



WINTER PARK
MEMORIAL HOSPITAL

A Florida Hospital

2013
COMMUNITY HEALTH NEEDS ASSESSMENT
Summary

Introduction

Florida Hospital conducted its 2013 Community Health Needs Assessment in two parts: a regional needs assessment for the three counties in Central Florida followed by Assessments focused on and tailored to our seven hospital facilities in the Tri-County area of Orange, Seminole and Osceola Counties.

The larger Assessment is posted on our web site.

This document is specific to **Florida Hospital Winter Park Memorial**.

Executive Summary

In Central Florida, there is a well-established tradition of healthcare organizations, providers, community partners, and individuals committed to meeting our local health needs. The region is home to several respected hospitals that are ranked in the nation's top 100, a Level One Trauma Center, nine designated teaching hospitals and the University of Central Florida, College of Medicine. Even with the current economic challenges and healthcare's changing landscape, these organizations remain committed to serving Central Florida.

In spite of this dedication to meeting local health needs, there is still work to be done. In the center of the Sunshine State, over 1.8 million people live in Orange, Osceola, and Seminole Counties. Of these residents, approximately 8.8% are unemployed; housing affordability remains a challenge; poverty rates for children, families, and the elderly are up to three times higher among racial and ethnic minorities; over one-third of children are raised in single-parent households; crime rates are above the national average; cancer is the leading cause of death; public transportation and carpooling are underutilized to the point where noise and traffic pollute the urban landscape; and in some zip codes, less than 20% of residents hold a bachelor's degree or higher.

These societal challenges often prevent Central Floridians from achieving the level of social, physical, environmental, and spiritual well-being that is necessary for maintaining health and quality of life. Community health needs assessments take into account these four areas of well-being, serve as a baseline of health status in a given community, and are used to plan social and medical interventions relevant to the population.

Three not-for-profit clinical hospitals – Florida Hospital, Orlando Health, and Lakeside Behavioral Health – alongside the Florida Department of Health in Orange County collaborated in 2012 and 2013 to create a Community Health Needs Assessment for Orange, Osceola, and Seminole Counties. The “CHNA” would describe the health of Central Floridians for the purpose of planning interventions relevant to the community. These four groups also collaborated with other community agencies under the umbrellas of “Healthy Orange Florida” in Orange County, “Healthy Seminole” in Seminole County, and “Community Vision” in Osceola County. (A list of Healthy Orange members can be found in Attachment 1.)

Healthy Orange contracted with the Health Council of East Central Florida, Inc. (Health Council) to use the Healthy Measures for East Central Florida online Health Community Network (HCN) tool. This customizable web-based community dashboard, designed by Healthy Communities Institute (HCI), delivers access to high-quality data and

decision support. The HCN provides health indicator tracking, best practice sharing, and community development to help improve the health and environmental sustainability of Winter Park and surrounding communities. This tool was jointly funded by the collaboration and is publicly available to the community as a resource.

Over 100 health indicators were collected and analyzed for this report; health indicators were then categorized and ranked using the Assessment Protocol for Excellence in Public Health (APEXPH) modified Hanlon Method. This method considered three criteria: the magnitude of the problem, as measured in terms of the percent of the population with the health problem; the severity of the program in terms of mortality, morbidity, hospitalizations, economic loss or community impact; and the predicated effectiveness of the intervention in preventing the health problem.

Data sources included:

- Over 70 key stakeholder interviews with people representing the broad interests of the community – 2013
- The Health Department MAPP assessments – 2012
- The Florida Department of Health State Health Improvement Plan (2012-2015)
- The 2012 National Prevention Strategy
- Healthy People 2020

These data were used to identify the top health priorities in each county. The **tri-county needs assessment conducted in Orange, Osceola, and Seminole Counties** can be found on the Florida Hospital and Orlando Health websites. Utilizing this tri-county assessment data as a foundation, Florida Hospital conducted individual assessments for each of the seven Florida Hospital campuses located in the Central Florida tri-county region:

- Florida Hospital Altamonte – Seminole County
- Florida Hospital Apopka – Orange County
- Florida Hospital Celebration Health – Osceola County
- Florida Hospital East Orlando – Orange County
- Florida Hospital Kissimmee – Osceola County
- Florida Hospital Orlando including Florida Hospital for Children – Orange County
- Winter Park Memorial Hospital, a Florida Hospital – Orange County

This document is a campus-specific Community Health Needs Assessment for Florida Hospital Winter Park and the community it serves.

Florida Hospital Community Health Needs Assessment Process

The campus assessment process used the following steps:

- A. The **tri-county assessment** was conducted by the Healthy Orange partners including Florida Hospital.
- B. Florida Hospital formed a **Community Health Needs Assessment Committee (CHNAC)**. The CHNAC is a sub-committee of the Florida Hospital Board of Trustees and meets quarterly. The CHNAC's role was to review and analyze the data in the tri-county assessment, support the individual campus needs assessments, and approve the community health priorities.

The CHNAC is comprised of external community members/stakeholders and senior hospital leaders. The community members in particular provide strong representation of low-income, minority and underserved populations. (Attachment 2)

- C. **Hospital Health Needs Assessment Committees (HHNAC)** were convened on each campus and included case management, nursing, medical staff, administration, community advisory/foundation board representatives, and other clinical and non-clinical strategy individuals (Attachment 3).

The HHNACs on each campus reviewed the primary and secondary data in the tri-county assessment. They also analyzed hospital inpatient and emergency department utilization data to determine the top reasons for inpatient admissions and ED use.

The HHNAC used a "Decision Tree" (Attachment 4) to determine campus priorities based on the intensity of need, current community initiatives addressing the issue, Florida Hospital's capacity to impact these issues, and the opportunity for collaboration with other hospitals and community partners.

