

April 2024 - April 2027
Community Health Improvement Plan

Manatee County



*Prepared by the Manatee HealthCare Alliance with support from
the Florida Department of Health in Manatee County.*

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Community Partners

Community ownership and broad participation are key components of an effective community health assessment (CHA) and community health improvement plan (CHIP). The Manatee HealthCare Alliance, Inc. would like to acknowledge and thank the many community partners who contributed time and resources to the 2024-2027 Community Health Assessment and the 2024-2027 Community Health Improvement Plan in Manatee County

ALSO Youth
Alzheimer's Association
Boys & Girls Clubs of Manatee County
Brain Health Initiative
Camelot Community Care
CAN Community Health
CareerEdge
CareerSource Suncoast
Centerstone
Central Florida Behavioral Health Network
City of Bradenton
City of Palmetto
Clark Health Solutions
Community Members
Drug Free Manatee
Early Learning Coalition Manatee
Elite Health
Family Resources, Inc.
Family Safety Alliance
First 1,000 Days
Florida Department of Children and Families
Florida Department of Health
Florida Department of Health in Manatee County
Florida Harm Reduction Collective
Florida Voices for Health
Goodwill Manasota
Groups Recover Together
Gulf Coast South Area Health Education Center
Hanley Foundation
HCA Florida Blake Hospital
Health Council of West Central Florida
Healthy Start Coalition of Manatee County
Healthy Teens
Hope Family Services
LECOM
Lakewood Ranch Medical Center
League of Women Voters Manatee
Live Tampa Bay
Manasota Black Chamber of Commerce
Manasota Food Action Council
Manatee Chamber of Commerce
Manatee Community Foundation
Manatee County Child Death Review Committee
Manasota Black Chamber of Commerce
Manatee County Community Health Program
Manatee County EMS
Manatee County Falls Prevention Coalition
Manatee County Government
Manatee County Housing Authority
Manatee County Medical Societys
Manatee County NAACP
Manatee County Sheriff's Office
Manatee County Zero to Five Coalition
Manatee Memorial Hospital
Manatee Performing Arts Center
Manatee River Garden Club
MCR Health
Meals on Wheels PLUS of Manatee
MID Public Health Consulting, LLC
Mission Made Possible
Multicultural Health Institute
NaphCare, Inc.
North River Prevention Partners
The Patterson Foundation
Parenting Matters
Realize Bradenton
Salvation Army
Samaritan Counseling Services of the Gulf Coast
Senior Connection Center
St. Vincent de Paul CARES
State College of Florida
Step Up Suncoast
Stronger Together Reaching Equality Across Manatee
Students Working Against Tobacco (SWAT)
Suncoast Behavioral Health Center
Suncoast Blood Centers
Tobacco Free Manatee
Turning Points
Twelfth Judicial Circuit Court
UF/IFAS Extension Manatee County
United Health Services, Inc.
United Way Suncoast
University of South Florida
We Care Manatee
Whole Child Manatee

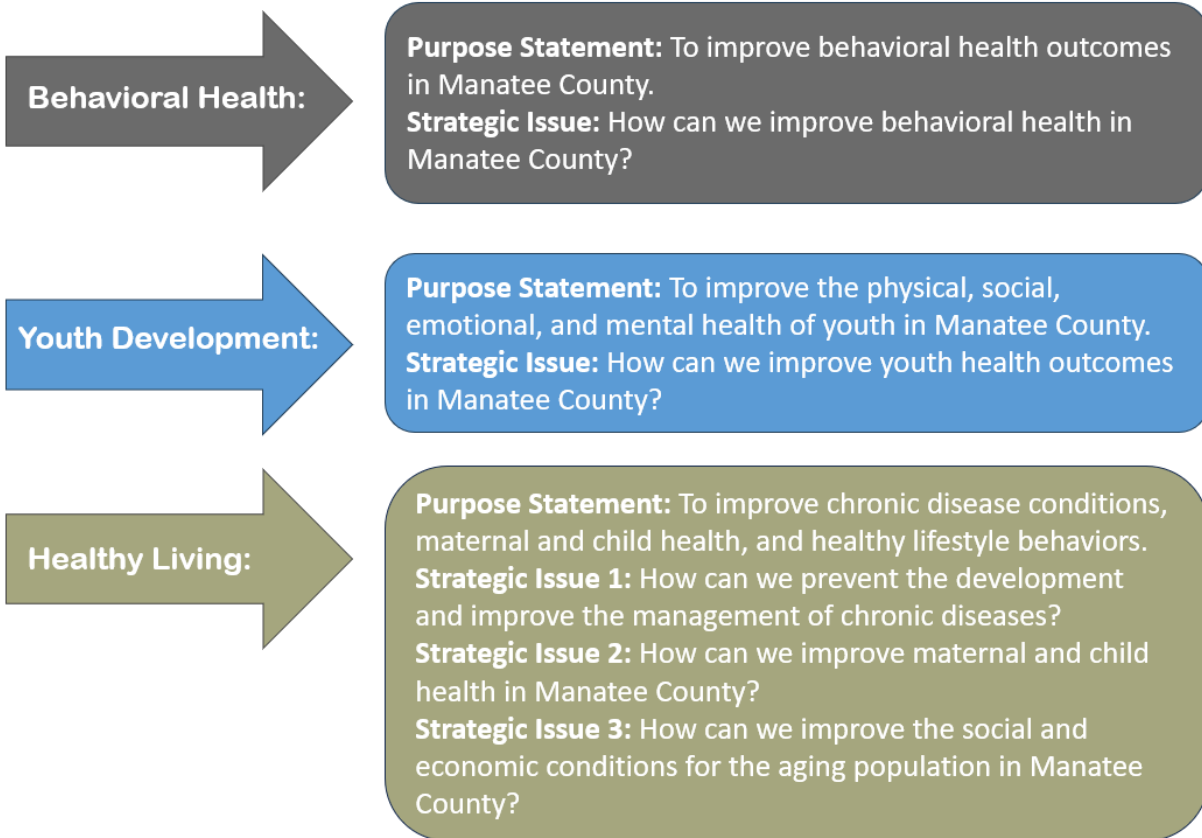
Introduction

A community health improvement plan (CHIP) is a long-term effort to address issues identified by the community health assessment process with participation of a broad set of community partners (Public Health Accreditation Board, 2013). A successful CHIP will help community partners plan activities, set priorities, and take action together to make meaningful improvements in community health.

The 2024-2027 Manatee County CHIP is a result of the 2024-2027 Community Health Assessment (CHA), prepared by the Manatee HealthCare Alliance and facilitated by the Florida Department of Health in Manatee County and the Health Council of West Central Florida. The CHA and CHIP were developed following the Mobilizing for Action through Planning and Partnerships (MAPP) strategic planning framework (National Association of County and City Health Officials, 2013), which is an intensely community-driven process. The resulting CHIP would not have been possible without the many community partners who participated in the process.

