

# AdventHealth Kissimmee 2020-2022 COMMUNITY HEALTH PLAN



Adventist Health System/Sunbelt/Inc. d/b/a AdventHealth Kissimmee

**Approved by Hospital Board on:** May 6, 2020

**Developed by:** AdventHealth Central Florida Division Community Health Team

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Extending the Healing  
Ministry of Christ



# 2020-2022 COMMUNITY HEALTH PLAN

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## Acknowledgements

This community health plan was prepared by the AdventHealth Central Florida Division Community Health Team with contributions from members of AdventHealth Kissimmee Community Health Needs Assessment Committee representing health leaders in the community and AdventHealth Kissimmee leaders.

We are especially grateful for the internal and external partners who helped guide the development of the community health plan, which will enable our teams to continue fulfilling our mission of *Extending the Healing Ministry of Christ*.

# Overview

Adventist Health System/Sunbelt/Inc. d/b/a AdventHealth Kissimmee will be referred to in this document as AdventHealth Kissimmee or the “Hospital.”

Every three years, the Hospital collaborates with local hospitals, departments of health, federally qualified health centers and other community stakeholders to assess, analyze and prioritize the health needs of the community. The 2019 process included a collaborative assessment of Lake, Orange, Osceola and Seminole counties. Multiple AdventHealth hospitals in the Central Florida area participated in this: AdventHealth Altamonte Springs; AdventHealth Apopka; AdventHealth Celebration; AdventHealth East Orlando; AdventHealth Kissimmee; AdventHealth Orlando; and AdventHealth Winter Park. To strengthen our focus on the needs of our community, we often share strategies across these hospitals to align and amplify our work. At times in this document we will reference these regional initiatives. Otherwise, all information stated here is specific to AdventHealth Kissimmee. The priorities identified through this process serve as our guide for development of pathways to improve health.

## Community Health Needs Assessment Process

AdventHealth Kissimmee in Kissimmee, FL conducted their most recent Community Health Needs Assessment (CHNA) in 2018-2019. In order to ensure broad community input, AdventHealth Kissimmee created a Community Health Needs Assessment Committee (CHNAC) to help guide the Hospital through the assessment process. The CHNAC included representation from the Hospital, public health experts and the broad community. This included intentional representation from low-income, minority and other underserved populations.

The CHNAC met throughout 2018-2019. The committee members reviewed the primary and secondary data and helped define the priority issues to be addressed by the Hospital.

## Priority Issues to be Addressed

Through our 2019 CHNA process, one overarching priority was identified—to increase access for vulnerable populations. We will strive to achieve this by focusing on the below four priority issues. The priority issues to be addressed include:

1. Food Security
2. Care Coordination
3. Mental & Behavioral Health
4. Community Development: Affordable Housing & Homelessness

## Priority Issues not to be Addressed

The priority issues that will not be addressed include:

1. Poverty
2. Education

## Community Health Plan Development

Following the prioritization of community health issues, each hospital then worked to develop a comprehensive plan, which will serve as our map to progress in each community.

The Community Health Plan (CHP) lists overall goals and objectives for each priority issue noted above. Each goal outlines what we hope to accomplish over the next three years. Our objectives are the strategies we plan to implement to achieve those goals. We have also included a list of resources the Hospital plans to commit and have provided a snapshot of community partners we currently work with.

The objectives, goals, hospital contributions and community partners in this CHP are reflective of regional efforts, consistent with the shared priority and resources for the AdventHealth Central Florida Division inclusive of: AdventHealth Altamonte Springs; AdventHealth Apopka; AdventHealth Celebration; AdventHealth East Orlando; AdventHealth Kissimmee; AdventHealth Orlando; and AdventHealth Winter Park. The goals and outcomes included in this document represent the accumulation of work to be done by the collective facilities, unless otherwise noted as a singular effort or facility collaboration.

An annual evaluation of our plan will include a detailed breakdown of outcomes by initiative to ensure strategies remain relevant and effective. This evaluation will take place at the end of each calendar year during the 2020-2022 Community Health Plan cycle.

## Board Approval

On May 6, 2020, the Collaborative Community Council, a subcommittee of the AdventHealth Orlando Board of Trustees, approved the Community Health Plan goals, objectives and next steps. A link to the 2020 Community Health Plan was posted on the Hospital's website prior to May 15, 2020. The Community Health Plan can be found at <https://www.adventhealth.com/community-health-needs-assessments>.