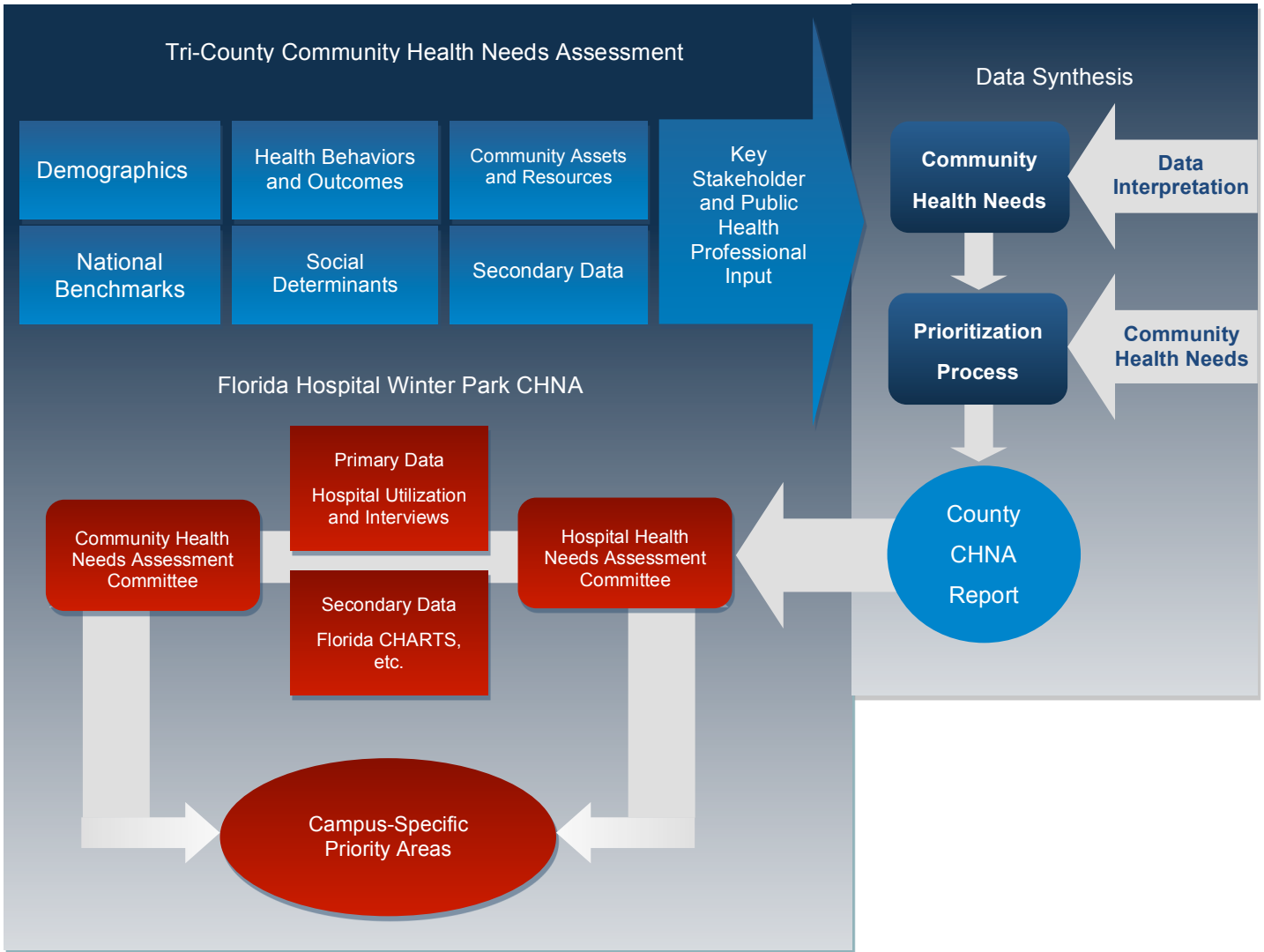
The Winter Park Health Needs Assessment Committee identified three top priorities to address:

1. Obesity
2. Diabetes
3. Chronic Disease Management

- D. These priorities were presented to the **Community Health Needs Assessment Committee (CHNAC)**. The CHNAC approved the campus-specific and global Community Health Needs Assessments, as well as the campus-specific priorities, on October 30, 2013.
- E. The **Florida Hospital Board** approved the campus-specific and global Community Health Assessments on December 4, 2013.

This document describes the process that led to the identification of campus-specific priorities for future development of interventions that address and improve the health status of Winter Park residents. The Community Health Needs Assessment process for Florida Hospital Winter Park is visually represented in the figure below.

Florida Hospital Winter Park Community Health Needs Assessment Process



Hospital Description

Winter Park Memorial Hospital is a 322-bed acute-care facility that primarily serves the residents of northeastern Orange and southeastern Seminole Counties. Winter Park Memorial began caring for patients in February 1995 when it first opened its doors to the public. In 2000, Florida Hospital Winter Park Memorial was fully acquired by the Florida Hospital system, a faith-based, not-for-profit clinical organization, comprised of seven campuses in the tri-county area. The hospital has continuously strived over the years to meet the needs of a growing community.