The purpose of this document is to identify strategic health issues and objectives for Manatee County for 2024 to 2027. This document will also illustrate why these issues are important to the community. The chart below shows the three CHIP subcommittees, purpose statements and four strategic issues selected by community partners based on results of the 2024-2027 Manatee CHA.

CHIP Subcommittees



Manatee County Profile

Bordering the Gulf of Mexico on the west coast of Florida, Manatee County features a wealth of resources, including public beaches and parks, sports and recreational amenities, a vibrant cultural community, a strong health infrastructure, an engaged business community, and an international airport and seaport. These resources make it an attractive environment for year-round residents, seasonal residents, and visitors worldwide.

Measuring 893 square miles with an estimated 2022 population of 429,125, Manatee County is the 15th most densely populated county out of Florida's 67 counties. The county includes six incorporated areas: The cities of Bradenton and Palmetto are located on the mainland while the four other incorporated areas – Anna Maria, Bradenton Beach, Holmes Beach, and Longboat Key – are on barrier islands. Unincorporated areas include Ellenton, Parrish, Myakka City, Duette, and Lakewood

Ranch, a master-planned community located southeast of Bradenton and shared with neighboring Sarasota County.

There are many resources that contribute to the health of Manatee County residents and visitors. The community has seen favorable developments in recent years, including rising high school graduation rates, as well as falling violent crime and unemployment rates. Financial hardship, violent crime, and poverty pose continuing challenges and disproportionately affect some sectors of the community. Manatee County celebrates the following achievements and community assets:

1. Coordinated Opioid Recovery (CORE) is the first of its kind in the United States and places Florida as a leader in sustainable addiction and opioid recovery. The Florida Department of Health, the Florida Department of Children and Families, and the Agency for Health Care Administration partnered to implement a network of addiction care in up to 12 counties in Florida, with Manatee selected as one of the counties.
2. The Sarasota - Bradenton International Airport was awarded the 2022 Commercial Service Airport of the Year Award by the Florida Department of Transportation. The airport has expanded from 6 to 11 airlines and 12 to 53 nonstop destinations and plans to expand further.
3. The community gardens program in Manatee County was launched in 2015 and continues to flourish and expand across the county as interest in gardening and education grows among residents.
4. The Manatee Board of County Commissioners funded the request to launch the Sleep Baby Safely initiative in Manatee County.
5. The Manatee Chamber of Commerce is an award-winning Chamber and is heavily invested in all areas of health in the community.
6. The Manatee County Community Paramedicine Program, now renamed the Community Health Program, has expanded its team, and continues to assist with closing healthcare gaps, providing education, and addressing the needs of underserved populations in the county.
7. Community-based and faith-based organizations continue to offer programming to all individuals at all stages of life to help meet their needs so everyone can live healthy and have an optimal quality of life.
8. The Brain Health Initiative continues to thrive in Manatee County as they use science and research to educate and increase brain health and performance outcomes across the lifespan at the individual and community levels.

A list of community assets and resources identified during the CHA-CHIP process is outlined below:

Business/Industry

Happy Feet

Manasota Black Chamber of Commerce

Manatee Chamber of Commerce

Manatee Chamber of Commerce, Health Care Committee

Mission Made Possible
Realize Bradenton

Child and Youth Development

ALSO Youth
Avenue 941
Big Brothers and Big Sisters of the Suncoast
Boys and Girls Clubs
Bradenton Dream Center
Clark Health Solutions
Department of Children and Families
Department of Juvenile Justice
Early Learning Coalition of Manatee County
East Coast Migrant Head Start
Family Resources-SafePlace2B
First 1,000 Days
Hanley Foundation
Healthy Teens Coalition
Hope 4 Communities
Jewish Family & Children's Service
Lutheran Services Florida
PACE Center for Girls Manatee
Parenting Matters
Police Athletic League
Safe Children Coalition
School District of Manatee County
Step up Suncoast
SWAT (Students Working Against Tobacco)
Whole Child Manatee

Community Engagement

League of Women Voters of Manatee County
Manatee County NAACP
UnidosNow

Crime/Traffic/Safety

Bradenton Beach Police
Bradenton Police Department
Department of Children and Families
Holmes Beach Police Department
HOPE Family Services
Longboat Key Police Department
Manatee County Sheriff's Office
Palmetto Police Department

Disabilities

Agency for Persons with Disabilities-Suncoast Region
DRAFT Manatee County CHA 2023-2024
Easter Seals Southwest Florida
Epilepsy Services of Southwest Florida
Florida Division of Blind Services
Florida Division of Vocational Rehabilitation
Goodwill Industries
Prospect Riding Center
Soul to Soul Yoga
Southeastern Guide Dogs
Suncoast Center for Independent Living

Disaster Response

Manatee County Emergency Management
Manasota Medical Reserve Corps

Education

Farmworker Career Development Program-Manatee Schools
Manatee County Government, Library Division
Manatee Technical College
Project Lighthouse
Project of Light Adult English Learning Center
School District of Manatee County
State College of Florida
Unidos Now
University of South Florida
Women's Resource Center

Employment

Career Edge
CareerSource
Goodwill Industries
Gulf Coast South AHEC
Mission Made Possible

Food Insecurity/Nutrition

ACCESS Florida-SNAP
Feeding Tampa Bay
Honeyside Farms
Kim's Krew
Meals on Wheel Plus
Salvation Army
School District of Manatee County Nutrition Services Meals on Wheels Plus
St George's Episcopal Church

St Joseph's Food Pantry Resonate Life Church
Turning Points, Our Daily Bread
UF/IFAS Manatee County Extension
Women, Infants and Children (WIC)Manatee County

Immigration

Catholic Charities
Gulfcoast Legal Services

Healthcare and Access

ACCESS Florida-Medicaid
Healthy Start Coalition
MCR Health (19 locations including one elementary and one high school)
Manatee County Neighborhood Services
WeCare Manatee
Manatee County EMS-Community Health Program
Turning Points of Manatee County
Remote Area Medical Program
LECOM (Lake Erie College of Osteopathic Medicine)
Manatee Memorial Hospital
Lakewood Ranch Medical Center
Blake Medical Center
Manatee County Community Paramedicine
Tidewell Hospice
The Center for Urgent Care
The Eye Associates
Manatee County Medical Society
Manatee County Emergency Medical Services
Florida Department of Health in Manatee County (DOH-Manatee)
Florida Department of Health-Kid Care
My Breast Friends
Bradenton VA Clinic
We Care Manatee
Suncoast Blood Centers
Multicultural Health Institute (MHI)

