



Lee Health
2020 Community Health Needs Assessment
2020-2023 Implementation Strategy

Table of Contents

Lee Health Overview.....	2
Community Overview	2
Community Health Needs Assessment.....	3
Community Benefit.....	4
Prioritizing Areas of Opportunity for Health	4
Driving Health Equity with Implementation Strategy.....	5
Collaborative Community Partnerships.....	6
Market Area 1: Cape Coral Hospital	7
Market Area 2: Lee Memorial Hospital	10
Market Area 3: Gulf Coast Medical Center.....	15
Market Area 4: HealthPark Medical Center	19
Remaining Health Needs	24
References	25

LEE HEALTH OVERVIEW

Lee Health origins can be traced to the fall of 1916 when a group of community leaders set aside 300 dollars and donated lumber from the dismantled Court House to build the first hospital in Fort Myers. That first hospital, Lee County Hospital, a two story, four room, 10 bed, wooden building was the beginning of community health care in our area. Today, Lee Health consists of four acute care hospitals: Lee Memorial Hospital, HealthPark Medical Center, Gulf Coast Medical Center and Cape Coral Hospital, and two specialty hospitals: Golisano Children's Hospital of Southwest Florida and The Rehabilitation Hospital. With a total of 1,864 beds, and over 1.5 million patient contacts each year, this makes Lee Health the largest public health system in the state of Florida receiving no direct tax support.

Supported by more than 14,000 dedicated employees and 4,500 volunteers and auxiliaries, Lee Health remains the bedrock of the community by offering acute care, emergency care, rehabilitative and diagnostic services, health and wellness education, community outreach and advocacy programs. Lee Health continues to invest back into the community to improve facilities, add services, improve access and extend care to those who need it most.

In over 100 years since opening the first hospital, Lee Health's dedication to the community has been at the core of the organization's mission, values, and strategic planning principles.

Mission

To be a trusted partner, empowering healthier lives through care and compassion

Vision

To inspire hope and be a national leader for the advancement of health and healing

Values

Respect | Excellence | Compassion | Education

COMMUNITY OVERVIEW

Population Growth

A significant positive or negative shift in total population over time impacts healthcare providers and the utilization of community resources. According to United States Census data (2020), the population of Lee County, Florida increased by 151,822 persons or 24.5% in just ten years; a much greater proportional increase than seen across both the state (14.2%) and the nation (6.3%) overall. According to the U.S. Census Bureau (2020) as of July 1, 2019 the Lee County population estimate is 770,577 individuals.

Age

It is important to understand the age distribution of the population as different age groups have unique health needs which should be considered separately from others along the age spectrum. The U.S. Census Bureau (2020) notes that in Lee County, 21.6% of the population are infants, children, or adolescents (age 0-17); another 49.9% are age 18-64, while 29.2% are age 65+. The U.S. Census Bureau (2020) also mentions that the percentage of older adults age 65+ is much higher than that found statewide (20.9%) and nationally (16.5%).

Race and Ethnicity

According to the U.S. Census Bureau (2020), 66.2% of the Lee County population identify as White, non-Hispanic or Latino, while another 9.1% identify as Black or African American only. These differ significantly than distributions statewide and nationwide, where 53.2% and 60.1% identify as White, non-Hispanic or Latino, respectively, and 16.9% and 13.4% identify as Black or African American only respectively. A total of 22.5% of Lee County residents identify as Hispanic or Latino; lower than state percentage (26.4%), but higher than the nationwide percentage (18.5%). Lee County also displays a lower distribution of American Indian and Alaska Native (0.5%), Asian (1.8%), Native Hawaiian and other Pacific Islander (0.1%), and 2+ races (1.7%), compared to state and national distributions. A total of 22.5% of the Lee County population age 5+ live in a home in which a language other than English is spoken. This percentage is lower than found statewide (29.1%) and higher than found nationally (21.5%).

The latest census estimate shows 12.1% of the Lee County population living below the federal poverty level (U.S. Census Bureau, 2020). In all, 33.6% of Lee County residents live below 200% of the federal poverty level. Currently, income that qualifies as 200% of the federal poverty level is \$25,520 or \$12.00 an hour. The Florida minimum is \$8.56 per hour. This poverty rate is similar to that found statewide (35.4%) and significantly higher than the proportion reported nationally (27.0%). The median household income in Lee County is \$54,691, higher compared to that of Florida's (\$53,267), and lower compared to that of the United States (\$60,293). Poverty is known to exacerbate negative health consequences, such as increased risk of mortality, increased prevalence of medical conditions and disease incidence, depression, intimate partner violence, and poor health behaviors.

Additionally, 22.1% of Lee County children age 0-17 live below the poverty threshold (Florida Department of Health, 2019). This poverty rate is above the proportions found statewide (18%) and nationally (17%), according to Kids Count Data Center (2020). Negative health effects resulting from poverty are present at all ages, but children in poverty face even greater risks as it is associated with poor educational achievement.

COMMUNITY HEALTH NEEDS ASSESSMENT

The Affordable Care Act (ACA) requires that non-profit hospitals must conduct a Community Health Needs Assessment (CHNA) at least every three years, taking input from community members, representatives, and public health leaders in the process, and must make the CHNA widely available to the public (Community Catalyst, 2010). A CHNA provides information so that communities may identify issues of greatest concern and decide to commit resources to those areas, thereby making the greatest possible impact on community health status.

Lee Health has been performing CHNAs since 2007--ahead of the implementation of the ACA regulation. The 2020 assessment was conducted on behalf of Lee Health and Florida Department of Health in Lee County by Professional Research Consultants, Inc. (PRC). PRC is a nationally recognized healthcare consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994.

This assessment incorporates data from both quantitative and qualitative sources. Quantitative data input includes primary research (the PRC Community Health Survey) and secondary research (vital statistics and other existing health-related data); these quantitative components allow for trending and comparison to benchmark data at the state and national levels. Qualitative data input includes primary research gathered from external stakeholders and community partners via an Online Key Informant Survey (OKIS).

The survey instrument used for this study is based largely on the Centers for Disease Control and Prevention (CDC) Behavioral Risk Factor Surveillance System (BRFSS), as well as various other public health surveys and customized questions addressing gaps in indicator data relative to health promotion and disease prevention objectives and other recognized health issues. The final survey instrument was developed by Lee Health, Florida Department of Health in Lee County and PRC, and is similar to the previous surveys used in the region, allowing for data trending. The study area for the survey effort is made up of four Lee Health Market Areas comprising Lee County, Florida (Figure 1).