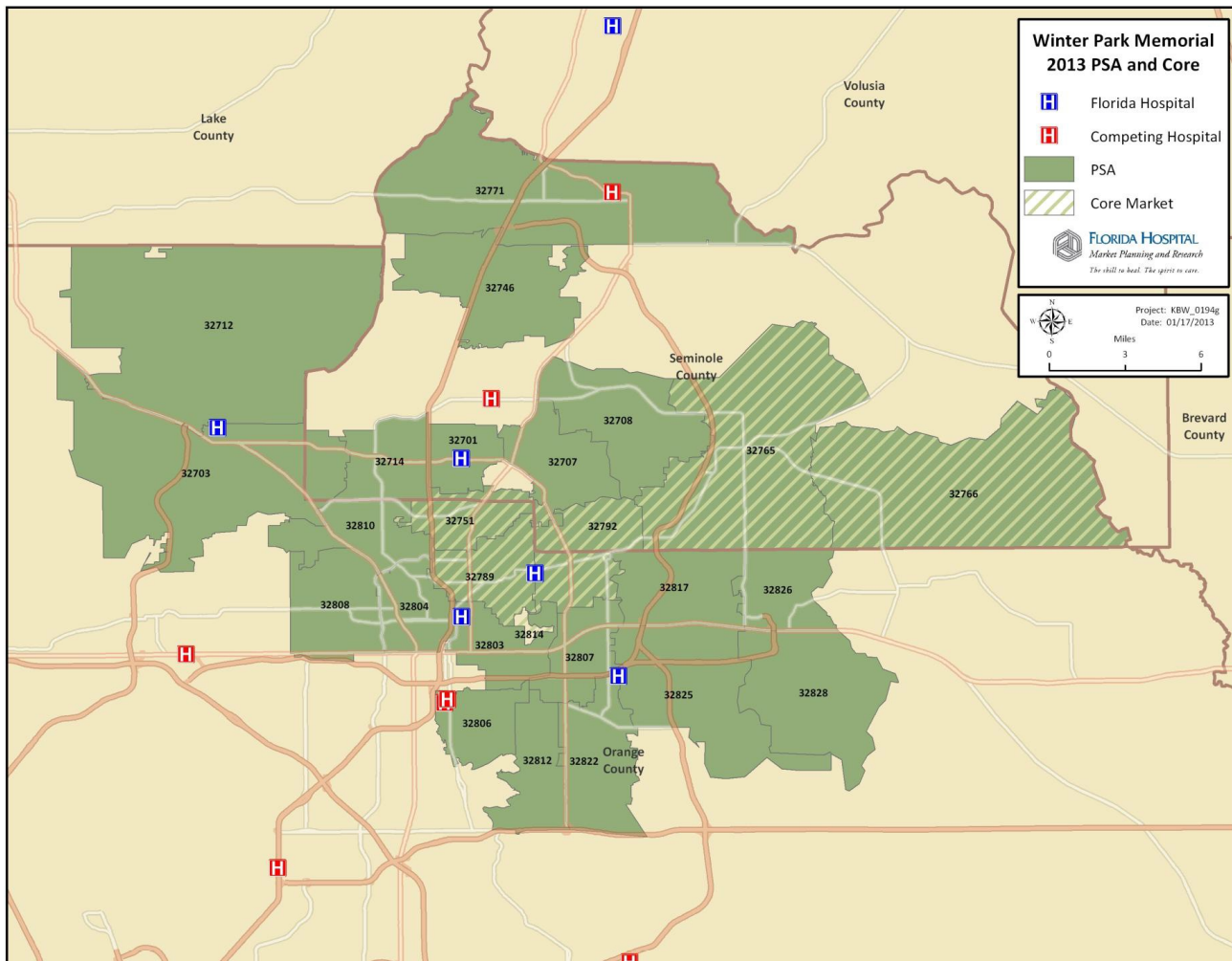
Services provided by Winter Park Memorial include: 24-Hour emergency department with Express Caresm and the area's only senior emergency room; The Baby Placesm – Central Florida's only boutique hospital for women and babies; cancer institute; cardiology; critical care; diagnostic imaging; diabetes education; educational classes and support groups; endoscopy; Longevity Medicine Institute; in – and outpatient surgery including minimally invasive

and robotic surgery; laboratory; orthopedic institute; pediatrics; rehabilitation & sports medicine; sleep disorders center; and women's health.

Every year, Winter Park Memorial Hospital treats more than 150,000 patients, including in 2012 46,175 patients in the emergency department; 16,945 inpatients admitted; 74,271 outpatients; 2,776 babies delivered; and 9,124 surgeries performed. From its beginnings in 1955, Winter Park Memorial Hospital has grown from the vision of a few local leaders into an acute care facility that is a model of community health and wellness.

Hospital Service Area

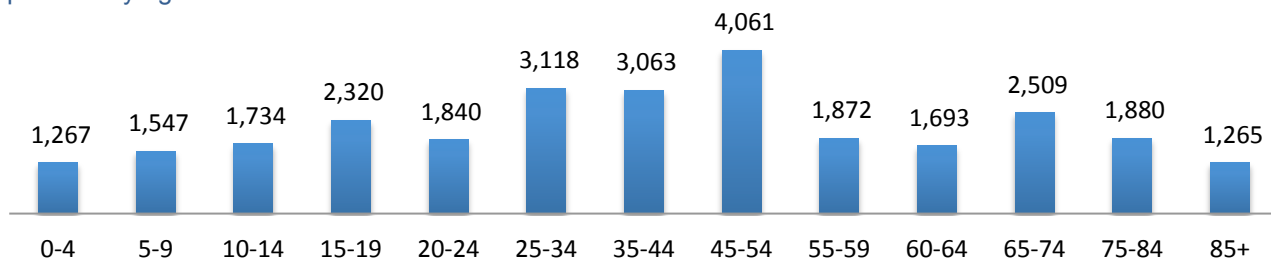
The community of focus for Florida Hospital Winter Park Memorial Hospital is our primary service area including northeastern Orange and southeastern Seminole Counties. We chose this region as our direct area of impact due to the volume of patients we see from this community; we believe that dedicated interventions initiated by the hospital would be most effective in the focused geographic region where we have a strong business and medical influence. The Winter Park Memorial Hospital core market includes the City of Winter Park (32789); Maitland (32751); Goldenrod (32792); and Oviedo (32765 and 32766). However, the service area extends as far north as Sanford (32771) in Seminole County, as far south as southeast Orlando near the Beach Line (32822); and as far west as Apopka (32703, 32712). The map below depicts the primary service area for Florida Hospital Winter Park.



The City of Winter Park is a suburban city located in Orange County, Florida, which is part of the Orlando-Kissimmee-Sanford Metropolitan Statistical Area (MSA). The county is approximately 150 miles from the Florida/Georgia border, in an area surrounded by numerous citrus growers and 1,200 lakes. Orlando is the county seat and lies about 50 miles from the Atlantic to the east, 75 miles from the Gulf Coast to the west, and about 375 miles from the tip of the Florida Keys. Over ninety parks, trails, and facilities offer activities for just about anyone. The county's metropolitan area also includes portions of Seminole, Lake, and Osceola counties. The 2012 U.S. Census population estimate for the City of Winter Park, Florida was 28,924. Of Winter Park residents, 86.9 percent self-identify as white, 7.6 percent self-identify as black, 2.3 percent self-identify as Asian, and 7.0 percent are of Hispanic or Latino origin. The City vision is "to be the best place to live, work and play in Florida for today's residents and future generations". The City of Winter Park is part of *Healthy Central Florida*, a community-based partnership established to transform our communities into the healthiest in the nation; Florida Hospital was a founding trustee of this organization. Its aim is to get people moving more, eating healthier, feeling better, and enjoying a more vibrant, energized life.