Housing/Shelter/Assistance

Bradenton Housing Authority
Manatee County Housing Authority
Manatee County Redevelopment and Economic Opportunity
Family Resources-A Safe Place 2B
Habitat for Humanity
The Salvation Army
Turning Points of Manatee County
Volunteers of America-Florida

Maternal and Child Health

Healthy Start Coalition of Manatee
Florida Healthy Babies

Mental Health/Substance Abuse

Brain Health Initiative
Centerstone
Drug Free Manatee
Groups Recover Together
Gulfcoast South AHEC
Manatee Children's Services
MCR Health
Meals on Wheel Plus Senior Centers and Adult Day Care
NAMI-National Alliance on Mental Illness
North River Prevention Partners
Operation PAR
Opioid Task Force
Palm Shores Behavioral Health Center (children's residential treatment)
Samaritan Counseling Services of the Gulf Coast
Suncoast Behavioral Health Center
Tobacco Free Manatee
Victim Assistance Program-Manatee County Sheriff's Office

Oral Health

LECOM Dental Clinic
MCR Health
Remote Area Medical Program
Turning Points

Philanthropy

Giving Alliance of Myakka City Florida Blue
United Way Suncoast

Physical Activity

City of Bradenton Parks and Recreation
Manatee County Parks and Natural Resources
Manatee County Sports and Leisure
YMCA of Southwest Florida

Senior Services

Alzheimer's Association Florida Gulf Coast Chapter
ArchWell Health
Brookdale Living
Department of Elder Affairs
Helping Hands Outreach
Manatee County Government, Aging & Eligibility Services Age-Friendly Committee

Meals on Wheels Plus
Surrey Place Healthcare and Rehabilitation Senior Connection Center
Tidewell Hospice

Transportation

Apollo Medical Transport
Handy Bus
Manatee County Area Transit
Manatee County Transportation Disadvantaged Program
Sailor Girl Transport

Manatee HealthCare Alliance

In Manatee County, a solid foundation for collaborative community health assessment and improvement planning was established in 2010, with the formation of a community coalition of professionals and residents with an interest in health care. The Manatee HealthCare Alliance, Inc. (MHCA) is a nonprofit organization with the mission: Promoting and ensuring the health and well-being of Manatee County residents and visitors through collaboration and partnerships.

The organizational structure of the MHCA includes a Board of Directors and standing CHIP subcommittees dedicated to strategic priorities.

In March 2023, a steering committee of 11 community partners and members of the MHCA was formed to guide the CHA process and assist with community engagement that includes representation from residents, key stakeholders, and other local public health system representatives. The Health Council of West Central Florida was engaged to facilitate the CHA/CHIP process with support from Florida Department of Health in Manatee County staff. Manatee HealthCare Alliance members shared community surveys at their local agencies, outreach events, and with other community partners. Updates were provided to MHCA members as data were collected and when CHA results were compiled and summarized. On July 27, 2023, MHCA members and Florida Department of Health in Manatee County staff joined to discuss and prioritize the top health issues in Manatee County. This prioritization process worked to identify the strategic issues and start implementation of the CHIP. Three CHIP subcommittees were voted to remain active as drivers for addressing health issues: Youth Development, Healthy Living, and Behavioral Health.

The CHIP subcommittees established during the prioritization sessions met virtually to discuss and finalize the work plans and to begin implementing the activities. Each CHIP subcommittee was assigned to address the strategic issues, which included goals, objectives, activities, and short-term and long-term outcomes for each strategic issue. Each CHIP subcommittee is charged with reporting progress at the monthly MHCA meetings to ensure ongoing communication with MHCA partners on the progress of the CHIP objectives. In addition, a new Manatee County Community Dashboard has been created to host the CHA, CHIP, and updates using the mySidewalk platform.

The MHCA holds annual CHIP reviews, the most recent held on November 16, 2023. The annual update process is utilized to review progress toward achieving each objective. CHIP subcommittee leaders provide monthly updates and quarterly reports on progress and as needed, propose revisions to goals, strategies, objectives, and activities for each of the strategic Issues. The MHCA is the guiding force for the 2024-2026 CHA/CHIP development.

Manatee HealthCare Alliance Membership List

Name	Organization
John Acevedo	CAN Community Health
Tracie Adams	Manatee County Government
Teresa Alford	Parenting Matters
Tari Allan	Centerstone
Tarah Allen	School District of Manatee County
Janene Amick	Manatee Performing Arts Center
Robert Andrews	Manatee County Sheriff's Office
Runa Badal	DOH-Manatee
Amara Bailey	DOH-Manatee
Bronwyn Beightol	United Way Suncoast
Jennifer Bencie	DOH-Manatee
Kelly Benford	Parenting Matters
Ally Bergmann	North River Prevention Partners
Ashley Beridge	Community Member
Vanessa Berrio	DOH-Manatee
Johanna Beville	Manatee County Government
Trish Blizzard	Manatee County Government
Natalie Block	Manatee County Government
Lucia Branton	Camelot Community Care Inc, Sarasota/Bradenton Office
Annie Breitinger	We Care Manatee
Scott Bush	Suncoast Blood Centers
Ruben Centeno	DOH-Manatee
Beth Clark	Boys & Girls Clubs of Manatee County
Dana Clark	Clark Health Solutions, Inc.
Gemma Clayson	Centerstone
Andrew Coble	Family Resources, Inc.
William Colgate	MCR Health
Donna Cooley	Stronger Together Reaching Equality Across Manatee

Geoff Cordes	Manatee County Government
Robert Coseo	Manatee Memorial Hospital
Kathleen Cramer	Turning Points
Erica Craven	Florida Voices for Health
James Crutchfield	Manatee County EMS
Marline Denis	MID Public Health Consulting, LLC
Gerri Destefano	Manatee Memorial Hospital
Jacki Dezelski	Manatee Chamber of Commerce
Dawn Drake	Hanley Foundation
Sean Dwyer	Manatee County Government
Jonathan Evans	Healthy Teens
Paul Fowler	Salvation Army
Esperanza Gamboa	MCR Health
Marisol Garcia	Manatee County Government
Elijah Gelongo	DOH-Manatee
John Gregory	Samaritan House-Counseling Services for the Gulf Coast
Kristi Hagen	Manatee County Government
Brandy Hamilton	United Health Services, Inc.
Ruth Harenchar	League of Women Voters of Florida
Barbara Hefner	School District of Manatee County
Patricia Henderson	Senior Connection Center
Edwin Hernandez	DOH-Manatee
Taylor Hester	Centerstone
Jessica Hewitt	Manatee County Government
Laura Hogan	HCA Florida Blake Hospital
Sara Holloway	Centerstone
Janice Houchins	Relations Coordinator
Renita Houston	Manatee Elementary School
Brad Hughes	Manatee County Government
Whitney Hughson	Groups Recover Together
Makeba Huntington-Symons	Alzheimer's Association
Alfred James	Twelfth Judicial Circuit Court
Kai Jenkins	Live Tampa Bay
Joy Jewett	Manatee County Sheriff's Office
Bill Jordan	Suncoast Behavioral Health Center
Victoria Kasdan	Mission Made Possible
Teresa Kelly	Health Council of West Central Florida
Brett Kemker	University of South Florida

