

HALIFAX HEALTH



**COMMUNITY HEALTH  
IMPLEMENTATION PLAN 2017**

2017-2020





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You have heard the saying, “the only thing constant is change,” and nothing could be truer in the healthcare industry.

Halifax Health, your community’s health system for almost 90 years, is in the midst of adjusting to many healthcare changes taking place nationwide. With a decrease in federal and state funding, we must continue to work more expertly, provide additional transparency, and embrace new technologies all while maintaining our mission to provide access to the highest quality healthcare available in a safe and compassionate manner.

The Halifax Health Board of Commissioners, Halifax Health’s 4,300 Team Members and over 300 Auxiliaries along with the medical staff have been hard at work investing in the newest life-saving technologies, reducing supply costs and delivering care more efficiently. Your healthcare system is strong and growing.

As we adjust to reductions in funding, Halifax Health remains committed to maintaining a safe and compassionate environment of care. We are committed to providing patient-centered care for all while reducing the tax dollars your hospital receives. Our plan is to reduce the amount of taxes we receive to zero over the next three years and to support more uncompensated care than all other hospitals in Volusia County combined. Our continued commitment to serve the needs of our two-county community included the provision of more than \$61 million in uncompensated care in 2016.

As local healthcare technology leaders, we are the only health system in Central Florida to offer GE Revolution CT Scanner technology which enhances our ability and speed to image, diagnose and prescribe treatment when seconds count. From a talent perspective, we welcome many new expert physicians to our community all with the passion to provide exceptional care and many services only Halifax Health provides to the community like inpatient behavioral health, trauma surgery and more.

Yes, times are changing for all of us. But, we know that together, with your continued support, we will continue to take care of the community we share.

President and CEO



## *Mission*

Halifax Health Mission is to be the community healthcare leader through exceptional talent and superior patient centered service delivered in a financially sustainable manner.

## *Vision*

Halifax Health Vision is to develop talented teams dedicated to providing competent, accountable patient centered healthcare in a financially sustainable manner.

## *Our Values*

Halifax Health will cultivate a positive workplace in which each Team Member is valued, respected, and has an opportunity for personal and professional growth. We will develop patient centered systems of care.



## About Halifax Health

Halifax District Hospital opened its doors to the community on January 3, 1928. Founded by the state legislature, the hospital began operations with 125 licensed beds. During World War II, the hospital became a convalescent facility. In 1947, it was remodeled and returned to the community as an acute care general hospital. In 1985, the hospital was designated as the area's only Level II Trauma Center and changed its name to Halifax Medical Center.

In 2007, after many additional services were added, Halifax Medical Center became Halifax Community Health System, and recently simplified the name to Halifax Health. Halifax Health is the area's largest healthcare provider with a tertiary and community hospital with 678 licensed beds, more than 500 physicians on its medical staff representing 46 medical specialties.

Halifax Health is proud to offer the residents of East Central Florida outstanding diagnostic and treatment capabilities that have been consistently ranked in the top five percent of all hospitals in the nation for clinical outcomes in the following areas:

- › Halifax Health - Center for Cardiology
- › Halifax Health - Center for Orthopedics
- › Halifax Health - Center for Neurosciences
- › Halifax Health - Center for Oncology
- › Trauma Center - Level II
- › Pediatric Emergency Department
- › Neonatal Intensive Care - Level II
- › Pediatric Intensive Care - Level II
- › Child and Adolescent Behavioral Services

Halifax Health expanded its services to the residents of Port Orange, New Smyrna Beach and other Southeast Volusia county communities with the opening of Halifax Health - Medical Center of Port Orange, an 80-bed community hospital in fall 2006.

In April 2007, Halifax Health proudly announced the beginning of the first phase of a new 10-year master plan - the construction of a new 10-story inpatient tower and Emergency Department. Halifax Health announced the official name of the tower during its grand opening celebration on June 12, 2009. The France Tower at Halifax Health Medical Center is named for the France family, who has pledged \$10 million toward this technologically advanced facility.

In FY2016, Halifax Health's OB Unit delivered 2,005 babies.

In April of 2017, Halifax Health opened the first free-standing Emergency Department in Deltona which includes a full service imaging center to serving the residents of Deltona and West Volusia County.

# Community Benefits

halifaxhealth.org

## Unpaid Cost of Public Programs Fiscal Year 2016

Uninsured  
\$45.5 million

Physician Services  
\$7.6 million

Preventive Health Services  
(clinics, Florida KidCare, etc.)  
\$1.3 million

Trauma Services  
\$5.4 million

Neonatal and Pediatric  
Intensive Care Services  
\$0.7 million

Child and Adolescent  
Behavioral Services  
\$0.6 million

Community Benefit  
\$61.1 million

## Halifax Health has served as the leading provider of healthcare in our community for 88 years. Let's take a closer look at the benefits.

