center (LRMC). A separate CHNA was completed for each hospital. This report serves as the implementation strategy for LRMC's CHNA. This implementation strategy builds on the findings from the CHNA process to document the identified strategic priorities and articulate the goals, strategies and objectives that will guide actions to improve health outcomes and needs over the next three years in LRMC Service Area.

CFH engaged the services of WellFlorida Council to complete the 2019 CHNAs for TVRH and LRMC. WellFlorida Council is the statutorily designated (F.S. 408.033) local health council that serves north central Florida, including the Central Florida Health Service Areas of Lake, Marion and Sumter counties along with thirteen other counties. The mission of WellFlorida Council is to forge partnerships in planning, research and service that build healthier communities. WellFlorida achieves this mission by providing communities the insights, tools, and services necessary to identify their most pressing issues (e.g. community health assessments and community health improvement plans) and to design and implement approaches to overcoming those issues.

The CFH Steering Committee and WellFlorida based the 2019 CHNA effort on a nationally recognized model and best practice for completing health assessments and improvement plans called Mobilizing for Action through Planning and Partnerships (MAPP). The MAPP tool was developed by the National Association of City and County Health Officials (NACCHO) in cooperation with the Public Health Practice Program Office, Centers for Disease Control and Prevention (CDC). NACCHO and CDC's vision for implementing MAPP is:

"Communities achieving improved health and quality of life by mobilizing partnerships and taking strategic action."

At the heart of the MAPP process are the four core MAPP assessments. These are:

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

These four MAPP assessments work in concert to identify common themes and considerations in order to hone in on key community health needs. The results of three of the MAPP assessments are integrated into the *Leesburg Regional Medical Center Community Health Needs Assessment Report 2019* and, the *2019 Central Florida Health Community Health Needs Assessment Technical Appendix*. *The LPHSA was omitted from this process given that it is typically completed and facilitated by the local health department. The LPHSA

measures how well the local public health system (county-level) delivers the 10 Essential Public Health Services. Each county health department should complete the LPHSA every five years.

The Leesburg Regional Medical Center Service Area includes six zip codes from Lake County, one zip code from Marion County and seven zip codes from Sumter County. The Lake County zip codes are 34748 and 34788 Leesburg, 34731 Fruitland Park, 32159 Lady Lake, 32726 Eustis, and 32778 Tavares. The Marion County zip code is Summerfield 34491 and the Sumter County zip codes include 32162 and 32163 The Villages, 34785 Wildwood, 33513 Bushnell, 33521 Coleman, 33597 Webster, and 33538 Lake Panasoffkee. The zip code areas chosen were based on the top 75 percent of discharges from the hospital during the 2017 fiscal year. The six month assessment process began in December 2018 and concluded in May 2019.

INTERSECTING THEMES, HEALTH NEEDS AND HEALTH ISSUES

Shared below are the intersecting themes, health needs and issues that surfaced over the course of this community health needs assessment in the LRMC and CFH Service Areas. The themes described below emerged from the three assessments conducted as part of the MAPP process. That process included the Health Status Assessment through a comprehensive secondary data review, the Forces of Change process of identifying opportunities and threats that currently impact and pose potential future threats and opportunities to health, and lastly, the Community Themes and Strengths Assessment conducted through primary data collection to hear community opinions and perspectives on health issues. These intersecting themes were also considered in the identification and prioritization of potential strategic issues. For ease of understanding common themes and root causes, the key issues are grouped below into categories including social determinants of health, health status measures, and healthcare access and utilization. Many of the key issues emerged as concerns across the three intersecting theme areas shown below; however, each issue is only listed once.

INTERSECTING THEMES/HEALTH NEEDS AND ISSUES

- Social Determinants (identified in the Community Health Status Assessment data, Forces of Change and Focus Group observations, and Community and Healthcare Professional survey data)
 - Aging population
 - Higher rates of poverty among certain sub-populations
 - Food insufficiency and affordability of nutritious foods
 - Lack of affordable housing
 - Homelessness
- Health Status Measures (identified in the Community Health Status Assessment data, Forces of Change and Focus Group observations, and Community and Healthcare Professional survey data)
 - Infant mortality among all races and ethnicities and birth outcome disparities
 - Overweight and obesity with poor nutrition and eating habits, and physical inactivity as risk factors and contributing causes to chronic diseases and conditions