Allison King	Centerstone
Melissa King	DOH-Manatee
Jessica Kruger	Centerstone
Andrew Kunkel	Manatee County Government
Melissa Larkin-Skinner	Centerstone
Thu Le	Manatee County Government
Viktoriya Lee	Elite Health
Mary Ann Legler	Healthy Teens
Mack Lessig	University of Florida/ IFAS Extension
Sandra Letourneau	Manatee Memorial Hospital
Nicole Marquez	Gulf Coast South AHEC
Denni Martel	Centerstone
Brittany Mazalewski	First 1,000 Days
Carla McGill	DOH-Manatee
Mark Mellenthin	Centerstone
Terrence Meneely	NaphCare, Inc
Tima Midyette	DOH-Manatee
Olivia Miller	Centerstone
Allison Minardi	Manatee County Government
Joshua Moore	Manatee Memorial Hospital
Ansley Mora	Gulf Coast South AHEC
Lou Murray	Community Member
Natalie Novak	Drug Free Manatee
Shekinah Oliver	DOH-Manatee
Jodi O'Meara	School District of Manatee County
Stephanie Peabody	Brain Health Initiative
Anastasia Peele	DOH-Manatee
Bernice Pelea	Alzheimer's Association
Alfonso Peralta	Turning Points
Jackie Perez	Community Member
Carol Peters	DOH-Manatee
Lanita Pugh	Senior Care Group
Stephanie Rauda	Healthy Teens
Teresa Rawe	Manatee Memorial Hospital
Elizabeth Reyes	Centerstone
Thomasita Reynolds	Healthy Teens
Leticia Rodriguez	Centerstone
Eddie Rosa	DOH-Manatee

Jane Roseboro	Centerstone
Melissa Rosenburg Ehrmann	DOH-Manatee
Kim Ross	Manatee County Government
Genesis Saintil	DOH-Manatee
Hannah Sanborn	DOH-Manatee
Tim Santamour	Florida Harm Reduction Collective
Maria Santos	Manatee County Government
Angie Schmitz	School District of Manatee County
Nathan Scott	Family Safety Alliance DOH
Kinjal Shah	University of South Florida
Shannon Shanks	Manatee County Government
Donna Shea	Certified Peer Recovery Specialist
Sonia Shuhart	Manatee County Government
Meredith Shuler	Hanley Foundation
Erica Snyder	St. Vincent de Paul CARES
Brie Spuck	Manatee County EMS
Christina Suarez	Regional Executive Director
Robert Tabor	Central Florida Behavioral Health Network
Lisa Tavallali	LECOM
Linda Thompson	Drug Free Manatee
Tierney Thompson	Senior Connection Center
Christopher Tittel	DOH-Manatee
Alissa Turner	Manatee Memorial Hospital
Valerie Vale	Manatee County Medical Society
Brittany Vannort	Florida Harm Reduction Collective
Ismary Vento	Health Council of West Central Florida
Jennifer Venuto	Hanley Foundation
Jennifer Webb	Omni Public
Cory Weckerle	Stronger Together Reaching Equality Across Manatee
Molly White	Manatee County Government
Charles Whitfield	Centerstone
Carol Whitmore	Manatee County Government
Skip Wilhoit	School District of Manatee County
Tina Wilson	First 1,000 Days
Rachel Wooley	ALSO Youth
Doug Wright	Stronger Together Reaching Equality Across Manatee
Mary Beth Zeni	DOH-Manatee

Description of CHA/CHIP/MAPP Process

A community health assessment (CHA) is a systematic examination of the current health status in the community, factors contributing to poor health outcomes in a community and to identify key resources available to address needs. The process includes comprehensive data collection and analysis and focuses on the broad system of services and organizations that contribute to the improvement of community health. The CHA is developed through a collaborative process and serves as a basis to identify priority issues and develop strategies to address those needs in measurable ways through the development of a community health improvement plan (CHIP).

Originally, DOH-Manatee facilitated the CHA process every five years. The previous process was conducted in 2020 and the resulting plan covered a three-year period to better respond to a rapidly changing landscape and to allow for coordination with community planning efforts conducted by non-profit hospitals in the county.

Mobilizing for Action through Planning and Partnerships (MAPP)

DOH–Manatee, in partnership with the MHCA, utilized the National Association of County and City Health Officials (NACCHO)’s Mobilizing for Action through Planning and Partnerships (MAPP) model to complete the 2024-2026 Manatee County CHA. The MAPP model is a community–driven strategic planning process for improving community health, and its framework helps communities to apply strategic thinking to prioritize public health issues and identify resources to address them. The MAPP Process defines a series of six sequential phases: Phases 1 to 3 guide the CHA process, and Phases 4 to 6 guide the CHIP process.

Community Health Assessment Overview

Phase 1: Organize for Success and Partnership Development

The first phase of the CHA/CHIP process involves two critical and interrelated activities: organizing the planning process and developing the planning partnership. The purpose of this phase is to structure a planning process that builds commitment, engages participants as active partners, uses participants' time well, and results in a plan that can be realistically implemented.

In March 2023, a steering committee of 11 community partners was formed to guide the process and assist with community engagement, including representation from residents, key stakeholders, and other local public health system representatives. The Health Council of West Central Florida (HCWCFL) was engaged to facilitate the CHA/CHIP process with support from Florida Department of Health in Manatee County staff.

Phase 2: Visioning

Visioning, the second phase, is completed at the beginning of the CHA/CHIP process. It guides the community through a collaborative, creative process leading to a shared vision and common values. Vision and values statements provide focus, purpose, and direction to the CHA/CHIP so that participants collectively achieve a shared vision for the future. A shared community vision provides an overarching goal for the community and a statement of the ideal future. Values are the fundamental principles and beliefs that guide a community-driven planning process. Visioning offers a valuable mechanism for convening the community and building enthusiasm for the process, setting the stage for planning, and providing a common framework throughout subsequent phases.