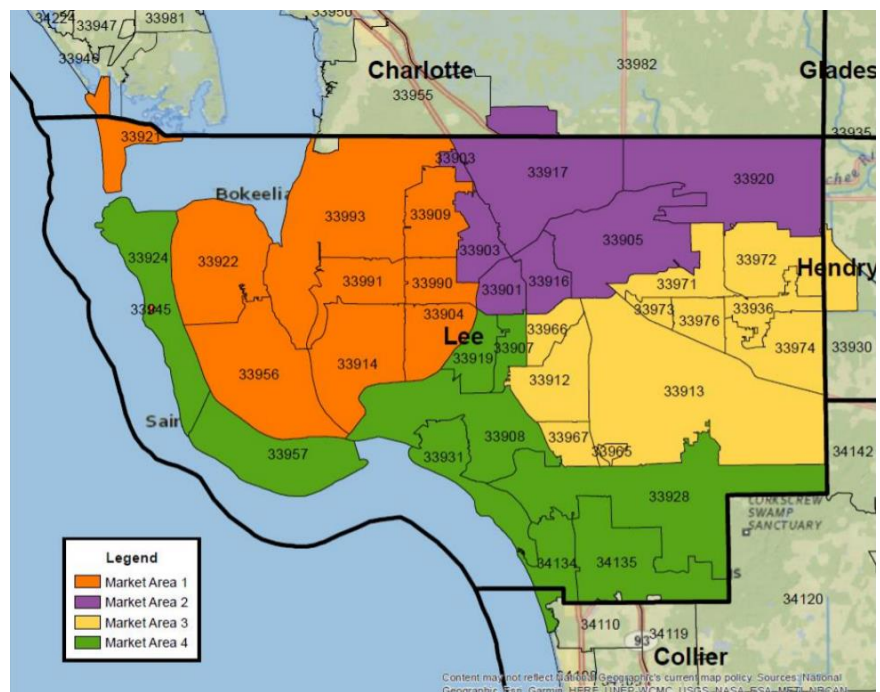


Figure 1 Lee County is sectioned into four market areas, each containing a Lee Health acute care facility.

COMMUNITY BENEFIT

Using valuable data from the CHNA, hospitals are further required to develop an implementation strategy to address demonstrated health needs of their catchment area communities. The initiatives, programs, and activities that are put forth by hospitals according to their CHNAs and implementation strategies comprise the total community benefit investment. Community benefit expenditures can include unreimbursed goods, services, and resources provided by health care institutions that address community-identified health needs and concerns, particularly of those who are uninsured or underserved (Community Catalyst, 2010).

Lee Health's community benefit investment has increased over the past ten years to match the community need for quality and accessible healthcare services. In 2020, Lee Health invested over \$209 million in charity care, means-tested programs, and other community benefits, particularly for underrepresented and underserved populations.

PRIORITIZING AREAS OF OPPORTUNITY FOR HEALTH

In addition to the OKIS, the 2020 CHNA findings were presented to two groups: a community stakeholder convening and the Community Health Improvement (CHI) committee of the Lee Memorial Health System (LMHS) Board of Directors. Each group engaged in a virtual prioritization exercise in which individuals ranked health needs based on two distinct criteria: (1) severity of need, and (2) feasibility of addressing the need. Table 1 displays the results of each group's prioritization scores, along with a final composite score for each of 13 areas of opportunity.

	Area of Opportunity	COMMUNITY INPUT			BOARD COMMITTEE			COMBINED TOTAL		
		Scope & Severity	Ability to Impact	OVERALL	Scope & Severity	Ability to Impact	OVERALL	Scope & Severity	Ability to Impact	OVERALL
1	Mental Health	8.70	7.14	7.92	9.50	6.67	8.08	8.80	7.08	7.94
2	Substance Abuse	8.28	6.74	7.51	9.50	6.33	7.92	8.43	6.69	7.56
3	Nutrition/Physical Activity/Weight	7.60	7.30	7.45	7.50	7.17	7.33	7.59	7.29	7.44
4	Diabetes	7.30	7.33	7.31	8.83	7.67	8.25	7.49	7.37	7.43
5	Heart Disease/Stroke	7.42	7.09	7.26	9.00	8.33	8.67	7.61	7.24	7.43
6	Access to Health Care Services	7.42	7.05	7.23	7.17	7.50	7.33	7.39	7.10	7.24
7	Infant Health/Family Planning	7.31	7.21	7.26	6.17	6.67	6.42	7.17	7.15	7.16
8	Tobacco Use	6.72	6.56	6.64	7.67	6.83	7.25	6.84	6.59	6.71
9	Cancer	7.02	6.16	6.59	6.83	7.17	7.00	7.00	6.29	6.64
10	Injury	6.74	6.31	6.52	7.00	6.17	6.58	6.77	6.29	6.53
11	Respiratory Disease	6.45	5.93	6.19	7.33	6.17	6.75	6.56	5.96	6.26
12	Potentially Disabling Conditions	6.00	5.70	5.85	7.83	6.50	7.17	6.22	5.80	6.01
13	Oral Health	6.00	5.90	5.95	5.83	5.33	5.58	5.98	5.83	5.91

Table 1 Prioritization of CHNA individual areas of opportunity along with respective composite scores.

Following the prioritization process, community stakeholder feedback was folded into the final 2020 CHNA. Tools were developed and leveraged to process the 225-page CHNA report whereby the data was distilled into four interactive tools to display CHNA **trend and disparity** data by overall county, market area, and population. From the prioritized 13 areas of highest opportunity that were outlined in the CHNA, 8 of those areas of opportunity were determined to also be a health disparity in at least one of the market areas. Those 8 areas were consolidated into categorical priorities due to statistically significant trends and disparities; a strategic and data-driven triaging of the 13 areas of opportunity. The categorical priority matrix was the basis for the development of the implementation strategy. A team-based, cross-disciplinary, collaborative ad hoc committee was convened to determine the strategies for addressing the following four priorities:

1. Access to Healthcare Services
2. Cardiovascular & Respiratory Conditions (includes Stroke and Tobacco Use)
3. Mental Health & Substance Use Disorder
4. Nutrition, Physical Activity, & Weight (includes Diabetes)

Further, the needs and disparities for each area of opportunity were tabulated per market area to determine composite severity scores, leading to the objective prioritization of needs in each market area (Table 2). The findings

match the four priorities.