## About the AdventHealth Central Florida Division Community Health Team

The AdventHealth Central Florida Division Community Health Team is comprised of individuals who have a passion for serving the community. The team considers the experts of the community to include professionals in sectors such as health care, finance, local government and non-profits as well as all members who make up the community. The goal of improving the health of the communities we serve is lofty and requires working together in creative ways. This can only be accomplished through a model of collaboration, investment and co-creation of solutions to community health issues.

## For More Information

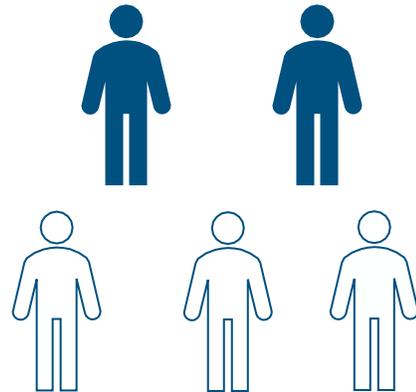
Learn more about the Community Health Needs Assessment and Community Health Plan for AdventHealth Kissimmee at <https://www.adventhealth.com/community-health-needs-assessments>.



## About Food Security

The U.S. Department of Agriculture (USDA) defines food insecurity as the limited or uncertain availability of nutritionally adequate foods for an active, healthy life for all household members. AdventHealth Central Florida Division recognizes the importance of a healthy diet as a determining factor for many aspects of health including reducing the risk of chronic disease and improving overall quality of life, as well as life expectancy. In 2018, Osceola County had 63.3% of students receiving free and reduced lunch, while the state had 58.8%. Two out of every five community survey respondents from Osceola County indicated a lack of access to healthy, affordable food. Addressing the issue of food security will increase the availability and consumption of the necessary nutrients to ensure a higher quality of health and life.

### Food Security in Osceola County



**2** out of every **5** community survey respondents from Osceola County indicated that they do not have access to healthy, affordable food.

## Goals & Objectives

Each goal outlines what we hope to accomplish over the next three years. Our objectives are the strategies we plan to implement to achieve those goals.

<b>Goal</b>	<b>Increase access to healthy and affordable food for community members in need.</b>
<b>Objective</b>	Sustain or build partnerships with at least six community organizations that focus on addressing food security by providing in-kind contributions, financial support of at least \$455,000 and annual board representation over the next three years in the tri-county area.
<b>Objective</b>	Identify new partners and best practices to increase effectiveness of efforts to bring healthy food to community members in need. This will be utilized to drive strategies across the tri-county area.
<b>Goal</b>	<b>Work with community and government officials to address the root causes of food insecurity in our communities</b>

**Objective** | Over the next three years, identify leadership from the tri-county area to participate in local coalitions focused on advocacy and reform to ensure equitable access to healthy food.



## Hospital Contributions

AdventHealth Central Florida Division will continue to add new partnerships and enhance existing commitments as we adapt to the changing needs of our community. Our overall planned contributions to address food security are as follows:

- Continue funding and support of local food pantries
- Partner engagement through board service, community coalition and task force participation
- AdventHealth Central Florida Division employee volunteers to support community partners
- Annual grant opportunity available for community non-profits working to increase food security
- Continue funding and support of internal programs addressing food security:
  - **Second Helpings Program:** a partnership with Second Harvest, which enables excess food from our nutritional services department to be donated to the local food banks to provide meals for individuals in need.

## Community Partners

AdventHealth Central Florida Division recognizes the value in collaboration and is proud to work with a multitude of partners in the community. The following list includes a snapshot of community partners we work with to positively impact food security.

Community Partner	Our Partnership
Boy Scouts of America	Scouting for Food: food donation collection for Second Harvest
Second Harvest Food Bank of Central Florida	Food pantry/food distribution support; Board service
Meals on Wheels	Food pantry/food distribution



*Fighting hunger.  
Feeding hope.*

## Food Security Program Spotlight

### Second Helpings Program

#### About Second Harvest Food Bank

Second Harvest Food Bank of Central Florida is a private, non-profit organization that collects, stores and distributes donated food to over 550 feeding partners in six Central Florida counties: Brevard, Lake, Orange, Osceola, Seminole and Volusia. Last year, with the help of numerous donors, volunteers and a caring, committed community, the food bank distributed nearly 63 million meals to partner programs such as food pantries, soup kitchens, women’s shelters, senior centers, day care centers and Kids Cafes.