The steering committee members met on March 30, 2023, and conducted a Vision and Values exercise on behalf of the Manatee HealthCare Alliance. The mission, vision, and core values were revised as follows:

Mission: Promote and ensure the health and well-being of Manatee County residents and visitors through collaboration and partnerships.

Vision: Well-being for all.

Core Values:

- Integrity (honesty, accountability, transparency, trust).
- Advocacy (highlighting important community issues, non-partisan legislative issues, inclusivity, holding space for underserved communities, community education).
- Solution-focused (data-driven, innovation, prevention).

Phase 3: The Four Assessments

The Assessments Phase consists of compiling and analyzing primary and secondary data through four individual assessments to evaluate the community's health.

The Community Health Status Assessment provides quantitative data on the community's health condition. It answers the questions: How healthy is the community? What does the health status of the community look like?

For the CHA, three primary data collection efforts were undertaken to assess themes and strengths: a community survey, key informant interviews, and focus groups with under-represented populations from the survey.

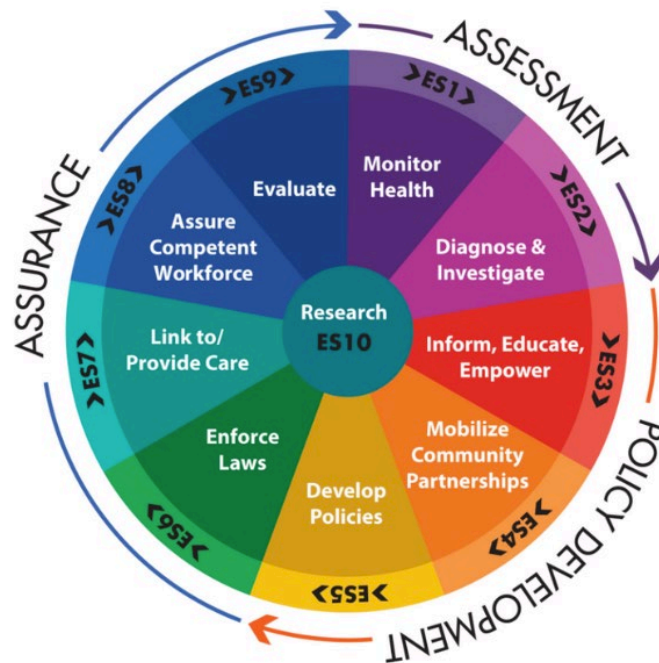
The Local Public Health System (LPHS) Assessment measures how well different public health system partners collaborate to deliver the Essential Public Health Services. It answers the questions:

- What are the activities, competencies, and capacities of the local public health system?
- How are the 10 Essential Public Health Services being provided to the community?

The primary purpose of the Local Public Health System Assessment (LPHSA) is to promote continuous improvement that will result in positive outcomes for system performance, according to the 10 Essential Public Health Service.

Local public health departments and their system partners use the results of the LPHSA as a tool to:

- Better understand current system functioning and performances.
- Identify and prioritize areas of strength, weakness, and opportunities for improvement.
- Articulate the value that quality improvement initiatives will bring to the public health system.
- Develop an initial work plan with specific quality improvement strategies to achieve goals.
- Take action toward achieving performance and quality improvement in one or more targeted areas.
- Reassess the progress of improvement efforts at regular intervals.



Participants were asked to rate the activity level for each of the 10 Essential Public Health Services. A total of 48 people representing 17 partners in the Manatee local public health system participated.

Optimal (76-100%)	Greater than 75% of the activity described is met.
Significant (51-75%)	Greater than 50%, but no more 75% of the activity described within the question is met.
Moderate (25-50%)	Greater than 25%, but no more 50% of the activity described within the question is met.
Minimal (1-25%)	Greater than 1%, but no more 25% of the activity described within the question is met.
No Activity (0%)	Absolutely no activity, don't know-unaware of these activities.

The Forces of Change Assessment identifies forces that may affect a community and the opportunities and threats associated with these forces. It answers the questions:

- What is occurring or might occur that affects the health of the community or the local public health system?
- What specific threats or opportunities are generated by these occurrences?

The Forces of Change Assessment was held on May 5, 2023. The CHA/CHIP steering committee of 11 members were all invited to participate, with 8 individuals completing the assessment. The Health Council of West Central Florida facilitated a virtual meeting.

The impact of population growth and shifts, as well as environmental and health care access, were common forces discussed. Other themes discussed included economics, youth development, mental health needs, substance abuse, infectious diseases, and sense of community.

The Community Themes and Strengths Assessment identifies assets in the community and issues that are important to community members. It answers the questions:

- What is important to the community?
- How is quality of life perceived in the community?
- What assets does the community have that can be used to improve community health?

Key informant interviews were selected as a method to gather information about community perspectives as part of the Community Themes and Strengths Assessment informing the CHA. The Manatee HealthCare Alliance and DOH-Manatee staff developed a list of 20 potential community representatives. The Health Council of West Central Florida staff scheduled and conducted 14 interviews between April 7, 2023, and May 9, 2023. Interviews lasted 25-70 minutes and were recorded to enable staff to review to ensure accuracy in the reporting process. Recordings were deleted upon completion of the report.

A community survey was developed by the MHCA, and it was made available from March 27, 2023 until May 22, 2023. MHCA provided links to English, Spanish and

Haitian/Creole versions of the survey and an infographic with links for social media and QR-codes for distribution to the community. Emails were also sent to community partners to distribute the surveys to their clients and partners. The surveys were posted on DOH-Manatee's website for public access, as well as shared through a press release.

A total of 704 participants completed the survey in English. The remaining surveys were completed in Spanish (35) and Haitian/Creole (1). A majority of respondents were white females in the 46-65 age group and had an annual income of \$100,000 or greater. Spanish survey respondents were predominately females in the 26-45 age group and had an annual income of less than \$20,000.

Since there was only one response for the Haitian/Creole survey, data from that survey are not disclosed separate from the total response summaries to ensure confidentiality of the respondent.

Focus groups were conducted to further inform the CTS Assessment. Seniors and youth were selected as the target audiences for the focus groups and participants were recruited for the four groups through the Healthy Teens Coalition of Manatee County, Meals on Wheels PLUS of Manatee/Daybreak Adult Day Center, and Blake Hospital's Caring Friends Cancer Support Group. A total of 24 individuals participated in the focus groups. Senior focus groups were held in person, while youth focus groups met virtually.

Community Health Improvement Plan Overview

Phase 4: Identifying Strategic Issues

Once the CHA was complete in August 2023, the next step was to prioritize which issues the Manatee HealthCare Alliance would include in the CHIP. The prioritization process took place during the fourth phase of the MAPP process.