2020 Lee County CHNA Market Area Priorities			
Market Area 1 – Cape Coral Hospital	Market Area 2 – Lee Memorial Hospital	Market Area 3 – Gulf Coast Medical Center	Market Area 4 – HeathPark Medical Center
<ol style="list-style-type: none"> 1. Nutrition, Physical Activity, & Weight 2. Substance Abuse 3. Mental Health 4. Potentially Disabling Conditions 	<ol style="list-style-type: none"> 1. Heart Disease & Stroke 2. Nutrition, Physical Activity, & Weight 3. Injury & Violence 4. Substance Abuse 5. Potentially Disabling Conditions 6. Cancer 	<ol style="list-style-type: none"> 1. Access to Healthcare Services 2. Tobacco Use 3. Substance Abuse 4. Mental Health 5. Nutrition, Physical Activity, & Weight 	<ol style="list-style-type: none"> 1. Mental Health 2. Nutrition, Physical Activity, & Weight 3. Injury & Violence 4. Access to Healthcare Services 5. Diabetes

Table 2 CHNA areas of opportunity ordered by priority level in each market area according to number of needs and disparities.

The ad hoc committee included members from the Operations Leadership Council (OLC), the Acute Care Leadership Council (ALCL), and population health and clinical operations leaders, who reviewed the CHNA findings, trends and disparities, deliberated the highest areas of need, and developed a strategy matrix per health priority. Strategies were consolidated along with tactics, identified internal and external leads, evaluation metrics and health indicators that were then sorted per market area according to hierarchy of needs.

DRIVING HEALTH EQUITY WITH IMPLEMENTATION STRATEGY

In 2020, the Centers for Disease Control & Prevention (2020) revised its 1994 “10 Essential Public Health Services” framework to include equity as the central theme, and create stronger alignment with current and future public health practice. As a public safety-net nonprofit-healthcare system, Lee Health is committed to strengthening and promoting health equity and community health improvement through its various community outreach services and strategic implementation plans, with special attention to the social determinants of health.

As part of Lee Health’s significant investment in community benefit, the Lee Health Community Outreach Team engages with the community while providing targeted services, bringing health disparity blind spots to light and pivoting accordingly alongside collaborative community partner organizations. The 2020-2023 Implementation Plans leverage statistically significant community health data to strategically address health needs and disparities, and includes the input of several internal and external subject matter experts and leaders to collaborate on effective strategies and tactics.

The COVID-19 pandemic continues to be a priority of Lee Health as the organization continues to monitor and work to improve the health status of the community. COVID-19 has not only put immense pressure on healthcare institutions around the world, but has also highlighted existing health disparities and needs, disproportionately in underrepresented communities. Lee Health leverages the guidance of the American Hospital Association’s (AHA, 2020) Institute for Diversity and Health Equity for specific actions toward equity in the COVID-19 response, such as leveraging community partnerships, collecting community health and patient data, and educating in accessible ways. These recommendations from the AHA are integrated within the designed strategies for the 2020-2023 volume of work.

This Implementation Plan integrates Lee Health’s mission and commitment to ongoing investments in community benefit initiatives to achieve the following goals to create a culture of health in Lee County:

1. Improve overall health of the community through strategic partnership with community based organizations and groups addressing social determinants of health.
2. Strengthen integration and connections of wrap around health programs and services for defined populations.
3. Decrease avoidable hospital utilization and readmission.

COLLABORATIVE COMMUNITY PARTNERSHIPS

In the development of the Community Health Needs Assessment and Implementation Strategy, Lee Health considers the Healthy Lee Steering Committee recommendations along with other community stakeholder input. The Healthy Lee Steering Committee is a group of community leaders, representing key cross-sector stakeholders in Lee County. The Steering Committee serves in an advisory capacity to Lee Health and makes recommendations on opportunities to improve the healthcare delivery model and the health status of the residents of Lee County. The Healthy Lee Steering Committee remains committed to increasing Behavioral Health services and to increase commitment to Healthy Lifestyles to prevent, reverse and manage chronic disease.

MARKET AREA 1: CAPE CORAL HOSPITAL

Cape Coral Hospital, a 291-bed health care hub centrally located on Del Prado Boulevard in Cape Coral, provides a wide range of services to the community, from special nursery care to weight management, diabetes, and chronic disease programs. Cape Coral Hospital is also home to a full service Healthy Life Center, one of Lee Health's modern health and wellness facilities. Cape Coral Hospital has received the following recognition:

- Nurses Improving Care for Healthsystem Elders (NICHE)
- Earned A grade for patient safety by The Leapfrog Group
- 4 Star Award of "Florida Quest for Quality Maternity Care Award" Baby Steps to a Baby-Friendly Hospital
- First community hospital in Florida to receive the Governor's Sterling Award
- Rated as a 3-star facility by the Centers for Medicare and Medicaid Services (CMS)

The greatest health priorities for Market Area 1 are **Nutrition, Physical Activity & Weight, Substance Abuse, Mental Health, and Potentially Disabling Conditions**. Market Area 1 was also found to demonstrate greatest need with the following health disparities:

- Highest diagnosed depression
- Highest reports of activity limitations due to physical, mental, or emotional condition
- Highest reports of drinking 1+ sugar-sweetened beverage(s)/day
- Highest reports of drinking and driving
- Highest reports of illicit drug use
- Second-highest reports of current smokers

Market Area 1, Cape Coral Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Nutrition, Physical Activity, & Weight	Launch education initiatives for improved nutrition, physical activity, and weight outcomes.	Launch healthy cooking demonstrations alongside food distribution partners and events.	"Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security Prevalence of Pre-Diabetes and Borderline Diabetes	Community centers Community Outreach & Communication Outlets Food Banks Healthy Lee Local farmers markets and vendors Local influencers United Way	Food & Nutrition Svcs Healthy Life Center (Education and Navigation) Lee Health Solutions	Engagement data for cooking demonstrations Number of food distribution/cooking demonstration events
		Promote opportunities for parents and children to engage in community-based nutrition and physical activity programs.	Inadequate Levels of Physical Activity Prevalence of Overweight & Obesity (Adults) Total Screen Time (Children)	Boys & Girls Club Community Outreach & Communication Outlets Daycare facilities Healthy Lee Lee County Parks & Recreation PACE Center for Girls Quality Life Center SWFL public schools	Behavioral Health Child Advocacy Innovatus Pediatrics	Reduction in time based on pediatric visits answers to Screen Time question Monitor BMI