### Service to Uninsured Patients = \$45.5 million

The health system spent more than **\$45.5 million** in fiscal year 2016 (FY16) to care for patients who were under- or uninsured.

### Physician Services = \$7.6 million

The medical staff at Halifax Health consists of more than 500 area physicians, representing 46 medical subspecialties who serve our community's healthcare needs.

### Preventive Health Services = \$1.3 million

Through local clinics and programs such as Florida KidCare, Halifax Health contributed **\$1.3 million** to preventive health services in FY16.

### Trauma Services = \$5.4 million

Halifax Health operates the only Trauma Center in the area. This means that trained professionals including trauma surgeons, specialists and staff are available 24 hours a day, seven days a week, to care for the area's most emergent healthcare needs. In FY16, Halifax Health spent **\$5.4 million** to maintain its promise to the community that no matter the emergency, the Trauma Center at Halifax Health is here to serve.

### Neonatal and Pediatric Intensive Care Units = \$0.7 million

The area's only 24-hour Neonatal Intensive Care Unit and the only Pediatric Intensive Care Unit are located at Halifax Health. These services guarantee 24-hour care for babies and children in our community.

### Child and Adolescent Behavioral Services = \$0.6 million

Halifax Health - Behavioral Services is the only organization of its kind in the area. Halifax Health contributed **\$0.6 million** in FY16 to provide Psychiatric and Psychological services to children and adolescents, as well as individual, family and group counseling.

### Total Benefit to the Community = \$61.1 million

During FY16, Halifax Health provided abundant benefits to the community resulting in a total contribution equal to **\$61.1 million**.

HALIFAX HEALTH



Live your life well.



## Executive Summary

In 2015 & 2016, Halifax Health participated in two joint Community Health Needs Assessment (CHNA) activities with local partners to collect available data, attain the community's perception of regional needs and to prioritize identified health-related issues in Volusia and Flagler Counties. Participating CHNA partners included the Florida Department of Health in Volusia County, Florida Department of Health in Flagler County, Florida Hospital East Region, One Voice for Volusia and Flagler Cares – two local non-profit collaborative organizations.

The Community Health Needs Assessment process is conducted every three years and solicits input from local community stakeholders including non-profit providers, local business, community coalitions and the community at large through the use of focus group meetings and a survey tool available in both paper and electronic formats. In 2016, over 2,600 community surveys were obtained from members of the community and analyzed as part of this comprehensive process.

The resulting CHNA products contain an extensive collection of community-specific data regarding each county's priority health issues. The information and priorities defined as a result of these assessments will help influence the development of new programs and the continuance of applicable services in an effort to improve community health over the next 3 years. To meet public access requirements tied to CHNA efforts, the CHNA reports and its associated community health plan will be posted online on the Halifax Health and One Voice for Volusia websites.

Community priorities identified as a result of the most recent CHNA processes are as follows:

### **Volusia County Health Priorities:**

- › Adult Behavioral Health
- › Youth Behavioral Health
- › Chronic Disease: Cardiovascular Disease and Diabetes
- › Barriers to Accessing Health Care Services
- › Healthy Eating and Physical Activity

### **Flagler County Health Priorities:**

- › Adult Behavioral Health
- › Youth Behavioral Health
- › Chronic Disease: Cardiovascular Disease and Diabetes (and Healthy Eating & Physical Activity)
- › Mothers and Children under Age 5
- › Family Violence

In response to identified community priorities, Halifax Health has developed the subsequent Community Health Plan (CHP) for implementation over the next 3 years.



# Halifax Health Community Health Plan 2017-2020

## Summary of Findings:

In an effort to meet community priorities identified within the most recent Volusia and Flagler County Community Health Needs Assessments, Halifax Health reviewed available internal hospital data to evaluate potential patient impact related to chosen priority areas and to more clearly define the hospital system's opportunities to address community health and improve patient outcomes. This information was used to guide the development of the Halifax Health Community Health Plan which will address Halifax Health's role in addressing these community health priorities:

## Flagler County Health Priorities:

- › Adult Behavioral Health
- › Youth Behavioral Health
- › Chronic Disease: Cardiovascular Disease and Diabetes (and Healthy Eating & Physical Activity)
- › Mothers and Children under Age 5
- › Family Violence