The CHA reveals challenges and opportunities from each assessment that are utilized to identify and select strategic issues. This information is combined into a master list where all challenges and opportunities are aligned, establishing a comprehensive list of strategic issues. Typically, this takes a full day of stakeholders meeting together to carefully dissect each issue and to determine root causes and the capacity to address the issues.

Phase Four of the MAPP process is conducted through four steps:

- Step 1: Determine the Method to Complete this Phase.
- Step 2: Present Summary of All Four Assessments.
- Step 3: Brainstorm Potential Strategic Issues.
- Step 4: Synthesize and Prioritize Strategic Issues.

In consideration of steps 1, 2, and 3, the HCWCF synthesized the data from the CHA into a table (Appendix A), identifying the crosswalks of all health outcomes and factors mentioned throughout each assessment. This crosswalk was presented to the Manatee HealthCare Alliance during the in-person prioritization setting meeting followed by a presentation of the current CHA data. Data were presented by the HCWCF and included a summary of community assessment activities (focus groups, community surveys and key informant interviews), as well as data highlights such as changes in trends and disparities by race and ethnicity.

Participants of the prioritization session were then split into groups and asked to brainstorm the top three health issues in Manatee County that could be addressed with the CHIP. A two-sided, one-page summary was provided to each group member as a reference to the CHA data presentation (attached in Appendix A).

Each group included a moderator who asked the groups to consider the following:

- What factors most influence health? (Consider long-term impact).
- What is the change community members most want to see? (Reflect on top community issues and behaviors and suggested solutions – from survey data).
- What is being done? Who is already working on this?
- How will we measure success?
- Where is low hanging fruit? (Quickest improvement that can be made).

Groups were then asked to categorize the health issues they identified and pick the top three choices they would present to the larger group to answer the question: *What are the most important health issues in Manatee County that should be addressed in our improvement plan and work groups/ subcommittees?* Every group had a chance to present their top three issue categories and provide a rationale for each.

The issues were listed and everyone in attendance was given three votes to distribute among the compiled lists. The following issues were presented, listed in order from the most to least votes:

1. Prevention
2. Mental Health
3. Access
4. Health Disparities
5. Substance use
6. Community Health
7. Youth & Families
8. Environment
9. Technology's Impact
10. Transportation
11. Socioeconomics
12. Housing

Through the discussion of these issues and consideration of the CHA data, as well as the work of the current subcommittees, the group decided to move forward and expand

their current workplans, rather than start any new subcommittees. The members decided to instead focus on issues discussed and potential for new progress within the context of the subcommittee's objectives and strategic issues.

The three subcommittees to move forward with the current improvement plan are: Healthy Living, Youth Development, and Behavioral Health. Phase 6 highlights the goals, strategic issues, and SMART objectives that will be addressed in each subcommittee.

Phase 5: Formulate Goals & Objectives

This phase involves specifying goals for each of the strategic issues identified in the previous phase. In September 2023, each CHIP subcommittee met virtually and began with a deep dive into the data that were specific to the issue they were addressing. Through the development of goals, and objectives, CHIP subcommittees focused on access to health and social services.

To formulate goals and strategies, the Alliance defines health as “the state of complete physical, mental, and social well-being.” Health also has the goal of preventing disease and prolonging life. The health of a community is determined by various social, economic, and environmental factors. Higher levels of education, access to healthy food options, clean air, safe and clean neighborhoods, and opportunities for physical activity positively influence health behaviors. The improvement of health behaviors leads to a more productive workforce and lower health care expenditures. A healthy community is one in which all groups of the community work together and collaborate to prevent disease and make healthy living options accessible. A healthy community promotes healthy living to bring the greatest health benefits to the greatest number of people. A healthy community works together to reduce health gaps caused by various social, economic, and environmental factors.

In September 2023, the CHIP implementation process started and the meetings to develop goals and objectives were led by the DOH-Manatee liaison. The meetings reflected on the previous activities of the subcommittee groups and allowed for discussion on what could be addressed for the new work plan. Brainstorming among the groups allowed for a critique of past work as well as the development of new goals and objectives.

Strategic issues were formed along with a purpose statement to guide the work of the CHIP subcommittees. Over the course of the next few weeks, CHIP subcommittees continued working and constructing their goals and objectives by reviewing data, considering assets and opportunities identified in the CHA, and considering updates from CHIP subcommittee members. Between meetings, CHIP subcommittee members received notes and updated work plans.

Phase 6: Action Summary

The following section illustrates each strategic issue identified along with data from the CHA pertinent to the issue as it was considered in the development of the work plans. Many of the issues are interrelated, but goals, objectives, and activities, were tailored to the needs of the community based on the data indicated.

Subcommittees

Youth Development

Strategic Issue: How can we improve youth health outcomes in Manatee County?

- Among youth participating in the focus groups, teens discussed the need for more qualified school mental health counselors. They also discussed stressors in school as well as personal life, including the fear for their safety at schools, due to mass shootings and violence.
 - Other discussions included social media and mental health; social isolation, concern for sexual assault and harassment that occurs within schools; teen vaping; and use of alcohol, marijuana, and other drug use.
- The Forces of Change Assessment highlighted the influx of children who are in schools and how that could impact school capacity and quality. There was a need for comprehensive sexual and reproductive education among youth.
 - Other issues with impact on overall youth development included: vaping, mental health issues, social media use, lack of sleep, lack of childhood immunizations, and living in households where English is not spoken.
- In the Community Survey, various comments were made about the need to engage parents; address teen vaping; and provide better education for youth on topics such as drug prevention, obesity, nutrition, and physical activity.
- The Youth Development subcommittee has been given feedback to allow for teens to be involved with the subcommittee's work.
- Manatee County's rate of births to teen mothers, aged 15-19, has consistently been higher than the state rate, peer counties, and the nearest local health departments.
- In Manatee County, 27.7 percent of students ages 11-19 in the past year, felt sad or hopeless for two or more weeks in a row and stopped doing usual activities.
- According to the 2022 Florida Youth Tobacco Survey, 12.3 percent of the Manatee students surveyed said they thought electronic vapor products are not addictive (compared to 10.8 percent statewide).

Behavioral Health

Strategic Issue: How can we improve behavioral health in Manatee County?

- Behavioral health was mentioned in every assessment of the CHA process, with data and discussions focusing on the need for more providers and services in Manatee County.
- Suicide rates in Manatee County are higher than Florida and peer county averages, and lower than the nearest local health departments.

- In 2021, suicide death rates in Manatee County were highest in the 45-54 and 55-64 age cohorts, with the third highest rates in the 20-24 age cohort.
- In 2021, there was a rate of 91.4 Behavioral/Mental Health professionals in Manatee County per 100,000 population, as compared to 123.4 per 100,000 statewide.
- In 2021, there was an estimated 13,857 of seriously mentally ill adults in Manatee County, which has steadily increased since 2012.