Market Area 1, Cape Coral Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Nutrition, Physical Activity, & Weight		Provide Nutrition Guidelines Education	Prevalence of Overweight & Obesity (Adults) Prevalence of Pre-Diabetes and Borderline Diabetes	American Diabetes Association Community Outreach & Communication Outlets Healthy Lee Lee County Schools dietitians	Dietitians at LCH Clinic Endocrinology Food & Nutrition Svcs Innovatus LPG PCP	Monitor BMI
		Reinvigorate 5210 campaign and resources.	Inadequate Levels of Fruits and Vegetables "Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security	Community Outreach & Communication Outlets	Food & Nutrition Svcs Pediatrics	Number new locations for distribution of 5210 resources Number of locations currently distributing 5210 resources
	Promote collaborative community-based initiatives for improved nutrition and exercise opportunities.	Collaborate with community organizations to identify opportunities for accessible exercise facilities and programs.	Inadequate Levels of Physical Activity (Adults)	100 Black Men of SWFL Community gyms or parks Community Centers Faith-based organizations Healthy Lee Insurance companies Lee Pitts Nations Association Omega Fraternity Quality Life Center United Way	Faith Community Nurse Program Healthy Life Centers	Attendance/Registration to programs Individual surveys
		Engage community partner organizations and local businesses to explore creation of healthy neighborhood stores.	Low Food Access/Security	Food pantries Harry Chapin Food Bank Healthy Neighborhood Stores (Douglas County Health Department) Local grocery stores Meals on Wheels Neighborhood community gardens and restaurants United Way	Flavor Harvest Food & Nutrition Svcs	Learn from Flavor Harvest data collection and evaluation processes Monitor BMI
		Increase provider involvement in physical activity recommendation for improved health outcomes.	Inadequate Levels of Physical Activity (Adults)	Colleges and universities Florida Dept of Health Provider Network	Lee Community Healthcare (LCH)	

Market Area 1, Cape Coral Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Mental Health & Substance Use Disorder	Improve ratio of mental health providers and services to regional need.	Increase behavioral health education opportunities at community-based events.	Mental Health Provider Ratio	50+ Behavioral Health organizations Colleges and universities Healthy Lee Lee Co EDO & HVS Military Support Program partners United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of providers recruited & trained
		Increase programs and services for adult behavioral health.				Number of graduate students trained
		Launch fundraising strategy for adult and pediatric behavioral health services.				Number of Narcan dispersed
		Promote legislative advocacy efforts to reinforce regional need for behavioral health services and funding in southwest Florida.				Increased number of adult behavioral health resources and programs
		Support community collaborations to increase program and service availability.				Engagement data for adult behavioral health programs
		Support front door strategy with behavioral health integration in primary care.				
	Support initiatives to prevent substance use and identify support services for patients suffering from substance use disorders.	Monitor county data of drug-related deaths and near deaths	Unintended Drug-Related Deaths	50+ Behavioral Health organizations Colleges and universities Community Outreach & Communication Outlets DOH Healthy Lee Lee Co HVS Military Support Program partners Neonatal Abstinence Syndrome Task Force United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of overdoses
		Promote and support regional care management strategy with data-sharing platform				Number of near deaths
		Promote education and early intervention and prevention initiatives for substance use disorders				Number of deaths
		Reinforce importance of peer support roles for patients with substance use disorders				Number of OD transports
		Expansion of substance use services relative to the intensive outpatient (IOP) and partial hospitalization (PHP).				Number of increased LH visit volume
						Increased ED visits
						Increased care mgmt touches

MARKET AREA 2: LEE MEMORIAL HOSPITAL

A mainstay in our community for more than 100 years, Lee Memorial has a rich history of serving our communities. Lee Memorial, a 414-bed hospital located in the heart of Fort Myers, also houses the Rehabilitation Hospital, a comprehensive inpatient rehabilitation facility, and serves as a regional Level II Trauma Center serving Lee County and the surrounding areas. Lee Memorial Hospital is also a designated Chest Pain Center, fully accredited by the Society of Chest Pain Centers (SCPC). Lee Memorial Hospital has received the following recognition:

- Earned an A grade for patient safety by The Leapfrog Group
- Earned designation of a Certified Primary Stroke Center by The Agency of Health Care Administration
- Named a 3-star facility by the Centers for Medicare and Medicaid Services (CMS)

The greatest health priorities for Market Area 2 are **Heart Disease & Stroke, Nutrition, Physical Activity, & Weight, Injury & Violence, Substance Abuse, Potentially Disabling Conditions, and Cancer**. Market Area 2 was also found to demonstrate greatest need with following health disparities:

- Lowest reports of mammogram screenings
- Lowest reports of use of sunscreen
- Highest prevalence of stroke
- Highest reports of high blood pressure and cholesterol
- Highest reports of cardiovascular risk factors, such as overweight/obesity, smoking, high blood pressure, etc.
- Highest reports of falls in adults ages 45+
- Highest reports of domestic/family violence
- Lowest reports of members of household seeking mental health services
- Highest reports of multiple chronic conditions
- Highest prevalence of overweight and obesity in adults
- Second-lowest reports of dental care visits in the past year
- Highest reports of memory loss and/or confusion in adults ages 45+
- Highest reports of opioid use

Market Area 2, Lee Memorial Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Mental Health & Substance Use Disorder	Support initiatives to prevent substance use and identify support services for patients suffering from substance use disorders.	Monitor county data of drug-related deaths and near deaths	Unintended Drug-Related Deaths	50+ Behavioral Health organizations Colleges and universities Community Outreach & Communication Outlets DOH Healthy Lee Lee Co HVS Military Support Program partners Neonatal Abstinence Syndrome Task Force United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of overdoses
		Promote and support regional care management strategy with data-sharing platform	Unintended Drug-Related Deaths			Number of near deaths
		Promote education and early intervention and prevention initiatives for substance use disorders	Unintended Drug-Related Deaths			Number of deaths
		Reinforce importance of peer support roles for patients with substance use disorders	Unintended Drug-Related Deaths			Number of OD transports
						Number of increased LH visit volume
						Increased ED visits