**2019 Outcomes:**  
7 campuses  
\*26,505 meals

\*Total meals served for Orange, Osceola and Seminole County in 2019

#### About Second Helpings

Several years ago, AdventHealth Orlando Nutritional Services recognized an opportunity to donate excess food ordered for the cafeterias to people in need. Second Harvest Food Bank provided an opportunity to donate this food. Now, excess proteins, beans, vegetables and starches are preserved by the Nutritional Services teams at each hospital campus in the tri-county area (AdventHealth Altamonte Springs, AdventHealth Apopka, AdventHealth Celebration, AdventHealth East Orlando, AdventHealth Kissimmee, AdventHealth Orlando and AdventHealth Winter Park). Upon collection, Second Harvest Food Bank redistributes the leftovers to local soup kitchens where they can be added to casseroles, soups and stews. This now increases the ability to make nutritious meals available to those experiencing food insecurity while also reducing food waste at our hospitals.

The Second Helpings program began as a pilot program at AdventHealth Orlando in 2017. Now seven AdventHealth campuses in Central Florida participate in this food donation program.



## About Care Coordination

Each community member has a unique set of needs and challenges when it comes to achieving a healthy life. This can include finding a home for medical care, locating a specialist for complex needs or accessing transportation needed to get to an appointment.

AdventHealth Central Florida Division is committed to helping the community navigate the ins and outs of care as well as partnering with local non-profits that are in the community caring for those in need. In 2017, 12.9% of the state's population lacked health insurance, putting Florida well above the national average of 8.8%. In Osceola County, 35.7% of community survey participants indicated that they lacked access to primary care providers and 43.7% of community survey participants indicated that they lack access to a specialist. In 2016, the percentage of adults with health insurance in Osceola County (77.1%) was lower than the state (83.7%).

Efficient care coordination is vital to ensure all mental, physical and spiritual needs are met. Socioeconomic factors such as transportation and lack of insurance are additional issues that make accessing care more challenging.

## Goals & Objectives

Each goal outlines what we hope to accomplish over the next three years. Our objectives are the strategies we plan to implement to achieve those goals.

<b>Goal</b>	<b>Increase the availability of appropriate and affordable care.</b>
<b>Objective</b>	Provide support through financial contributions, in-kind labs and residency rotations to existing care facilities and seek innovative ways to increase capacity through additional in-kind support of lab/imaging, volunteer services, etc.
<b>Objective</b>	Expand on existing care navigation services to ensure uninsured and underinsured patients have an accessible entry point to the level of care they need.
<b>Goal</b>	<b>Decrease barriers community members encounter while seeking care.</b>
<b>Objective</b>	Provide case management services for at least 81 patients over three years while identifying additional partners and methods to decrease barriers community members encounter while seeking care.



## Hospital Contributions

AdventHealth Central Florida Division will continue to add new partnerships and enhance existing commitments as we adapt to the changing needs of our community. Our overall planned contributions to address care coordination are as follows:

- Partner engagement through board service, community coalition and task force participation
- AdventHealth Central Florida Division employee volunteers to support community partners
- Annual grant opportunity available for community non-profits working to increase care coordination
- Financial and in-kind support of community partners
- Continue funding and support of internal programs addressing care coordination:
  - **Community Care Program:** provides social and clinical care for underinsured and underinsured patients following hospital stay
  - **Trina Hidalgo Heart Care Center:** provides follow up care for low income patients with heart related medical conditions

## Community Partners

AdventHealth Central Florida Division recognizes the value in collaboration and is proud to work with a multitude of partners in the community. The following list includes a snapshot of community partners we work with to positively impact care coordination.

Community Partner	Our Partnership
American Cancer Society	Road to Recovery: transportation for patients in need
American Diabetes Association	Support education and advocacy around nutrition and fitness; Board service
American Heart Association	General funding; Utilize educational curriculum with other partners; Board service
Community Vision	Operations support; Board service
Federally Qualified Health Centers	Operations support and in-kind labs to increase capacity to provide care
Osceola Council on Aging	Operations support and clinic funding
St. Thomas Aquinas Medical Clinic	Operations support



## Care Coordination Program Spotlight

### *AdventHealth Community Care Program*

#### About AdventHealth Community Care

The AdventHealth Community Care Program utilizes a holistic approach to supporting patients admitted after an Emergency Department visit who lack a permanent medical home, many of whom face additional barriers to successful recovery.