## Volusia County Health Priorities:

- › Adult Behavioral Health
- › Youth Behavioral Health
- › Chronic Disease: Cardiovascular Disease and Diabetes
- › Barriers to Accessing Health Care Services
- › Healthy Eating and Physical Activity

## Methodology & Plan Development:

Although Halifax Health is able to play a direct role in addressing many health-related priorities, others will require the development of strategic partnerships with community service partners or involve the expertise of Halifax Health staff in the development of new and effective efforts that will be administered by other local community organizations. Regardless of the role Halifax Health will play in meeting needs, our organization remains committed to leading and supporting efforts that increase access to care and engage our patients in improving health and community wellbeing.

All Community Health Plan efforts implemented by Halifax Health must be measurable, achievable and financially feasible. This report reflects the goals and strategic objectives identified to address community priorities within Halifax Health's influence and scope of service.





## Community Priorities

### Priority I., Adult Behavioral Health

As the only hospital system that provides comprehensive adult psychiatric services and child and adolescent behavioral services in Volusia and Flagler Counties, Halifax Health will continue to play a significant role in the provision of programs and services related to adult and youth behavioral health needs. Halifax Health is currently the largest designated Baker Act receiving facility in the region.

To further meet the growing needs of the adult population in treatment for both medical and behavioral health care needs, Halifax Health has added beds and is growing partnerships to enhance services in our role as the community’s local psychiatric hospital provider.

Adult Behavioral Health Volusia/Flagler goals	Strategies
<p>Goal 1: Increase service capacity to serve growing inpatient behavioral health needs.</p>	<p>Increase bed capacity by adding 14 beds with both medical and psychiatric service capacity</p>
<p>Goal 2: Improve service coordination with existing behavioral health and substance abuse partners to improve patient access to services and reduce readmissions.</p>	<p>Submit two grant proposals in collaboration with local behavioral health partners to increase behavioral health services and service coordination in the region</p> <p>Support local primary care and behavioral health partners in the pursuit of integrated primary care/behavioral health opportunities to improve patient health status</p>
<p>Goal 3: Increase Senior behavioral health education.</p>	<p>Develop and implement four Dementia education events</p>



## Priority II., Youth Behavioral Health

In addition, Halifax Health - Child and Adolescent Behavioral Services team serves over 3,200 youth at its campus annually. In 2016, a total of 1,387 youth were screened, 1,085 were Baker Acted and more than 1,500 youth received inpatient behavioral health services at Child and Adolescent Behavioral Services . Child and Adolescent Behavioral Services also offers comprehensive outpatient services for youth to support resident families and is proud to serve both Volusia and Flagler County School system through a comprehensive partnership.

As the local leader in child and adolescent behavioral health, Halifax Health has been working with local youth providers and the local Mental Health Coalition to prepare for the availability of state-supported Community Action Team (CAT) funding. The implementation of a CAT program at Child and Adolescent Behavioral Services will create integrated wrap-around services for local youth ages 11-21 and their families and serve up to 60 families per year.

Youth Behavioral Health Volusia/Flagler goals	Strategies
<p>Goal 1: Increase access to meet growing behavioral health needs</p>	<p>Increase available screening hours at Child &amp; Adolescent Behavioral Services</p> <p>Develop an information guide of available services to educate the public in identifying and accessing care for behavioral health issues</p> <p>Collaborate with behavioral health partners to seek funding to implement a Community Action Team to provide wrap-around services for children ages 11-21 and their families</p>
<p>Goal 2: Improve effectiveness of current youth behavioral health programs</p>	<p>Separate pediatric and adolescent services at Child &amp; Adolescent Behavioral Services to enhance service implementation and program outcomes</p> <p>Collaborate with behavioral health partners to seek funding to implement a Community Action Team to provide wrap-around services for children ages 11-21 and their families</p>
<p>Goal 3: Increase the identification and timely treatment of behavioral health issues in local youth</p>	<p>Increase the number of counselors available on site at Volusia &amp; Flagler County Schools via support of Medicaid and/or state, federal and local funding sources</p>
<p>Goal 4: Increase youth mentorship recruitment opportunities for at-risk youth</p>	<p>Invite non-profits to advertise youth mentoring opportunities to team members at Halifax Health two times per year</p>



### Priority III., Chronic Disease, Cardiovascular Disease and Diabetes

According to the Volusia and Flagler Community Health Needs Assessments conducted in 2016, health risk behaviors contribute significantly to Volusia and Flagler's high prevalence of chronic diseases. Four of these health risk behaviors—lack of exercise or physical activity, poor nutrition, tobacco use, and drinking too much alcohol—cause much of the illness, suffering, and early death related to chronic diseases and conditions. While chronic disease affects health and quality of life, it is also a major driver of health care costs.