Market Area 2, Lee Memorial Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
		Expansion of substance use services relative to the intensive outpatient (IOP) and partial hospitalization (PHP).	Unintended Drug-Related Deaths			Increased care mgmt touches
Nutrition, Physical Activity, & Weight	Launch education initiatives for improved nutrition, physical activity, and weight outcomes.	Launch healthy cooking demonstrations alongside food distribution partners and events.	"Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security Prevalence of Pre-Diabetes and Borderline Diabetes	Community centers Community Outreach & Communication Outlets Food Banks Healthy Lee Local farmers markets and vendors Local influencers United Way	Food & Nutrition Svcs Healthy Life Center (Education and Navigation) Lee Health Solutions	Engagement data for cooking demonstrations Number of food distribution/cooking demonstration events
		Promote opportunities for parents and children to engage in community-based nutrition and physical activity programs.	Inadequate Levels of Physical Activity Prevalence of Overweight & Obesity (Adults) Total Screen Time (Children)	Boys & Girls Club Community Outreach & Communication Outlets Daycare facilities Healthy Lee Lee County Parks & Recreation PACE Center for Girls Quality Life Center SWFL public schools	Behavioral Health Child Advocacy Innovatus Pediatrics	Reduction in time based on pediatric visits answers to Screen Time question Monitor BMI
		Provide Nutrition Guidelines Education	Prevalence of Overweight & Obesity (Adults) Prevalence of Pre-Diabetes and Borderline Diabetes	American Diabetic Association Community Outreach & Communication Outlets Healthy Lee Lee County Schools dieticians	Dieticians at LCH Clinic Endocrinology Food & Nutrition Svcs Innovatus LPG PCP	Monitor BMI
		Reinvigorate 5210 campaign and resources.	Inadequate Levels of Fruits and Vegetables "Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security	Community Outreach & Communication Outlets	Food & Nutrition Svcs Pediatrics	Number new locations for distribution of 5210 resources Number of locations currently distributing 5210 resources
	Promote collaborative community-based initiatives for improved nutrition and exercise opportunities.	Collaborate with community organizations to identify opportunities for accessible exercise facilities and programs.	Inadequate Levels of Physical Activity (Adults)	100 Black Men of SWFL Community gyms or parks Community Centers Faith-based organizations Healthy Lee Insurance companies Lee Pitts	Faith Community Nurse Program Healthy Life Centers	Attendance/Registration to programs Individual surveys

Market Area 2, Lee Memorial Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
				Nations Association Omega Fraternity Quality Life Center United Way		
Nutrition, Physical Activity, & Weight		Engage community partner organizations and local businesses to explore creation of healthy neighborhood stores.	Low Food Access/Security	Food pantries Harry Chapin Food Bank Healthy Neighborhood Stores (Douglas County Health Department) Local grocery stores Meals on Wheels Neighborhood community gardens and restaurants United Way	Flavor Harvest Food & Nutrition Svcs	Learn from Flavor Harvest data collection and evaluation processes Monitor BMI
		Increase provider involvement in physical activity recommendation for improved health outcomes.	Inadequate Levels of Physical Activity (Adults)	Colleges and universities Florida Dept of Health Provider Network	LCH	
Cardiovascular & Respiratory Conditions	Promote cardiovascular and respiratory health education within community-based health events.	Increase stroke education resources at community-based health fairs and events.	1+ Cardiovascular Risk Factors	American Stroke Association Chambers of Commerce Community centers Community Outreach & Distribution Outlets DCCI NAS Healthy Lee	Healthy Life Center Stroke Education	Number of referral-based appointments/contacts post-education
		Launch community campaign with employee/volunteer advocates to promote cardiovascular risk programs.		American Heart Association Chambers of Commerce Community Outreach & Distribution Outlets DCCI Healthy Lee NAS	Business Development Marketing	
		Leverage virtual community education opportunities such as Healthy Life Center virtual classes and Shipley Cardiothoracic Center's		American Heart Association Chambers of Commerce Community centers Community Outreach & Distribution Outlets	Healthy Life Center Shipley Cardiothoracic Center	

Market Area 2, Lee Memorial Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Cardiovascular & Respiratory Conditions		podcasts for heart health education.		Speakers Bureau		
		Promote Mended Hearts Support Group for patients and families affected by cardiovascular conditions.		American Heart Association	Behavioral Health Cardiology	
		Revitalize and promote Asthma Education Program at community-based health fairs and events.	Asthma Prevalence (Adults)	ACAAI, AAAAI, FAIS American Lung Association Florida Asthma Coalition Colleges and universities Tobacco-Free Lee County	Asthma/COPD service line Healthy Life Center Lee Health Solutions	
	Strategically leverage community-based initiatives for increased awareness and intervention for cardiovascular and respiratory conditions.	Partner with local businesses to provide health education materials at blood pressure monitoring stations.	1+ Cardiovascular Risk Factors	American Heart Association Local businesses	Cardiology Healthy Life Center Lee Health Solutions Shipley Cardiothoracic Center	Number of referral-based appointments/contacts post-education
		Relaunch Barbershop/Beauty Salon Wellness programs for holistic health education and screenings in urban, low-income areas.		21st Century Collaboration American Heart Association Barbershop businesses Community centers NAACP Nations Association QLC	Care Management Health Professions Education Heart and Vascular Institute (HVI) Shipley Cardiothoracic Center	Number of participants participating in program Decreased number of no shows at appointments Number of referral-based appointments/contacts post-education
		Support local community-based vaping and tobacco prevention education programs and initiatives targeting youth and young adults.	Cigarette Smoking Prevalence (Current Smokers)	AHEC American Heart Association Colleges and universities SWFL public schools Tobacco Free Lee Coalition	Asthma/COPD service line	Number of schools involved in programs Number of students reached
		Support care management as the primary champion in addressing social determinants of health related to cardiovascular and respiratory conditions.	1+ Cardiovascular Risk Factors	American Heart Association Care Management network Chambers of Commerce Community centers	Population Health	Number of enrollees in program
		Share evidence-based Asthma Action Plans with patients upon diagnosis.	Asthma Prevalence (Adults)	American Lung Association ACAAI, AAAAI, FAIS Colleges and universities	Asthma/COPD service line Healthy Life Center	

Market Area 2, Lee Memorial Hospital						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
				Florida Asthma Coalition	Lee Health Solutions	

MARKET AREA 3: GULF COAST MEDICAL CENTER

Located at the corner of Daniels and Metro parkways in Fort Myers, Gulf Coast Medical Center embodies the pace of the region with a centralized location and services of every kind including a new expansion that features an additional 268 beds and a floor dedicated to inpatient cancer care. Gulf Coast Medical Center is now a 624-bed facility that houses the Neuroscience Institute, orthopedic services, and general surgery. The hospital offers 24/7 access to emergency care and minimally invasive catheter procedures to treat stroke, as well as a dedicated neuroscience intensive care unit. Gulf Coast Medical Center has received the following recognition:

- Earned A grade for patient safety by The Leapfrog Group
- Earned American Heart Association/American Stroke Association “Get With The Guidelines” Gold Plus Stroke Center designation
- Rated a 3-star facility by the Centers for Medicare and Medicaid Services (CMS)

Market Area 3’s greatest health priorities are **Access to Healthcare Services, Tobacco Use, Substance Abuse, Mental Health, and Nutrition, Physical Activity, & Weight**. Market Area 3 was also found to demonstrate greatest need with following health disparities:

- Highest reports of lack of healthcare insurance coverage impacting care
- Highest reports of 1+ ER visit(s) in the past year
- Highest reports of "fair" or "poor" rating of local healthcare services
- Highest report of cost of doctor visits, appointment availability, difficulty finding a physician, and language/cultural barriers as barriers to healthcare access
- Highest reports of texting and driving in the past month
- Highest reports of most days feeling "extremely" or "very" stressful
- Highest reports of food insecurity
- Lowest reports of dental care visits in the past year
- Highest prevalence of asthma
- Highest reports of marijuana use in the past month
- Highest reports of having sought help for alcohol or drug problem
- Highest reports of current smokers
- Highest reports of secondhand smoke risk
- Highest reports of using vaping products regularly or occasionally
- Highest reports of using cigars and smokeless tobacco

Market Area 3, Gulf Coast Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Access to Healthcare Services	Improve health literacy outcomes and reinforce the importance of follow-up care.	Identify opportunities to promote follow-up in between provider visits.	Health Literacy	50+ Community Organizations/Coalitions Chambers of Commerce Colleges and Universities Dementia Care Cure Initiative (DCCI) Injury Prevention Coalition Healthy Lee Lee County, Human & Veteran Services (HVS)	Acute Care Hospitals Family Medicine LCH (LCH) Lee Physician Group (LPG) Outpatient Services Residency Program	Increased follow-up appointments Reduced no-shows at appointments, readmission, and overutilization rates

Market Area 3, Gulf Coast Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
				Neonatal Abstinence Syndrome Task Force (NAS) United Way		CAHPS Measures of Patient Experience
		Promote web-based health education materials such as Healthy News Blog and Health Matters.		Community Outreach & Communication Outlets	Marketing	Targeted digital strategy metrics
Access to Healthcare Services	Leverage internal resources to reduce barriers to healthcare access for uninsured and underrepresented populations.	Prioritize cultural competency and reduction of language barriers throughout the provider network.	Difficulty Accessing Healthcare Services	Chambers of Commerce Colleges and Universities Florida Dept of Health in Lee County (DOH) United Way	Diversity & Inclusion LCH Family Medicine Residency Program	Average time until next available appointment Number of appointments & referrals Number of appointments scheduled via website Number of telehealth appointments Complex Care appointments & referrals CAHPS Measures of Patient Experience Number of persons reached at workforce development outreach events
		Leverage the Complex Care Center, Community Care Outreach, Care Management, Skilled Nursing Facilities Collaborative as resources for patients with low-access circumstances; Position schedulers to assist patients with system navigation.		Community Outreach & Distribution Outlets	Population Health Business Development	
		Support workforce development efforts within the System and community (e.g., nurse navigators).		Colleges and Universities	Workforce Development Community Outreach	
		Strategically deploy Family Medicine Residency Program and Lee Community Healthcare clinicians in low access areas.		Community centers Faith-based organizations	Family Medicine Residency Program LCH	
		Support Marketing digital strategy for online appointment scheduling.		Community Centers Community Outreach & Distribution Outlets Faith-based organizations Quality Life Center (QLC) PACE Center for Girls	Marketing Telehealth/Information Systems	

Market Area 3, Gulf Coast Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
		Support use of telehealth services in community-based settings and Lee Community Healthcare clinics.	Barrier to Access-Transportation Difficulty Accessing Healthcare Services	Community centers Community Outreach & Distribution Outlets Faith-based organizations Lee Tran Lee County HVS United Way	LCH Telehealth/Information Systems Transfer Center	
		Support system-wide front door strategy and related initiatives.	Difficulty Accessing Healthcare Services	As defined	LPG Operations Performance Excellence Office (PXO) Population Health	
Access to Healthcare Services	Support external partnerships to provide community-based care.	Provide screenings, education, and referrals in partnership with community-based organizations (health fair events).	Barrier to Access-Transportation	Community centers Faith-based organizations Mobile food distribution United Way	LCH Telehealth/Information Systems Transfer Center	Number of screenings and referrals provided
		Support mobile medical care opportunities with community partner organizations.	Difficulty Accessing Healthcare Services	Community centers Premier Mobile Ronald McDonald House Charities	Community Outreach	Number of community health fair events launched
Cardiovascular & Respiratory Conditions	Strategically leverage community-based initiatives for increased awareness and intervention for cardiovascular and respiratory conditions.	Partner with local businesses to provide health education materials at blood pressure monitoring stations.	1+ Cardiovascular Risk Factors	American Heart Association Local businesses	Cardiology Healthy Life Center Lee Health Solutions Shipley Cardiothoracic Center	Number of referral-based appointments/contacts post-education
		Support local community-based vaping and tobacco prevention education programs and initiatives targeting youth and young adults.	Cigarette Smoking Prevalence (Current Smokers)	AHEC American Heart Association Colleges and universities SWFL public schools Tobacco Free Lee Coalition	Asthma/COPD service line	Number of schools involved in programs Number of students reached
	Support care management as the primary champion in addressing social determinants of health related to cardiovascular and respiratory conditions.	Leverage and elevate Community Care Outreach Program to address social determinants of health associated with increased cardiovascular risk.	1+ Cardiovascular Risk Factors	American Heart Association Care Management network Chambers of Commerce Community centers	Population Health	Number of enrollees in program
		Share evidence-based Asthma Action Plans with patients upon diagnosis.	Asthma Prevalence (Adults)	American Lung Association ACAAI, AAAAI, FAIIS Colleges and universities Florida Asthma Coalition	Asthma/COPD service line Healthy Life Center Lee Health Solutions	

Market Area 3, Gulf Coast Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Mental Health & Substance Use Disorder	Improve ratio of mental health providers and services to regional need.	Increase behavioral health education opportunities at community-based events.	Mental Health Provider Ratio	50+ Behavioral Health organizations Colleges and universities Healthy Lee Lee Co EDO & HVS Military Support Program partners United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of providers recruited & trained
		Increase programs and services for adult behavioral health.				Number of graduate students trained
		Launch fundraising strategy for adult and pediatric behavioral health services.				Number of Narcan dispersed
		Promote legislative advocacy efforts to reinforce regional need for behavioral health services and funding in southwest Florida.				Increased number of adult behavioral health resources and programs
		Support community collaborations to increase program and service availability.				Engagement data for adult behavioral health programs
		Support front door strategy with behavioral health integration in primary care.				
	Support initiatives to prevent substance use and identify support services for patients suffering from substance use disorders.	Monitor county data of drug-related deaths and near deaths.	Unintended Drug-Related Deaths	50+ Behavioral Health organizations Colleges and universities Community Outreach & Communication Outlets DOH Healthy Lee Lee Co HVS Military Support Program partners Neonatal Abstinence Syndrome Task Force United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of overdoses
		Promote and support regional care management strategy with data-sharing platform.				Number of near deaths
		Promote education and early intervention and prevention initiatives for substance use disorders.				Number of deaths
		Reinforce importance of peer support roles for patients with substance use disorders.				Number of OD transports
		Expansion of substance use services relative to the intensive outpatient (IOP) and partial hospitalization (PHP).				Number of increased LH visit volume
						Increased ED visits
						Increased care mgmt touches