Once identified, a Community Care team member will meet the patient at their bedside, walking through the process of transitioning home. A home visit is completed within 72 hours of the hospital stay to assess for additional barriers. Services include financial and educational support to ensure medication can be taken as prescribed, assistance with finding a medical home, and addressing additional barriers such as transportation or lack of insurance coverage. This individualized approach to identifying and addressing barriers to care recognizes that caring for patients extends beyond the clinical care provided inside the walls of the hospital.

#### 2019 Outcomes:

7 campuses

\*322 patients

\*Total patients served for Orange, Osceola and Seminole County in 2019



AdventHealth Community Care Team



## Mental & Behavioral Health

Increase access to mental and behavioral health services

### About Mental and Behavioral Health

According to the World Health Organization, health is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. A healthy mind and spirit play an integral role in shaping and affecting our overall health and quality of life. Poor mental health can complicate and negatively impact physical health conditions, making it even more difficult to heal and thrive.



Nearly **60%** of community survey respondents indicated they feel **depressed or hopeless**

Nearly 60% of community survey respondents indicated they feel depressed or hopeless while only 16% of respondents believe there are a sufficient number of mental health providers. The percentage of adults who have ever been told they had a depressive disorder increased in Osceola County and decreased in the state from 2013 to 2016. In the county, the percentage increased from 15.4% to 16.6% and the state percentage decreased from 16.8% to 14.2%. AdventHealth Central Florida Division is committed to supporting efforts to increase availability of care and work to proactively build the resilience of communities.

### Goals & Objectives

Each goal outlines what we hope to accomplish over the next three years. Our objectives are the strategies we plan to implement to achieve those goals.

<b>Goal</b>	<b>Increase access to mental and behavioral health services.</b>
<b>Objective</b>	Increase provider capacity through financial and in-kind support to at least three partners serving the tri-county community.
<b>Objective</b>	Develop and support pathways to mental and behavioral health care for those in need by expanding care navigation models to include mental and behavioral health focused initiatives over the next three years.
<b>Goal</b>	<b>Support existing resources and identify new partners and programs that proactively strengthen the community.</b>
<b>Objective</b>	Provide the Mission: FIT POSSIBLE program to at least two schools in the AdventHealth Kissimmee primary service area per year that were identified as hot spots and collaborate with partners to strengthen community resiliency by proactively educating and identifying resources to deliver resiliency-focused training and resources to the community.



## Mental & Behavioral Health

Increase access to mental and behavioral health services

### Hospital Contributions

AdventHealth Central Florida Division will continue to add new partnerships and enhance existing commitments as we adapt to the changing needs of our community. Our overall planned contributions to address mental and behavioral health are as follows:

- Partner engagement through board service, community coalition and task force participation
- AdventHealth Central Florida Division employee volunteers to support community partners
- Annual grant opportunity available for community non-profits working to increase mental and behavioral health services
- Financial and in-kind support of community partners
- Continue funding and support of internal programs addressing mental and behavioral health:
  - **Mission: FIT POSSIBLE** is an AdventHealth for Children program which brings trained health and wellness educators to schools, churches and community centers in Orange, Osceola and Seminole County to provide education on how to be physically and emotionally healthy

### Community Partners

AdventHealth Central Florida Division recognizes the value in collaboration and is proud to work with a multitude of partners in the community. The following list includes a snapshot of community partners we work with to positively impact mental and behavioral health.

Community Partner	Our Partnership
Central Florida Community Arts	Community music therapy program support
Health Care Center for the Homeless	Operations support
Mental Health Association	Operations support; Board service
Park Place	Operations support to increase capacity to provide care
Central Florida Commission on Homelessness	Board service/leadership



**Health Care Center  
for the Homeless**  
"Where health and hope go hand in hand"



## Mental & Behavioral Health

Increase access to mental and behavioral health services

## Mental & Behavioral Health Program Spotlight

### *Eye Movement Desensitization and Reprocessing (EMDR) Program*

### About Health Care Center for the Homeless

Health Care Center for the Homeless, Inc. (HCCH) is a non-profit health center serving the health needs of homeless and low-income housed, but uninsured or underinsured residents of Orange, Osceola and Seminole Counties. Founded in 1993, the mission of HCCH is "to provide quality health care services that improve the lives of the homeless and medically indigent people in our community."

HCCH, d/b/a Orange Blossom Family Health (OBFH) and Orange Blossom Pediatrics, takes a multi-disciplinary approach to providing quality, compassionate and culturally appropriate health care services.