Demographic Profile of the Winter Park Community

Population by age

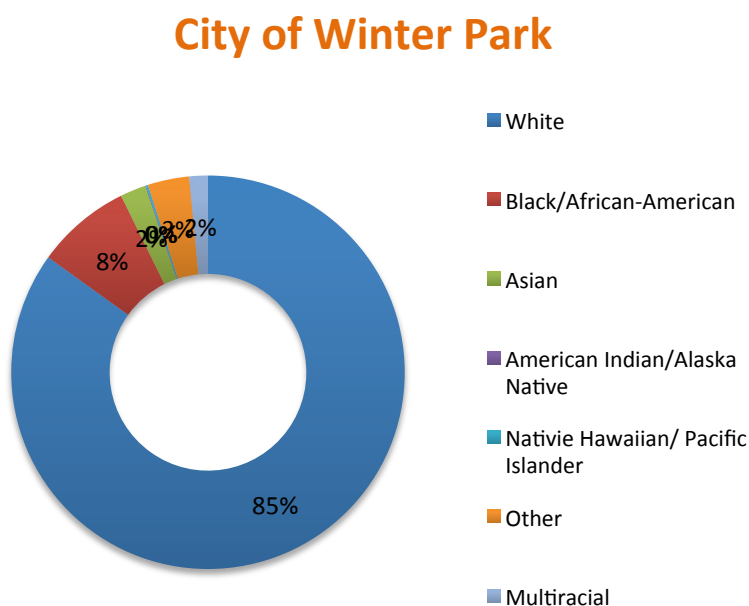


Population by sex

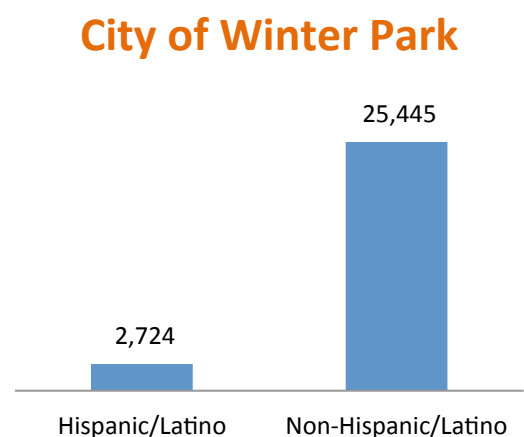
♂ Males: 47.8% (13,453)

♀ Females: 52.2% (14,716)

Population by race



Population by ethnicity



Stakeholder Input Process

Conducting interviews is a powerful method for collecting community data. Interviews facilitated by an unbiased moderator can uncover information that people may be reluctant to share in a more public setting. These data reveal the thoughts and perceptions of key stakeholders and provide an understanding of the pressing issues facing the community. The Health Council of East Central Florida, Inc., a regional, quasi-government health planning agency, conducted the stakeholder interviews.

Key stakeholders for the tri-county assessment included individuals with special knowledge of or interest in public health (i.e., health departments); individuals/organizations serving or representing the interests of medically underserved, low-income, and minority populations; persons who represent the broad interests of residents served by the hospitals; and individuals representing large employers and employee interests.

A total of 72 stakeholders representing 44 social service and health care organizations were interviewed and completed a questionnaire aimed at identifying health barriers, assets, resources, and needs within the region. At least 70% of the Orange County stakeholders represented and/or provided services to the Winter Park Community. (The complete key stakeholder questionnaire and a demographic description and organizational affiliation of each stakeholder who participated can be found in Appendices C and D, respectively, beginning on page 151 of the main tri-county community health needs assessment.)

A lack of health literacy was cited as a major barrier to attaining improved community health. Regardless of health insurance status, residents are not able to navigate the healthcare system. The Central Florida community was cited as lacking a centralized navigation and eligibility portal to direct people to appropriate, timely and affordable health resources. When asked to describe barriers to health and healthcare in the tri-county region, key stakeholders cited the following: limited resources in the fields of mental health, substance abuse, and dental care; the availability of healthcare resources to the growing population; transportation to and from appointments; and disability status.

Stakeholders said that integration of services is needed to improve the effectiveness and efficiency of the fragmented system of care in Orange County. Stakeholders also asserted that service organizations tend to operate in silos that result in a duplication of some services and does not maximize appropriate utilization. A need for community-wide collaboration for attaining better health outcomes for all residents was identified.

The Florida Hospital Winter Park Health Needs Assessment Committees reviewed the key stakeholder interviews and the secondary data. These data were also reviewed with inpatient hospitalists, community physicians, and key physician leaders in emergency medicine. After considering the identified tri-county needs assessment primary and secondary data, the Winter Park team then evaluated internal hospital inpatient and emergency department utilization data and used this information to determine and recommend campus-specific priorities.

Community Health Needs Assessment Committee (CHNAC)

The members of the Florida Hospital Community Health Impact Council (CHiC) comprise the Florida Hospital Community Health Needs Assessment Committee (CHNAC).

The CHiC serves as a subcommittee of the Florida Hospital Board and provides oversight for Florida Hospital's community benefit direction, activities and investments. The CHiC/CHNAC represents the broad community as well as low-income, uninsured and minority populations (including African Americans and Hispanics).

The Community Health Impact Council (CHiC) also reviews and approves strategic community benefit initiatives funded by Florida Hospital. These strategic initiatives are innovative pilots designed to improve the health of the Central Florida community, including Winter Park, and reduce preventable medical costs and interventions. The CHiC/CHNAC members are dedicated to identifying, develop, funding, and sustaining community benefit programs that address community needs and strategically align with Florida Hospital's ongoing commitment to improving the health of our community

Public Health

Public health is represented in this needs assessment via CHNAC membership (including a former U.S. Surgeon General) and key stakeholder interviews conducted throughout the tri-county area. The directors of the Department of Health In Osceola and Seminole Counties also participated in the assessment process for their respective counties.

In addition, the Florida Department of Health in Orange, Seminole and Osceola Counties were strategic partners in the creation of this needs assessment.

- Orange County: Kevin Sherin, MD, Director, and Lesli Ahonkhai, Chief of the Health Protection Bureau, actively participated in this assessment and are leaders in Healthy Orange.
- Seminole County: former director Mike Napier and Swannie Jett, DrPH, current Director, participated in Healthy Seminole, the needs assessment committee for Seminole County.
- Osceola County: Belinda Johnson-Cornett, MD, Director was a leader in the Osceola County Health Leadership Council, which served as the needs assessment committee in that county.

All of these public health leaders have experience in community health assessment processes, and conducted MAPP (Mobilizing for Action through Planning and Partnerships) assessments in 2012.