The rate of preventable hospitalizations for both Volusia and Flagler residents under age 65 with diabetes increased over reportable years and remained higher than the Florida rate. In 2013, the percentage of Volusia adults who self-reported that they had ever been told they had diabetes was higher than the Florida percentage. In Flagler County, the age-adjusted rate for heart failure deaths remained higher than the state rate as does the incidence of self-reported Hypercholesterolemia and Hypertension in Volusia County.

In FY 2016, over 15,500 patients treated in inpatient and outpatient services combined at Halifax Health were diagnosed with diabetes and over 9,000 were diagnosed with cardiovascular disease. Both diabetes and medical conditions related to cardiovascular disease and heart failure require early detection and medical management by primary care physicians in order to reduce use of emergency rooms and number of hospitalizations associated with these conditions. Due to the lack of primary care providers serving the local population, the high percentage of low income individuals and the high percentage of individuals enrolled in Medicaid without access to local providers, much of Volusia County – DeLand and Daytona Beach included - remain a federally recognized “medically underserved” community.

As a result of Halifax Health's continued commitment to increase community access to primary care resources and wellness programs, Halifax Health recently led a partnership collaboration with Bethune-Cookman University that included Stewart Marchman Act Behavioral, the City of Daytona Beach and other local hospital systems to develop the community support required to attain a Federally Qualified Health Center (FQHC) site option for the 32114 community to provide affordable primary care options to our lowest income, highest poverty and Medicaid-enrolled community. FQHCs are federally supported and are designed to provide comprehensive primary care service, lab, discounted prescription drug assistance and chronic disease management services to “medically underserved” populations. Halifax Health will support the continued development and growth of federally-funded programs, such as FQHCs, in our region.

As access to integrated primary care and behavioral health funding opportunities expand at the state level to meet the growing numbers of patients requiring both behavioral health and medical management of chronic diseases, Halifax Health will work with area behavioral health partners to increase integration of care opportunities in the region to reduce emergency room visits and hospitalizations tied to unmanaged medical and behavioral health conditions.



Our organization will also continue the successful programs provided to Halifax Health patients that provide important nutrition and weight management education and leverage a partnership with the YMCA that will allow wellness and health education programs to mobilize in local communities to engage families in health maintenance awareness as well as to increase wellness center options within our employee benefit program that increase health status awareness of more than 4,000 employees serving Halifax Health patients each day.

<b>Cardiovascular Disease and Diabetes</b>	<b>Strategies</b>
<p><b>Goal 1:</b> Increase primary care access for the adult Medicaid population to manage chronic disease population</p>	<p>Assist in the local development of FQHC sites in East Volusia</p> <p>Support the development of new and existing federally-funded programs in the region</p> <p>Support local primary care and behavioral health partners in the pursuit of integrated primary care/behavioral health opportunities to improve patient health status</p> <p>Develop a system-wide process for patient education of available PCP resources to increase patient access to healthcare resources</p>
<p><b>Goal 2:</b> Improve service coordination with existing behavioral health and substance abuse partners to improve patient access to services and reduce readmissions.</p>	<p>Expand patient access to current YMCA Healthy Living Center educational programs</p> <p>Increase number of Halifax Health's current Diabetes education program encounters</p> <p>Maintain Weight Loss Management program</p> <p>Implement additional urgent care access</p>
<p><b>Goal 3:</b> Increase community self-awareness of health status.</p>	<p>Provide outreach including blood pressure screenings to community organizations.</p> <p>Provide Wellness Center access for Halifax Health employees</p> <p>Provide annual health screenings and implement a wellness incentive program for Halifax Health employees</p>



## Priority IV. Access to Health Care

In order to enhance community health management and wellness Halifax Health is dedicated to growing existing service lines and creating new provider relationships to improve healthcare access in Port Orange and its new Deltona location. Ease of access to alternative care sites is key to reduce emergency room impact and increase access to medical care.

Many of our patients require access to additional services that are often unavailable in the region or inadequately funded to meet needs. To meet needs beyond its scope of service within this underfunded community, Halifax Health will work with community partners to expand services, develop population specific education and programs and to locate new funding sources to address these patient issues.