MARKET AREA 4: HEALTHPARK MEDICAL CENTER

HealthPark Medical Center, a 460-bed facility on Bass Road, provides a wide range of inpatient and outpatient services, from cardiology and OB/GYN, to rehab and radiology. HealthPark Medical Center houses the regional Golisano Children's Hospital of Southwest Florida, the Heart & Vascular Institute, and Shipley Cardiothoracic Center. HealthPark Medical Center also includes a full-service emergency care center (ER), open 24/7. HealthPark Medical Center has received the following recognition:

- Named one of the "100 Top Hospitals" for cardiology and intensive care in the country
- HealthPark's cardiac rehabilitation program is certified by the American Association of Cardiovascular and Pulmonary Rehabilitation
- Named one of the Top 50 Cardiovascular Hospitals by IBM Watson Health
- Rated as a 3-star facility by the Centers for Medicare and Medicaid Services (CMS)

The greatest health priorities for Market Area 4 are **Mental Health, Nutrition, Physical Activity, & Weight, Injury & Violence, Access to Healthcare Services, and Diabetes**. Market Area 4 was also found to demonstrate greatest need with following health disparities:

- Highest prevalence of borderline or prediabetes
- Highest reports of access to swimming pools (risk of drowning)
- Highest reports of receiving treatment for a mental health condition

Market Area 4, HealthPark Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Mental Health & Substance Use Disorder	Improve ratio of mental health providers and services to regional need.	Increase behavioral health education opportunities at community-based events.	Mental Health Provider Ratio	50+ Behavioral Health organizations Colleges and universities Healthy Lee Lee Co EDO & HVS Military Support Program partners United Way	VP Behavioral Health LPG Behavioral Health service line Inpatient Psych team ED support Telehealth/Information Systems Support	Number of providers recruited & trained
		Increase programs and services for adult behavioral health.	Mental Health Provider Ratio			Number of graduate students trained
		Launch fundraising strategy for adult and pediatric behavioral health services.	Mental Health Provider Ratio			Number of Narcan dispersed
		Promote legislative advocacy efforts to reinforce regional need for behavioral health services and funding in southwest Florida.	Mental Health Provider Ratio			Increased number of adult behavioral health resources and programs
		Support community collaborations to increase program and service availability.	Mental Health Provider Ratio			Engagement data for adult behavioral health programs
		Support front door strategy with behavioral health integration in primary care.	Mental Health Provider Ratio			

Market Area 4, HealthPark Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Nutrition, Physical Activity, & Weight	Launch education initiatives for improved nutrition, physical activity, and weight outcomes.	Launch healthy cooking demonstrations alongside food distribution partners and events.	"Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security Prevalence of Pre-Diabetes and Borderline Diabetes	Community centers Community Outreach & Communication Outlets Food Banks Healthy Lee Local farmers markets and vendors Local influencers United Way	Food & Nutrition Svcs Healthy Life Center (Education and Navigation) Lee Health Solutions	Engagement data for cooking demonstrations Number of food distribution/cooking demonstration events
		Promote opportunities for parents and children to engage in community-based nutrition and physical activity programs.	Inadequate Levels of Physical Activity Prevalence of Overweight & Obesity (Adults) Total Screen Time (Children)	Boys & Girls Club Community Outreach & Communication Outlets Daycare facilities Healthy Lee Lee County Parks & Recreation PACE Center for Girls Quality Life Center SWFL public schools	Behavioral Health Child Advocacy Innovatus Pediatrics	Reduction in time based on pediatric visits answers to Screen Time question Monitor BMI
		Provide Nutrition Guidelines Education.	Prevalence of Overweight & Obesity (Adults) Prevalence of Pre-Diabetes and Borderline Diabetes	American Diabetic Association Community Outreach & Communication Outlets Healthy Lee Lee County Schools dieticians	Dieticians at LCH Clinic Endocrinology Food & Nutrition Svcs Innovatus LPG PCP	Monitor BMI
		Reinvigorate 5210 campaign and resources.	Inadequate Levels of Fruits and Vegetables "Very" or "Somewhat" Difficult Accessing Affordable Produce Low Food Access/Security	Community Outreach & Communication Outlets	Food & Nutrition Svcs Pediatrics	Number new locations for distribution of 5210 resources Number of locations currently distributing 5210 resources

Market Area 4, HealthPark Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Nutrition, Physical Activity, & Weight	Promote collaborative community-based initiatives for improved nutrition and exercise opportunities.	Collaborate with community organizations to identify opportunities for accessible exercise facilities and programs.	Inadequate Levels of Physical Activity (Adults)	100 Black Men of SWFL Community gyms or parks Community Centers Faith-based organizations Healthy Lee Insurance companies Lee Pitts Nations Association Omega Fraternity Quality Life Center United Way	Faith Community Nurse Program Healthy Life Centers	Attendance/Registration to programs Individual surveys
		Engage community partner organizations and local businesses to explore creation of healthy neighborhood stores.	Low Food Access/Security	Food pantries Harry Chapin Food Bank Healthy Neighborhood Stores (Douglas County Health Department) Local grocery stores Meals on Wheels Neighborhood community gardens and restaurants United Way	Flavor Harvest Food & Nutrition Svcs	Learn from Flavor Harvest data collection and evaluation processes Monitor BMI
		Increase provider involvement in physical activity recommendation for improved health outcomes.	Inadequate Levels of Physical Activity (Adults)	Colleges and universities Florida Dept of Health Provider Network	LCH	
Access to Healthcare Services	Improve health literacy outcomes and reinforce the importance of follow-up care.	Identify opportunities to promote follow-up in between provider visits.	Health Literacy	50+ Community Organizations/Coalitions Chambers of Commerce Colleges and Universities Dementia Care Cure Initiative (DCCI) Injury Prevention Coalition Healthy Lee Lee County, Human & Veteran Services (HVS) Neonatal Abstinence Syndrome Task Force (NAS) United Way	Acute Care Hospitals Family Medicine LCH Lee Physician Group (LPG) Outpatient Services Residency Program	Increased follow-up appointments Reduced no-shows at appointments, readmission, and overutilization rates CAHPS Measures of Patient Experience