Healthy Living

Strategic Issue 1: How can we prevent the development and improve the management of chronic diseases?

- Prevention was mentioned during the CHA process and during this CHIP's prioritization meeting, with consensus that there needs to be continued prevention efforts for chronic diseases.
- CHA data also highlighted the need for more opportunities to be physically active and eat healthy in the county – such as, implementing more outdoor options to be active and improving access to healthy food options that are affordable.
- The Forces of Change Assessment highlighted various factors, such as sedentary lifestyles, drug shortages, lack of walkable neighborhoods, food deserts, and food insecurity as drivers of poor chronic disease management in Manatee County.

Strategic Issue 2: How can we improve maternal and child health in Manatee County?

- In 2021, 84.5 percent of mothers-initiated breastfeeding in Manatee County.
- Manatee County has higher rates of prenatal care when compared with Florida, the peer counties (Collier, Pasco, and Seminole counties) and the nearest local health departments (Sarasota and Pinellas counties).
- In the community survey, maternal and child health was mentioned as an opportunity to improve health outcomes.

Strategic Issue 3: How can we improve social and economic conditions for aging adults in Manatee County?

- There was a discussion during the Forces of Change Assessment about the generational shift of workers to younger generations and how that could impact economy and well-being in Manatee County.
- Other assessments highlighted the need for more services for seniors and the elderly, as well as opportunities to be physically and socially active in Manatee County.
- Among households of 65 or older individuals, about 35 percent of households living are at **Asset Limited, Income Constrained, Employed (ALICE)** level.

Strategic Map

The Strategic Map not only provides the purpose, strategic issues, goals, and objectives specific to each committee, but also aligns with the state of Florida's State Health Improvement Plan and the national Healthy People 2030 goals.

Behavioral Health

Healthy People 2030 national health targets include:

- Reduce unintentional injury deaths to 43.2 deaths per 100,000.
- Reducing the suicide rate to 12.8 per 100,000 population. Manatee County's current rate of 15.5 per 100,000 population does not meet the national target.
- Reducing drug overdose deaths to 20.7 per 100,000 population. Manatee County's current rate of 39.3 per 100,000 population does not meet the national target.
- Reduce the death rate of from alcohol- suspected motor vehicle crashes to 28.3 per 100,000 population.

Florida State Health Improvement Plan Alignment:

- Reduce the impact of adult mental, emotional, and behavioral health disorders.
- Reduce substance use disorders and drug overdose deaths.
- Reduce suicide behaviors and death.

Healthy Living

Healthy People 2030 national health targets include:

- Increase the proportion of infants who are breastfed at 1 year.
- increase the proportion of infants who are breastfed exclusively through six months of age.
- Increase the proportion of pregnant women who receive adequate and early prenatal care.
- Improve the health and well-being of older adults.

Florida State Health Improvement Plan Alignment

- Promote the attainment and maintenance of health through nutrition, physical activity, and supportive lifestyle behaviors.
- Support communities to promote healthy, interconnected, and safe environments.
- Enhance opportunities to foster economic vitality and resilience for all people.
- Reduce the burden of diabetes and improve quality of life for all who have or are at risk for diabetes.
- Reduce infant morbidity and mortality.
- Reduce maternal morbidity and mortality.
- Improve preconception and interconception health.

Youth Development

Healthy People 2030 national health targets include:

- Reduce deaths from suicide to 12.8 deaths per 100,000 population. Manatee County's current rate of 15.6 deaths per 100,000 population does not yet meet the national target.
- Reduce pregnancies among adolescent females to 31.4 births per 1,000 females.
- Reduce current e-cigarette use in adolescents to 10.5 percent.

Florida State Health Improvement Plan Alignment:

- Reduce the impact of pediatric mental, emotional, and behavioral health disorders.
- Increase mitigation of Adverse Childhood Experiences (ACEs) as a statewide prevention strategy.
- Expand access to high-quality educational opportunities for all across the lifespan.
- Increase access to quality primary, preventative, and subspecialty care for infants, children, and adolescents.

Behavioral Health (BH) CHIP Subcommittee			
Chair: Whitney Hughson	Co-Chair: Sara Holloway	DOH Liaison: Amara Bailey	Monthly Meetings: Second Tuesdays of the month
The Chair should make sure the goals are being achieved and should report back and present to the Manatee HealthCare Alliance monthly.	The Co-chair steps in as back-up if the Chair is not available	The DOH liaison is responsible for collecting meeting notes from the CHIP committee; ensuring that either the Chair/Co-Chair is presenting updates, progress, and any requests at monthly MHCA meetings.	
Purpose: To improve behavioral health outcomes in Manatee County.			
Strategic Issue 1: How can we improve behavioral health in Manatee County?			
Goal 1: By 2026, increase the proportion of people who receive treatment for substance use disorder and opioid overdose.			
SMART Objectives	Activities	Measures	
By December 31, 2026, increase the number of individuals with substance use disorder (including those with opioid use disorder) who are seen by a receiving clinic of the CORE program (Centerstone and MCR Health) by 25% year-over-year. Baseline: 94 (February 2024), Target: 118 (February 2025), 148 (February 2026)	Invite CORE partners to BH Subcommittee meeting to provide an overview of the program's process flow and determine how the two groups can collaborate by May 2024.	reduced # of non-fatal overdose hospitalizations and emergency room visits (FLHealthCHARTS) increased # number of unique patients seen with SUD (includes all substance use disorders, including OUD) (ClearPoint reporting for Centerstone and MCR Health)	
By December 31, 2026, host or participate in events to engage priority populations in education or training on services and resources related to substance use disorder treatment and opioid use disorder treatment. Baseline: 0, Target: 1 per quarter	Identify the resources and services to provide. Develop a tracking system to monitor interactions with priority populations.	increased # of naloxone administration prior to EMS (FLHealthCHARTS)	
Goal 2: By 2026, reduce the stigma associated with mental health and substance use disorders.			
SMART Objective	Activities	Measures	
By December 31, 2026, raise awareness about mental health through campaigns, social media, events, or advertisements and media. Baseline: 0, Target: 2 campaigns per year	Determine the strategies that will be used to reduce stigma associated with mental health and substance use disorder by August 2024. Partners to post on social media monthly	# of social media interactions # of attendees # of views	
Goal 3: By 2026, increase provider knowledge of available behavioral health services.			
SMART Objective	Activities	Measures	
By December 31, 2026, increase the number of Manatee HealthCare Alliance behavioral health provider summits from 0 to 1.	Develop an action plan for a BH CHIP Subcommittee hosted provider summit by February 2025 and implement by April 2025.	Completed action plan	
Goal 4: By 2026, increase community partners' knowledge of Human Trafficking abuse reporting and prevention.			
SMART Objective	Activities	Measures	
By December 31, 2026, conduct Human Trafficking training to the Manatee HealthCare Alliance to improve abuse reporting and prevention by community partners. Baseline: 0 Target: 3 (annually in 2024, 2025, and 2026)	Identify trainers to come and present to the MHCA and invite guest partners to attend.	meeting evaluation quantitative/qualitative data	