Access to Health Care	Strategies
<p>Goal 1: Improve access to behavioral health services in the region.</p>	<p>In collaboration with community partners, develop a referral guide of available behavioral health services and coordinate a joint marketing plan to educate public regarding available resources.</p> <p>Support local primary care and behavioral health partners in the pursuit of integrated primary care/behavioral health opportunities to improve patient health status</p> <p>Implement Youth Behavioral Service strategies for Goals 1 &amp; 3</p> <p>Continue Halifax Health - Healthy Communities outreach for Florida KidCare</p>
<p>Goal 2: Increase local Medicaid provider network</p>	<p>Assist to support development of FQHC services in east Volusia County</p>
<p>Goal 3: Increase access to prescription drugs to improve compliance and medical management of chronic illness</p>	<p>Assist to support development of FQHC services in east Volusia County</p> <p>Develop a system-wide process for patient education of available PCP resources to increase patient access to healthcare resources</p>
<p>Goal 4: Increase safe patient discharge options</p>	<p>Expand Home Health Care service access to West Volusia community</p> <p>Work with local government leaders and community homeless initiatives to attain space for safe discharge and medical oversight of homeless experiencing serious illness to improve outcomes.</p>



## Priority V., Healthy Eating/Physical Activity

Because prevention and management of the most common chronic illnesses begin with healthy eating and regular physical exercise, Halifax Health will provide health awareness and education opportunities to patients and employees and develop partnerships to expand wellness programs throughout our service region. Halifax Health is one of the largest employers in Volusia County and as such, its employee health incentive programs touch an estimated 4,000 individuals per year.

Healthy Eating/Physical Activity	Strategies
<p>Goal 1: Increase healthy food access to 32114 Daytona Beach residents</p>	<p>Form a workgroup of healthy food partners Work with community partners to implement a community gardens and access to fresh fruits and vegetables</p>
<p>Goal 2: Increase local Medicaid provider network</p>	<p>Add bio-metric screening participatory and health indicator incentives to Halifax Health coverage plans for employees</p>
<p>Goal 3: Increase healthy eating education in Volusia County</p>	<p>Partner with YMCA to promote 5-2-1-0- program</p>



## Priority VI., Mothers & Children Under Age 5 – Flagler County

Halifax Health recognizes that Flagler County’s population continues to grow and that the number of family households with children has been steadily increasing. To that end, Halifax Health has opened a pediatric practice in Flagler County to provide primary care, immunization and annual physicals.

Halifax Health - Healthy Communities will continue to actively partner with Flagler County Schools to assist in outreach and enrollment of Florida KidCare options, implement child safety programs in the two-county area and provide outreach services to local providers for the region’s Healthy Start programs.

Mothers & Children Under 5 - Flagler	Strategies
<p>Goal 1: Improve access to health services and immunization programs</p>	<p>Coordinate and assist efforts of partner organizations, Healthy Start, Healthy Families and Florida Department of Health - Flagler County in implementing their programs and initiatives.</p> <p>Assist with Florida KidCare enrollment process to assist children to attain Medicaid program and services.</p>
<p>Goal 2: Address health disparities affecting mothers and babies in Flagler.</p>	<p>Support continued efforts of key partners Healthy Start and Florida Department of Health - Flagler County in implementing their programs and initiatives.</p>
<p>Goal 3: Decrease number of preventable injuries to children.</p>	<p>Continue Safe Kids Program Education Events</p> <ul style="list-style-type: none"> <li>Car seat education</li> <li>Pedestrian &amp; Bike Safety Education</li> </ul>



## Priority VII. Family Violence – Flagler County

Due to a dramatic increase in domestic violence offenses in 2014 after many previous years of incidence reduction, Flagler County community partners wish to implement initiatives to address the needs of families and children facing domestic violence. Although outside of its scope of service, Halifax Health is committed to providing our in-kind support to local efforts, leveraging existing programs and improving access to services through established partnerships that can assist in alleviating this issue.

Family Violence - Flagler	Strategies
<p>Goal 1: Support local initiatives to prevent/end family violence.</p>	<p>Employee participation on boards and committees for children effected by violence.</p> <p>Participation in Flagler County law enforcement collaborations regarding community awareness.</p>
<p>Goal 2: Increase access to substance abuse treatment.</p>	<p>Support Stewart Marchman Act Behavioral Health's efforts to identify funding opportunities and develop partnerships and referral system networks to ensure timely treatment of addictions in Flagler County.</p>
<p>Goal 3: Increase mentorship recruitment opportunities for at-risk youth</p>	<p>Invite non-profits to advertise youth mentoring opportunities to over 4,000 employees at Halifax Health two times per year.</p>