Data Sources

Primary data sources included:

- Top 10 reasons for inpatient admissions at Florida Hospital Winter Park – 2012
- Top 10 reasons for emergency department visits at Florida Hospital Winter Park– 2012
- Key stakeholder interviews with people who understand the needs of the community, including the Winter Park area and low-income, minority and underserved populations – 2012

Secondary data sources included:

- Agency for Health Care Administration – 2010-2012
- Behavioral Risk Factor Surveillance System Survey – 2010
- County Health Rankings, University of Wisconsin Population Health Institute & RWJF – 2012
- Florida Community Health Assessment Resource Tool Set (CHARTS) – 2010-2012
- Florida Department of Children and Families – 2010-2012
- Florida Department of Education, National Center for Education Statistics – 2012
- Florida Department of Health, Bureau of Community Environmental Health – 2012
- Florida Department of Health, Bureau of Epidemiology – 2012
- Florida Department of Health, Bureau of HIV/AIDS – 2012
- Florida Department of Health, Bureau of STD Prevention and Control – 2012
- Florida Department of Health, Bureau of Vital Statistics – 2010-2012
- Florida Department of Health, Office of Planning, Evaluation, and Data Analysis – 2010
- Florida Department of Highway Safety and Motor Vehicles – 2012
- Florida Department of Juvenile Justice – 2012
- Florida Youth Substance Abuse Survey – 2010
- Florida Youth Tobacco Survey – 2010
- United States Census Bureau American Community Survey – 2010-2012
- United States Department of Agriculture – 2010-2012
- United States Department of Health and Human Services, Healthy People 2020 – 2010
- United States Environmental Protection Agency – 2012

Data Collection and Analysis

Our data collection process included both primary and secondary research.

For primary research, key stakeholder interviews were conducted by the Health Council of East Central Florida Inc. at various community events. Interview questions were delivered either on a one-on-one basis or in a focus group setting depending on the needs of the key stakeholders. The complete key stakeholder questionnaire and a demographic description and organizational affiliation of each stakeholder who participated can be found in Appendices C and D, respectively, beginning on page 151 of the tri-county community health needs assessment. In addition to the stakeholder input, in order to assess help seeking behavior and estimate service utilization for the Winter Park community, we gathered primary data detailing the top 10 reasons for inpatient admissions and emergency department visits at Florida Hospital Winter Park. These reasons are as follows:

Top ten reasons for **emergency department** visits at Florida Hospital Winter Park

1. Chest Pain	2. Abdominal Pain	3. Cellulitis	4. Disorders of the Back	5. Disorders of the Urethra
6. Fever	7. Sprains and Strains of the Back	8. Pelvic/Abdominal Symptoms	9. Nausea and Vomiting	10. Open head wound

Top ten reasons for **inpatient admissions** at Florida Hospital Winter Park

1. Osteoarthritis	2. Chest Pain	3. Care involving Rehab Procedures	4. Single Liveborn	5. Perineal and Vulvar Trauma with labor
6. Pelvic organ abnormality	7. Intervention related to labor	8. Cellulitis	9. Bronchitis	10. Disorders of the Urethra

Secondary data, as opposed to primary data, are information that have been collected and compiled by someone other than the user. For the purpose of this assessment, secondary data were collected and compiled by the agencies listed in the previous section, such as the U.S. Census Bureau, and was accessed and compiled by the Health Council of East Central Florida and Florida Hospital and Orlando Health Community Benefit staff members.

Secondary data were gathered using the Healthy Measures for East Central Florida online Health Community Network (HCN) tool. This customizable web-based community dashboard, designed by Healthy Communities Institute (HCI), delivers access to high-quality data and decision support. The HCN provides health indicator tracking, best practice sharing, and community development to help improve the health and environmental sustainability of Winter Park and surrounding communities. This tool was jointly funded by the collaboration and is publicly available to the community as a resource.

As data specific to the city, or Census Designated Place (CDP), are not available for most variables, this CHNA includes county-level indicators for mortality, morbidity, years potential life lost, access to care issues, behavioral risk factors, health screenings, and health conditions. Nevertheless, over 100 indicators were collected and analyzed for this report. Data were provided by race/ethnicity and age when available. Zip code level data were provided for preterm and low birth weight infants. When applicable, Healthy People 2020 targets were included to provide a national benchmark for community health. Grades and recommendations from the U.S. Preventive Services Task Force (USPSTF) to assess the merits of preventive measures, including screening tests and counseling, were also included where appropriate. Grades and recommendations are defined in Appendix B on page 150 of the complete Central Florida needs assessment.

Additional data were collected from Florida Community Health Assessment Resource Tool Set (CHARTS) and the Florida Youth Substance Abuse Survey to supplement health status data on Winter Park youth.

This tri-county community health needs assessment process included the broad community as well as underserved populations. The assessment highlights health disparities in the region served by the hospital. Indicators for the social determinants of health were also gathered from Healthy Measures and CHARTS. These define the community conditions in which people are born, live, work, and play. A review of these indicators can help identify inequities that can affect health status.

The tri-county data, the hospital utilization data and stakeholder interviews were reviewed and analyzed by the campus committees and the CHNAC. The CHNAC reviewed and approved the top 12 health issues identified in the

tri-county assessment and the Florida Hospital Winter Park HHNAC narrowed those issues down to two. The CHNAC and the Florida Hospital Board approved these recommendations.