Market Area 4, HealthPark Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
Access to Healthcare Services	Leverage internal resources to reduce barriers to healthcare access for uninsured and underrepresented populations.	Promote web-based health education materials such as Healthy News Blog and Health Matters.		Community Outreach & Communication Outlets	Marketing	Targeted digital strategy metrics
		Prioritize cultural competency and reduction of language barriers throughout the provider network.	Difficulty Accessing Healthcare Services	Chambers of Commerce Colleges and Universities Florida Dept of Health in Lee County (DOH) United Way	Diversity & Inclusion LCH Family Medicine Residency Program	Average time until next available appointment Number of appointments & referrals Number of appointments scheduled via website Number of telehealth appointments Complex Care appointments & referrals CAHPS Measures of Patient Experience Number of persons reached at workforce development outreach events
		Leverage the Complex Care Center, Community Care Outreach, Care Management, Skilled Nursing Facilities Collaborative as resources for patients with low-access circumstances; Position schedulers to assist patients with system navigation.		Community Outreach & Distribution Outlets	Population Health Business Development	
		Support workforce development efforts within the System and community (e.g., nurse navigators).		Colleges and Universities	Workforce Development Community Outreach	
		Strategically deploy Family Medicine Residency Program and Lee Community Healthcare clinicians in low access areas.		Community centers Faith-based organizations	Family Medicine Residency Program LCH	
		Support Marketing digital strategy for online appointment scheduling.		Community Centers Community Outreach & Distribution Outlets Faith-based organizations Quality Life Center (QLC) PACE Center for Girls	Marketing Telehealth/Information Systems	
		Support use of telehealth services in community-based settings and Lee Community Healthcare clinics.	Barrier to Access-Transportation Difficulty Accessing Healthcare Services	Community centers Community Outreach & Distribution Outlets Faith-based organizations Lee Tran Lee County HVS United Way	LCH Telehealth/Information Systems Transfer Center	

Market Area 4, HealthPark Medical Center						
Priority	Strategies	Outreach Tactical Plan	CHNA Indicator	Strategic Partner(s)	Internal Lead(s) (Clinical Service Line/Department)	Evaluation/Metrics
		Support system-wide front door strategy and related initiatives.	Difficulty Accessing Healthcare Services	As defined	LPG Operations Performance Excellence Office (PXO) Population Health	
Access to Healthcare Services	Support external partnerships to provide community-based care.	Provide screenings, education, and referrals in partnership with community-based organizations (health fair events).	Barrier to Access-Transportation	Community centers Faith-based organizations Mobile Food communication United Way	LCH Telehealth/Information Systems Transfer Center	Number of screenings and referrals provided
		Support mobile medical care opportunities with community partner organizations.	Difficulty Accessing Healthcare Services	Community centers Premier Mobile Ronald McDonald House Charities	Community Outreach	Number of community health fair events launched

REMAINING HEALTH NEEDS

Of the 13 areas of opportunity outlined in the 2020 Lee County CHNA, 5 were not selected to directly address in the 2020-2023 implementation strategy: Cancer, Infant & Family Planning, Injury & Violence, Oral Health, and Potentially Disabling Conditions. The strategic distillation of these areas of opportunity using statistically significant trend and disparity data yielded an efficient triaging process to identify Lee County's most immediate needs. While these 5 remaining health needs still indicate a need for improvement, Table 3 displays some existing programs, initiatives, and community partner organizations in place to support the developing needs of our community.

As the COVID-19 pandemic continues to exacerbate existing health disparities, Lee Health is committed to remaining agile to adapt to community health needs, and pivoting outreach services where appropriate to address the emergent.

Remaining Health Needs and Current Outreach		
Remaining Health Needs	Program/Initiative Examples	Community Partner Organizations Examples
Cancer	Cancer Support Groups Clinical Support Services Community Outreach (Assessments, Education and Referrals) Nurse Navigator Program We Care (collaboration with United Way)	American Cancer Society Florida Department of Health in Lee County Regional Cancer Center Tobacco Free Lee Coalition United Way
Infant & Family Planning	Child Advocacy Program Community Outreach (Assessments, Education and Referrals)	Florida Department of Health in Lee County Healthy Start of SWFL Neonatal Abstinence Syndrome (NAS) Task Force
Injury & Violence	Community Outreach (Assessments, Education and Referrals) Swimming Lessons Trauma Services Injury Prevention Program	Community Centers Lee County Injury Prevention Coalition Regional Advisory Committee on Trauma Services
Oral Health	Community Outreach (Assessments, Education and Referrals) Project Dental Care	Family Health Centers Healthcare Network of SWFL Ronald McDonald House Charities
Potentially Disabling Conditions	Community Care Outreach Community Outreach (Assessments, Education and Referrals) Nurse Navigator Program Lee Health Solutions Chronic Disease Management Program	American Heart Association DCCI

Table 3 Examples of existing support services and partnerships that address the five remaining health needs that were not directly addressed in the implementation strategy. This is not a comprehensive list.

REFERENCES

- American Hospital Association. (2020, April). 5 Actions to Promote Health Equity During the COVID-19 Pandemic. Institute for Diversity and Health Equity. <https://www.aha.org/system/files/media/file/2020/04/5-actions-to-promote-health-equity-during-the-covid-19-pandemic.pdf>
- Centers for Disease Control & Prevention. (2020, September 22). Public Health Systems & Best Practices: 10 Essential Public Health Services. <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>
- Community Catalyst. (2010). Protecting Consumers, Encouraging Community Dialogue: Reform's New Requirements for Non-profit Hospitals. https://www.communitycatalyst.org/doc-store/publications/Hospital_Accountability_Summary_ACA.pdf
- Florida Department of Health. (2019). Health Equity Profile: Lee County, Florida. FLHealthCHARTS. <http://www.flhealthcharts.com/ChartsReports/rdPage.aspx?rdReport=ChartsProfiles.HealthEquityMergeMHProfile>
- Kids Count Data Center. (2020, September). Children below 200 percent poverty in the United States. Annie E. Casey Foundation. <https://datacenter.kidscount.org/data/tables/47-children-below-200-percent-poverty?loc=1&loct=2#detailed/2/2-53/false/1729,37,871,870,573,869,36,868,867,133/any/329,330>
- U.S. Census Bureau. (2020, July). Population Estimates, July 1, 2019 (V2019): Lee County, Florida; United States; Florida [data table]. *Quick Facts*. <https://www.census.gov/quickfacts/fact/table/leecountyflorida,US,FL/PST045219#>