### About EMDR Program

In 2019, HCCH was awarded a grant from the AdventHealth Collaborative Community Council to train and certify six Licensed Clinical Social Workers (LCSW) at Orange Blossom Family Health locations to conduct Eye Movement Desensitization and Reprocessing (EMDR) therapy for homeless and low-income, uninsured and underinsured community members in need. This therapy will help community members with conditions such as Post-Traumatic Stress Syndrome (PTSD), addiction and healing from past trauma.

**2019:** Grant awarded

**2020:** Program launch





## About Affordable Housing, Homelessness

AdventHealth Central Florida Division is committed to supporting efforts that extend beyond our hospital walls and support the future of our communities. By working to strengthen the environmental and social health of our communities, we can ensure a positive impact for both current and future generations.

Housing is an area that community members and public health experts alike agreed we have opportunities to improve. According to the Department of Housing and Urban Development (HUD), households who pay more than 30% of their income for housing are considered cost burdened. Those who pay more than 50% are severely cost burdened. In 2016, Osceola County had the highest percentage of renter households who were cost burdened (24.4%) and severely cost burdened (25.1%) in the tri-county area. Osceola County also had 21.1% of homeowner residents who are severely cost burdened.



**49.5%** of all renters in Osceola County are severely cost burdened or cost burdened.

Affordable housing has a large impact on other health outcomes and wellbeing in our community. Access to affordable housing enables a greater opportunity for families to meet their respective health, education and employment needs.

## Goals & Objectives

Each goal outlines what we hope to accomplish over the next three years. Our objectives are the strategies we plan to implement to achieve those goals.

<b>Goal</b>	<b>Support efforts to increase access to care and provide services to our homeless population.</b>
<b>Objective</b>	Provide financial and in-kind support to community partners to enhance their capacity to provide care.
<b>Goal</b>	<b>Participate in advocacy efforts to provide affordable housing for community members.</b>
<b>Objective</b>	Provide annual financial and in-kind support, including board service and employee volunteers to support community partners and increase the capacity to provide care for our homeless population.



## Hospital Contributions

AdventHealth Central Florida Division will continue to add new partnerships and enhance existing commitments as we adapt to the changing needs of our community. Our overall planned contributions to address affordable housing and homelessness are as follows:

- Partner engagement through board service, community coalition and task force participation
- AdventHealth Central Florida Division employee volunteers to support community partners
- Annual grant opportunity available for community non-profits working to address affordable housing, homelessness
- Financial and in-kind support of community partners

## Community Partners

AdventHealth Central Florida Division recognizes the value in collaboration and is proud to work with a multitude of partners in the community. The following list includes a snapshot of community partners we work with to positively impact the affordable housing and homelessness.

<b>Community Partner</b>	<b>Our Partnership</b>
<b>Community Hope Center</b>	Operations support
<b>Habitat for Humanity</b>	Operations support
<b>Heart of Florida United Way</b>	Operations support



**Community Development: Affordable Housing/Homelessness**  
Working to strengthen the environmental and social health of communities



## **Affordable Housing, Homelessness Program Spotlight**

*Community Hope Center*



### **About Community Hope Center**

The Community Hope Center is a program-based project that impacts low-income, poverty level families and individuals living in and around Osceola County, Florida. Efforts focus primarily on those living in motels and hotels along Osceola County's 192 Corridor as well as the homeless. The program aims to restore dignity and self-sufficiency to those in need in our community through a holistic approach to case management, funds assistance and life skills. The aim is to provide gap services to clients that other agencies are not currently providing.

## Priorities That Will Not Be Addressed

The Community Health Needs Assessment also identified the following priority health needs that will not be addressed. These specific issues and an explanation of why the Hospital is not addressing them, are listed below.

### 1. Poverty

The local CHNAC understands that poverty has a large impact on health and wellbeing. The CHNAC agreed that the scale of this need is too broad and would not be a realistic issue to be addressed with the resources available at this time.

### 2. Education

The local CHNAC discussed education, health education and literacy. It was determined that education was better addressed by existing organizations and resources in the community. Certain aspects of education such as health literacy will be addressed under care coordination initiatives.

## Closing

Impacting a multi-faceted issue such as hunger in our communities will require working alongside a variety of community stakeholders as well as advocacy efforts focused on identifying and addressing the larger contributing social determinants of health. This requires a long-term commitment to community health improvement efforts. AdventHealth Central Florida Division will continue actively seeking to join with other hospitals, non-profits and community members to collaborate and amplify the role each of us plays in supporting our community. As we work to learn and create best practices, we will continue to enhance how we work with organizations across Central Florida as we strive to extend our mission into the community.