Asset Inventory

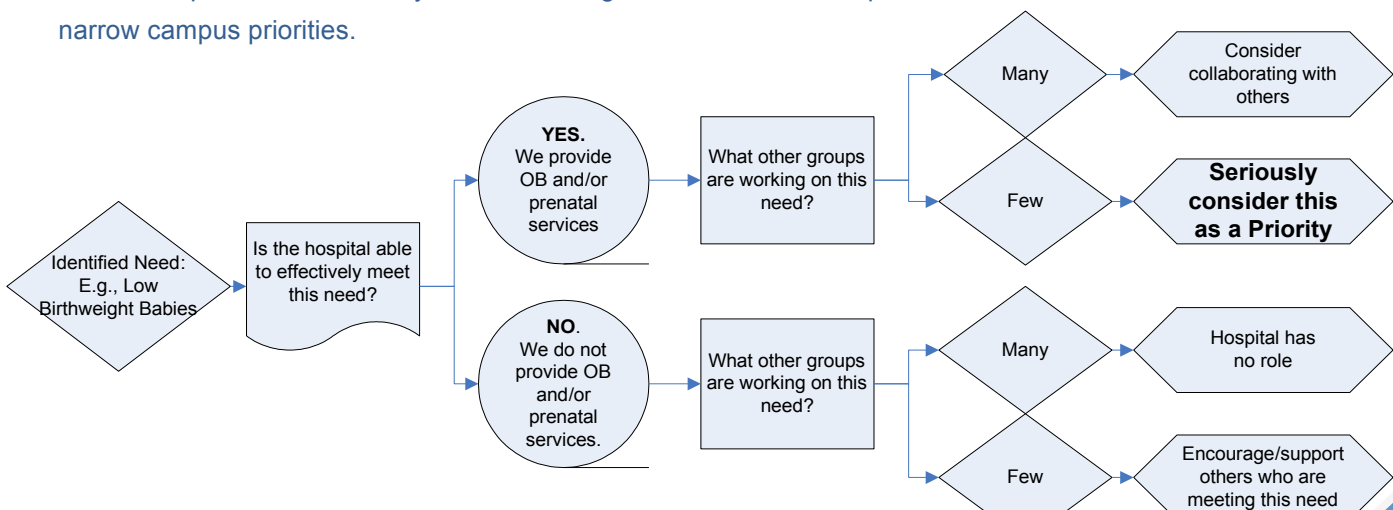
Step one in the process to completing the prioritization of community needs was an asset inventory for the Florida Hospital Winter Park Memorial primary service area and surrounding zip codes. This asset inventory includes services and programs provided in the community – many provided by community organizations dedicated to improving the health and wellness of the Winter Park community, including low-income, minority and other underserved populations. A list of assets in the community was provided to the Community Health Needs Assessment Committee.

A complete list of these assets is included in Appendix E, beginning on page 159, of the tri-county needs assessment; an example of this list is found in the table below:

Chronic Disease		
Asthma	Cancer	Diabetes
<ul style="list-style-type: none"> Hispanic Health Initiatives Center for Multicultural Wellness and Prevention Community Health Centers Grace Medical Home Health Care Center for the Homeless American Lung Association 	<ul style="list-style-type: none"> 100 Black Men of Orlando, Inc. Central Florida Black Nurses Association of Florida Debbie Turner Cancer Resource Center Center for Change Center for Multicultural Wellness and Prevention American Cancer Society 	<ul style="list-style-type: none"> American Diabetes Association Center for Change Center for Multicultural Wellness and Prevention Central Florida Family Health Centers Central Florida Partnership on Health Disparities Central Florida YMCA

Priority-setting Process

In order to move from assets to priorities, the CHNAC and HHNAC used decision trees to review each aggregated priority identified for the county. This priority selection process took into account primary and secondary data as well as hospital and community assets. The figure below is an example of the decision tree that was used to narrow campus priorities.



Data Summary

The data collection process described in the previous pages yielded 14 areas of concern in Orange County, Florida. They are:

1. Diabetes
2. Heart Disease
3. Obesity
4. Maternal and Child Health
5. Cancer
6. Sexually Transmitted Diseases
7. Substance Abuse
8. Mental Health
9. Chronic Disease Management
10. Violent Crime
11. Health Literacy
12. Single -parent Households
13. Motor Vehicle Collisions
14. Access to Health Care

A full review and explanation can be found in section 14 of the tri-county assessment.

The Hospital Health Needs Assessment Committee (HHNAC) recognized that while all 14 issues impact the health of Winter Park residents and the surrounding communities, it is important to focus on specific areas of impact over a defined period of time if sustainable change is to be accomplished. It is also important that the hospital be equipped to address these issues, that programs are not duplicative, and that there is opportunity for community partnerships to address the issues. As such, the HHNAC selected obesity, diabetes and chronic disease management as the key priorities for Florida Hospital Winter Park Memorial.

The rationale is as follows. Two county-wide priorities identified based on hospital utilization, incidence, prevalence, and death rates were **heart disease** and **cancer**. Due to the fact that obesity is a contributing factor to these two chronic diseases, a reduction in obesity should contribute to a reduction in complications due to these chronic diseases; obesity interventions also have the potential to delay or eradicate the onset of diabetes, heart disease, or cancer. Diabetes and heart disease are two of the most common chronic conditions in the United States as a whole. Both have very similar risk factors and both are often poorly controlled; cancer is the leading cause of death in the county and is now ranked among the most common chronic conditions as well. Chronic disease self management focuses health education efforts on exercise, nutrition, and personal accountability; these three processes are vital to the control of diabetes, heart disease, cancer and the various comorbidities that often accompany these diseases – including obesity. For these reasons, we believe that Florida Hospital Winter Park Memorial has the appropriate resources to address heart disease, cancer, and their risk factors while specifically addressing obesity, diabetes, and chronic disease management.

Florida Hospital Winter Park does not provide services for **sexually transmitted diseases, substance abuse, or mental health**. However, we will continue to work with the Florida Department of Health in Orange County, faith-based organizations (FBOs), community-based organizations (CBOs), and other not-for-profit systems to promote healthy families, and we will also continue to seek opportunities for innovative collaborations for the betterment of our community. Additionally, the Florida Hospital Community Health Impact Council board has already and will continue to evaluate funding mechanisms for innovative and best practice programs centered on addressing mental health, substance abuse, and other issues in the community. The same holds true for the priority of **maternal and child health**.

The community issues of **violent crime, single parent households, and motor vehicle collisions** are not core competencies of Florida Hospital Winter Park Memorial. However, we will continue to support the efforts of local law enforcement agencies, organizations like Harbor House of Central Florida, and other CBOs and FBOs that are committed to community mobilization, education, and support services. Florida Hospital is also working with Healthy Central Florida on a pilot program aimed at safe walking and biking practices in other communities and as successful initiatives are identified, they will be evaluated by the Florida Hospital CHNAC. Other Florida Hospital campuses with an obstetrics service line also work with parents to ensure that children have safe, appropriate car seats.