- Age-related health problems including chronic diseases and conditions, injuries, impairment and mobility issues
- Heart Disease, Cancer, Diabetes, Chronic Lower Respiratory Disease, and Stroke
- Mental health problems including substance, drug and alcohol abuse
- Dental problems
- Health outcome disparities among races, ethnicity, and geography
- Negative health behaviors and poor decisions that impact health
- Healthcare Access and Utilization (identified in the Community Health Status Assessment data, Forces of Change and Focus Group observations, and Community and Healthcare Professional survey data)
 - Inappropriate and over-utilization of healthcare services (e.g., Emergency Department)
 - High and rising healthcare costs including services, health insurance, prescription drugs
 - Shortages of physicians, nurses, mental health professionals
 - Barriers to accessing primary, specialty, mental health and dental care

STRATEGIC ISSUE PRIORITY ISSUES

The April 30th meeting of the CFH CHNA Steering Committee was dedicated to reviewing the data and findings from the entire community health assessment process including the secondary health data review or Health Status Assessment, Forces of Change analysis, and the Community Themes and Strengths primary data collection via the community and health professional surveys and focus groups. The committee discussed the characteristics of strategic priorities to assure a common understanding of their scope, scale, and purpose. Prioritization considerations included issue importance, urgency, impact, feasibility and resource availability. A facilitated consensus workshop moved the discussion from creating the list of issues (shown above) to identifying the intersecting themes. Through the consensus process the intersecting themes converged into five (5) broad topic areas of infant mortality, age-related health issues, health benefit and service use, chronic diseases and conditions, and mental health. Steering committee members then used a second round of consensus discussions to arrive at the four (4) strategic priority issues shown below. At its June 4, 2019 meeting, the CFH Board of Directors formally adopted the CHNA findings and the identified strategic priority issues. These four priority issues are addressed in the implementation strategy action plan that follows.

STRATEGIC PRIORITY ISSUE AREAS IDENTIFIED

- Infant Mortality with focus on
 - Preconception health and healthy pregnancies
 - Early entry into prenatal care
 - Low birthweight births
 - Disparities in infant mortality
 - Substance-exposed infants

- Age-related Health Issues including
 - Alzheimer’s Disease
 - Falls and other unintentional injuries
 - Impairment and mobility
- Chronic Diseases and Conditions including
 - Heart Disease
 - Cancer
 - Diabetes
 - Stroke
 - Chronic Lower Respiratory Disease and Chronic Obstructive Pulmonary Disease
 - Overweight and obesity resulting from poor nutrition and lack of physical activity
- Mental and behavioral health and wellness including
 - Substance abuse prevention and treatment for children, adults, families
 - Alcohol and tobacco use
 - Access to mental health providers and services
 - Comorbidities of Hepatitis A and C among substance users
 - Homelessness
 - Intentional and unintentional injuries
 - Suicide
 - Alcohol-involved motor vehicle crash injuries

Steering committee members discussed and acknowledged that many of the strategic priority issues have shared root causes, related contributing factors and will be addressed by common strategies that will have the potential to address multiple issues simultaneously.

HEALTH NEEDS NOT ADDRESSED

The issue related to health literacy and wiser use of healthcare benefits and services was discussed in some detail. While deemed a recurring problem for many in the CFH and LRMC Service Areas, the CFH Steering Committee members cited numerous healthcare organizations and community partners already engaged in local interventions to improve health literacy. Among the partner organizations tackling this issue include the Area Agency on Aging, Elder Options, and American Association of Retired People (AARP)

2019 – 2022 Implementation Plan and Strategies

Strategic Priority 1: Maternal and Infant Health Outcomes

Goal I: Improve the Health of Women and Babies

Strategies: provide access to health care services, resources, education

Outcome Objectives:

1. Lower the infant mortality rate for births to Black/African American women by 10% by June 30, 2022 (Data source: Florida CHARTS, baseline (infant deaths per 1,000 live births, Black race, 2017): Lake: 7.0, Marion: 7.7, Sumter: 10.3, Florida 6.1)
2. Increase breastfeeding initiation rates by 10% by June 30, 2022 (Data source: Florida CHARTS, baseline (mothers who initiate breastfeeding, 2017): Lake: 84.1%, Marion: 74.3%, Sumter: 74.4%, Florida 86.0%)
3. By June 30, 2022 increase the percentage of women who receive prenatal care in their first trimester by 5% (Data source: Florida CHARTS, baseline: (births to mothers with first trimester prenatal care, 2017) Lake: 79.5%, Marion: 63.2%, Sumter: 80.2%, Florida: 77.3%)
4. By June 30, 2022, reduce primary cesarean births among low-risk women by 5% (Data source: Florida CHARTS, baseline (births 37-38 weeks gestation with elective delivery, 2017): Lake: 35.2%, Marion: 40.8%, Sumter: 39.4%, Florida: 33.2%); note: HP2020 objective, data source: National Vital Statistics, national baseline: 26.5%, national goal 10% reduction)

Strategic Priority 2: Age-related Health Issues

Goal I: Increase Awareness of Alzheimer’s disease Sign, Symptoms and Care Options

Strategies: provide health education, institute clinical process change

Outcome Objectives:

1. By December 31, 2021 host three (3) community health education activities that focus on Alzheimer’s disease awareness
2. Increase awareness of signs and symptoms of Alzheimer’s disease and also the link between certain medications and increased Alzheimer’s disease risk through partnership with the Leesburg Regional Medical Center Pharmacy and Medical Staff. 90 percent of all inpatients should receive education along with their prescription (Data source: LRMC Pharmacy)

Goal II: Reduce Unintentional Injuries from Falls

Strategies: provide health education, conduct patient fall risk assessment prior to discharge, document fall risk and history on EHR, partner with community agencies to increase awareness

Outcome Objectives:

1. By June 30, 2022 implement screening program as a partnership between the Emergency Department and Rehabilitation Services team to identify patients 65 years of age and older who present as a

high fall risk and reduce the overall inpatient fall rate by five percent. The program will also provide at-risk patients with the tools they need to prevent falls while in the hospital and also once they return home. (Data source: Leesburg Regional Medical Center)

Strategic Priority 3: Primary and Secondary Prevention of Chronic Diseases and Conditions

Goal I: Promote Employee Wellness

Strategies: employee wellness program enhancement and expansion, advocate for employee wellness policy change

Outcome Objectives:

1. By June 30, 2020 institute methodology to track and report employee wellness measures (Data source: CFH Employee Wellness Program)
2. By June 30, 2022 increase the percentage of employees who have participated in a primary prevention wellness activity by 10% (Data Source: CFH Employee Wellness Program; baseline: to be established)
3. By June 30, 2020 engage 20% of CFH employees who have been screened for pre-diabetes in secondary prevention activity (Data Source: CFH Employee Wellness Program; baseline: 500 employees identified as at risk for diabetes, 2019)

Goal II: Expand Health Education and Physical Activity Opportunities for Clients with Chronic Diseases

Strategies: expand community partnerships for chronic disease prevention

Outcome Objectives:

1. Increase participation in the Silver Sneakers Program hosted at the Wellness Center by 15% by December 31, 2021 (Data source: CFH Transition Care Coordinator Team, baseline: to be established)
2. By June 30, 2020 establish American Cancer Center (ACS) Resource Center in LRMC (Data source: CFH Marketing Department)
3. By December 31, 2021 partner with community organizations to bring four (4) chronic disease prevention activities to communities in the LRMC service area (Data source: CFH Marketing Department)

Strategic Priority 4: Mental and Behavioral Health and Wellness

Goal I: Promote Safe Prescription Drug Use

Strategies: provide health education and promotion activities, sponsor community education campaigns

Outcome Objectives:

1. By December 31, 2021 host three (3) safe drug use education activities for community members in the LRMC service area (Data source: CFH Marketing Department)
2. Reduce unintentional deaths by drug poisoning by 5% by June 30, 2022 (Data source: Florida CHARTS; baseline (unintentional injury deaths by drug poisoning per 100,000 population, 2017): Lake: 26.1, Marion: 39.9, Sumter: 16.1, Florida: 22.6)

Goal II: Improve Community Education Resources on Mental and Behavioral Health

Strategies: promote community education on mental and behavioral health

Outcome Objectives:

1. By December 31, 2021 partner with community organizations to bring four (4) mental health first aid courses to communities in the LRMC service area (Data source: CFH Marketing Department)