The last two community concerns that have been identified are **health literacy** and **access to care**. Although these two issues were not prioritized by the Winter Park campus, the principle of health literacy is embedded into our chronic disease self-management program efforts as we seek to educate our community on health resources. We also aim to strengthen the relationship with organizations that offer primary care, dental, and obstetric services. Florida Hospital is also working internally to ensure comprehensive discharge education; additionally, we are also part of the Healthy Orange Florida collaboration which is currently exploring Patient Centered Medical Home models that support patient outcomes. The Florida Hospital Community Health Impact Council has also funded an after-hours clinic that aims to meet the needs of those with limited financial access and there is now a health navigator in the local Federally Qualified Health Clinic dedicated to getting underserved women mammograms.

Priority Selection

A comprehensive analysis of health indicators provides an increased understanding of the community's health problems. Prioritizing health issues ensures that resources allocated to address community health needs are used effectively and efficiently in an effort to achieve optimal outcomes. To accomplish the task of prioritizing health needs, the Assessment Protocol for Excellence in Public Health (APEXPH) modified Hanlon Method was used to categorize and rank health indicators to identify key needs in the tri-county area. This method considered three criteria: the magnitude of the problem, as measured in terms of the percent of the population with the health problem; the severity of the problem in terms of mortality, morbidity, hospitalizations, economic loss or community impact; and the predicted effectiveness of the intervention in preventing the health problem.

In addition to the above-mentioned criteria, health indicator rates were compared to national benchmark targets (where available) to define the gap between the current and potential health of the community. Indicator rates were

also trended to highlight improvement or decline from the previous time measurement. Finally, a six-step process was utilized to solidify priorities in each county and each step is described in detail in the complete assessments located on the Orlando Health and Florida Hospital websites. The top 14 indicators identified by the assessment for Orange County are described in Table I.

Table I. Priorities

Orange County		
1. Diabetes	5. Cancer	10. Violent Crime
2. Heart Disease	6. Sexually Transmitted Diseases	11. Health Literacy
3. Obesity	7. Substance Abuse	12. Single Parent Households
4. Maternal and Child Health	8. Mental Health	13. Motor Vehicle Collisions
	9. Chronic Disease Management	14. Access to Care

While the above-mentioned 14 needs were identified for the broader Orange County community, Florida Hospital Winter Park Memorial chose to prioritize needs based on the hospital's ability to meet those needs in this 3-year assessment period. As previously mentioned, upon completion of asset inventory, a decision tree process was utilized to a) identify the highest needs, b) evaluate whether or not there were existing resources to meet this need, and c) rank our ability as a hospital organization to create partnerships or continue collaborations to address this need.

As a result of the efforts of the Winter Park campus Community Health Needs Assessment Committee, the following three areas were selected as priorities for the 2013 needs assessment year:

1. Obesity – There is scientific evidence indicating that obesity is linked to metabolic disorders and other chronic diseases. As such, efforts to reduce, control, and prevent obesity have great potential to positively impact other chronic conditions and lifestyle factors that have been prioritized.
2. Diabetes – Heart disease, diabetic retinopathy, kidney disease, nerve damage, and gum disease are just a few of the health complications due to diabetes. As such, an intervention aimed at reducing the incidence and increasing the prevalence of diabetes has the potential to positively impact the entire community.
3. Chronic Disease Management – This priority will focus on diabetes and heart disease, two of the most chronic conditions, and cancer, the leading cause of death in the country. Chronic disease management strategies include early screening, health education efforts on exercise and nutrition, and the promotion of personal accountability in managing symptoms and comorbidities.

Next Steps

The CHNAC and Community Impact staff will work with community organizations, agencies, and medical staff to create a Community Health Plan (Implementation Strategy) that will build capacity for obesity and chronic disease management through partnership enhancement in Winter Park and the surrounding northwest Orange County community.

The Winter Park campus HHNAC will develop the Community Health Plan with measurable outcome goals; it will be published by May 15, 2014 at which time implementation and scheduled evaluation will begin. We will measure the efficacy and effectiveness of our plans throughout the intervention process to determine if we have been successful in reducing obesity, improving the management of chronic diseases, and enhancing the quality of life of all Winter Park residents – regardless of the income levels and ethnic backgrounds.

2013 HEALTHY ORANGE COLLABORATION ROSTER

	Name	Organization
1	Anna Baznik	IMPOWER
2	Atalie Ashley	Florida Hospital Community Impact
3	Bakari Burns	Healthcare Center for the Homeless
4	Barbara Snell	Community Health Centers
5	Brenda LaBattaglia	Health Central
6	Cecilia Abt	Health Choice Network
7	Cynthia Wilson	City of Orlando
8	Dana Rutledge	Florida House of Representatives
9	Darlene Kochanowski	Central Florida YMCA
10	Deirdre McNabb	League of Women Voters
11	Ericka Burroughs-Girardi	Florida Department of Health at Orange County
12	Fabiola Gaines	Hebni Nutrition Consultants
13	George Ralls	Orange County Government
14	Gloria Caulfield	Lake Nona Institute
15	Hugh Harling Jr.	East Central Florida Regional Planning Council
16	Janelle Middents	American Lung Association
17	Jill Hamilton Buss	Healthy Central Florida
18	Josephine Mercado	Hispanic Health Initiatives
19	Karen Van Caulil	Florida Health Care Coalition
20	Ken Peach	Health Council of East Central Florida
21	Kendra Musselle	Health Council of East Central Florida
22	Kevin Sherin	Florida Department of Health at Orange County
23	Lainie Fox-Ackerman	Orlando Health

24	Laverne Simmons-Lesesne	Florida Department of Health at Orange County
25	Leslie Smith	Central Florida Family Health Centers
26	Linda Stewart	Florida House of Representatives
27	LuAnn Duncan	University of Florida
28	Margaret Brennan	Orange County Government
29	Maria Ali	Second Harvest Food Bank of Central Florida
30	Maria Bledsoe	Central Florida Cares
31	Mary Schmidt-Owens	University of Central Florida
32	Michele Levy	League of Women Voters
33	Pauline Lowe	American Diabetes Association
34	Robbi Sukanek	Lakeside Behavioral Healthcare
35	Roxanne Paugh	Central Florida YMCA
36	Sandra McClellan	Health Choice Network
37	Sandra Powers	League of Women Voters
38	Scott Brown	Orlando Health
39	Shelley Allen	Orlando Health
40	Stephanie Howell	Central Florida Regional Health Information Organization
41	Tara McCue	East Central Florida Regional Planning Council
42	Theresa Madison	Florida Department of Health at Orange County
43	Therry Feroldi	Health Council of East Central Florida
44	Timothy McKinney	United Global Outreach
45	Verbelee Nielsen-Swanson	Florida Hospital Community Impact
46	Wesley Wolf	Blue Cross and Blue Shield of Florida
47	Yolanda Martinez-Langford	Florida Department of Health at Orange County
48	Ziad Ghanem	Walgreens

2013 Florida Hospital

Community Health Needs Assessment Committee (CHNAC) Roster

Note: The Community Health Needs Assessment Committee (CHNAC) also serves as the Community Health Impact Council (CHiC), the community benefit subcommittee of the Florida Hospital Board. The Committee meets quarterly.

Name	Entity/Agency Represented	Title	Expertise
Lars Houmann	Florida Hospital	President & CEO CHNAC Chairman	Chairs the Committee. Active in community and economic development.
Brian Paradis	Florida Hospital	COO	Board member for Frontline Outreach (for African American children) and Grace Medical Home (uninsured patients with chronic diseases)
Eddie Soler	Florida Hospital	CFO	Member, Central Florida Hispanic Chamber of Commerce
Sy Saliba	Florida Hospital	SVP, Community Impact	Oversees community benefit and community relations
Verbelee Nielsen-Swanson	Florida Hospital	VP, Community Impact	Community Benefit VP and Needs Assessment author. Leads FH effort in the Bithlo Transformation Effort (healthy community effort for very low income community)
Sheryl Dodds	Florida Hospital	SVP/CNO	Nursing for patients of all income levels and ethnicities
Ed Hodge	Florida Hospital	SVP, Human Resources & Diversity	Leads FH's Diversity & Inclusion department. Keenly aware of issues around health disparities.
Rich Morrison	Florida Hospital	SVP, Government & Public Policy	Health policy expert. Co-founder of community initiatives including Jail Oversight Commission, Human Trafficking Task Force, Central Receiving Center (police/community mental health agency), Early Childhood Coalition
Ross Edmundson, MD	Florida Hospital	VP, Case Management	Discharge planning for all patients including the elderly, uninsured, low-income and minority patients
Antonia Novello, MD	Florida Hospital	Director, Public Health Policy	Former US Surgeon General (first woman and first Hispanic). Strong Public Health experience and expertise.
Roniece Weaver	Hebni Nutrition Consultants	President	Nutritionist who works in African American community. Author of the <i>Healthy Soul Food Pyramid</i> .
Linda Ewing	Massey Services	Senior Leader	Community leader. Massey supports many community entities including those serving low-income and minority populations.
John Crossman	Crossman & Co.	Principal	Strongly involved in faith-based organizations that do community outreach
Clem Bezold	Center for Alternative Futures	President & CEO	Health futurist. One current project is Disparity Reducing Alternatives, which bring health technology to low-income and underserved people.
Ralph Carauna	UCF School of Medicine	Dean	UCF Medical School is in its third year of offering primary care physician training.

Name	Entity/Agency Represented	Title	Expertise
Shawn Bartlett	WFTV Ch. 9	General Manager	Heads ABC television news outlet
Jim Jardon	JHT, Inc.	Founder	Former Hispanic Chamber president, Board member for Economic Development Commission, Florida Hospital, and Sanford Burnham Medical Research Institute.
Dick Batchelor	DBM, Inc.	Principal	Political consultant and well-known children's advocate
Debbie Watson	Winter Park Health Foundation	VP	WPHF develops and funds school health and older adult programs. Founder of Healthy Central Florida. Chair of Orange Co. School Wellness Committee.
Steve Homan	Florida Citrus Sports	VP	Leader in healthy community project in the Parramore area (low-income, mainly African American community)
Barbara Jenkins	Orange County Schools	Superintendent	Services children of all ages and ethnicities, including those who are homeless and/or eligible for free/reduced lunch program
Chris Gent	Kissimmee Utilities Authority	VP	Longtime community volunteer. Services on boards including Community Vision (community capacity building). Council on Aging, etc. that serve low-income and Hispanic clients.
Tom Warlow	Gracia Andersen Foundation	President	Community foundation that funds social service projects
Sabine Patel	Forest Lake Church	Youth Pastor	Works with children of all incomes and ethnicities. Expert in wellness, prevention and health promotion.
Maureen Kersmarki	Adventist Health System (parent organization)	Community Benefit Director	Oversees community benefit/CHNAs for 44 hospitals. Chairs Orange County Primary Care Access Network (PCAN) that cares for 100,000 uninsured people.

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Hospital Health Needs Assessment Committee (HHNAC) Roster

	Name	Position	Expertise
1	Ademola Adewale, MD	Physician	
2	Atalie Ashley	Community Impact Project Manager - Florida Hospital	Public Health and Community Benefit
3	Dick Batchelor	President DBMG (political consulting)	Community Advocate, especially for children. Understanding of needs of low-income and minority populations.
4	Richard Brannon	Financial Planning – Florida Hospital	Financial Analysis
5	Laura Guitar	Edelman – Senior Vice President	Community Advocate
6	Rob Herzog	Admin Director – Florida Hospital	Behavioral Health. Has established mental health programs for uninsured residents.
7	Penny Jones	Executive Director, Community Relations – Florida Hospital	Community Relations / Partnerships. Expert in foster care issues.
8	Lauren Josephs	Executive VP & CEO – Visionary Vanguard Group	Diversity and Disparities Consulting
9	Maureen Kersmarki	Community Benefit Director – Adventist Health System	CHNA oversight for 44 AHS hospitals. Leader in health care access who understands needs of low-income and minority populations.
10	Linda Moffa	Foundation	Grant development for Florida Hospital facilities in the tri-county area. Understanding of community needs of low-income and minority populations.
11	Verbelee Nielsen-Swanson	Vice President, Community Impact – Florida Hospital	Community Benefit, CHIC. Understanding of needs of low-income and minority populations.
12	Samantha Olenick	Executive Director Community Partnerships – Florida Hospital	Media, Partnerships. Community Development for tri-county area.
13	Ross Edmundson, MD	Physician, VP for Case Management	Oversees discharge planning for Florida Hospital. Background in disease management. Understands the needs of low-income and minority populations.
14	Sy Saliba	Senior Vice President	Strategic Planning
15	Jill Slaff	Manager Community Health Impact – Florida Hospital	Community Health and CHIC. Understands the needs of low-income and minority populations.
16	Jordan Williams	Market & Planning	Data