Healthy Living (HL) CHIP Subcommittee					
Chair: Kristi Hagan	Co-chair: Teresa Alford	DOH Liaison: Genesis Saintil	Monthly Meetings: Third Thursdays of the month		
The Chair should make sure the goals are being achieved and should report back to the Manatee HealthCare Alliance every month.	The Co-chair steps in as back-up if the Chair is not available.	The DOH liaison is responsible for collecting meeting notes from the CHIP committee; ensuring that either the Chair/Co-Chair is presenting updates, progress, and any requests at monthly MHCA meetings.			
Purpose: To improve chronic disease conditions, maternal and child health, and healthy lifestyle behaviors.					
Strategic Issue 1: How can we prevent the development and improve the management of chronic diseases?					
Goal 1: By 2026, promote the attainment and maintenance of health through nutrition, physical activity, and supportive lifestyle behaviors.					
SMART Objectives	Activities	Measures			
<p>By December 31, 2026, decrease the percentage of Manatee adults aged 18 years and older who are sedentary from 26.1% (2019) to 20% (BRFSS).</p> <p>By December 31, 2026, increase the percentage of Manatee adults aged 18 years and older who consume at least two or more servings of vegetables each day from 39.4% (2019) to 45% (BRFSS).</p> <p>By December 31, 2026, increase the percentage of Manatee adults living with diabetes aged 18 years and older who ever had diabetes self-management education from 46.8% (2019) to 66.3% (BRFSS).</p>	Develop an action plan by March 2024	TBD			
	Implement the action plan by June 2024	TBD			
		TBD			
Strategic Issue 2: How can we improve maternal and child health in Manatee County?					
Goal 2: By 2026, improve the prenatal, perinatal, and postnatal experience for families to influence positive health outcomes.					
SMART Objectives	Activities	Measures			
<p>By December 31, 2026, decrease the percentage of Manatee births to mothers with no prenatal care from 2.7% to 1.0% (FLHealthCHARTS).</p> <p>By December 31, 2026, increase the percentage of Manatee births to mothers initiating prenatal care in the 1st trimester from 73.6% (2021) to 79.0% (FLHealthCHARTS).</p> <p>By December 31, 2026, increase the percentage of Manatee Black mothers who initiate breastfeeding from 75.5% (2020) to 79.7% (FLHealthCHARTS).</p>	Partner with DOH-Manatee’s Florida Healthy Babies Program, WIC, and the Fetal Infant Mortality Review (FIMR) Community Action Group (CAG), and the Manatee County Breastfeeding Coalition to carry out current initiatives and develop new initiatives by December 2026.	TBD			
		By December 31, 2026, increase the number of Manatee businesses that receive the Breastfeeding Friendly Employer Recognition from the Florida Breastfeeding Coalition from 5 to 15.	Partner with DOH-Manatee’s Minority Health program to assist with outreach and promotion of the Breastfeeding Friendly Employer Recognition.	# of businesses promoted to, # of businesses who apply, # of businesses recognized, % of mothers of initiate breastfeeding, % of women who breastfed for four or more weeks (PRAMS), %	

		of women who breastfed for 12 of more weeks (PRAMS)
Strategic Issue 3: How can we improve social and economic conditions for aging adults in Manatee County?		
Goal 3: By 2026, become an Age Friendly Public Health System.		
SMART Objectives	Activities	Measures
By December 31, 2026, increase the number of age-friendly public health activities completed from 0 to 6.	Utilize the Age-Friendly Public Health Systems' 6Cs Framework beginning June 2024.	# of framework activities completed

Youth Development (YD) CHIP Subcommittee			
Chair: Jodi O-Meara	Co-Chair: Jackie Perez	DOH Liaison: Hannah Sanborn	Monthly Meetings: Second Wednesday of the month
The Chair should make sure the goals are being achieved and should report back and present to the Manatee HealthCare Alliance monthly.	The Co-chair steps in as back-up if the Chair is not available	The DOH liaison is responsible for collecting meeting notes from the CHIP committee; ensuring that either the Chair/Co-Chair is presenting updates, progress, and any requests at monthly MHCA meetings.	
Purpose: To improve the physical, social, emotional, and mental health of youth in Manatee County.			
Strategic Issue: How can we improve youth health outcomes in Manatee County?			
Goal 1: By 2026, reduce the rate of teenage pregnancy, and the percentages of students who use substances, and students who experience mental health challenges.			
SMART Objective	Activities	Measures	
<p>By December 31, 2026, reduce the rate of teenage pregnancy (births by mother's age, 13-17) from 3.7 per 1,000 total population to 1.0 per 1,000 total population (FLHealthCHARTS).</p> <p>By December 31, 2026, reduce the percentage of all Manatee middle and high school students who have ever used an electronic vapor product from 19.7% (2022) to 17.7% (Florida Youth Tobacco Survey).</p> <p>By December 31, 2026, reduce the percentage of all Manatee middle and high school students who have ever used marijuana or hashish from 13.4% (2022) to 12.1% (Florida Youth Substance Abuse Survey).</p> <p>By December 31, 2026, reduce the percentage of all Manatee middle and high students who, in the past year, felt sad or hopeless for two or more weeks in a row and stopped doing usual activities from 28.5% (2022) to 25.6% (Florida Youth Tobacco Survey).</p>	Develop a collaborative process with the School District of Manatee County (SDMC) for youth serving agencies to gain access to students to deliver prevention education by June 2024.	TBD	
	Revise tracking system to track programs delivered, schools, organizations and cohorts served, and number of students/youths reached by August 2024.	# of students reached health topics covered knowledge gained (pre-/post- test) % satisfaction	
	Deliver prevention education to youth and students and begin tracking by August 2024.		
	Review tracking system data to establish a baseline for improvements by June 2025.		
	Increase the presence of Students Working Against Tobacco (SWAT) in the public school system by December 2026.	TBD	
	Provide Teen Mental Health First Aid Training and Trauma Informed care training for youth by December 2026.	# of youth enrolled % completion	
	Develop an action plan to host a Youth Summit by June 2024.	TBD	
Implement the action plan to host a Youth Summit by July 2024.			
Goal 2: By 2026, equip parents and caregivers with knowledge of local resources and activities.			
SMART Objective	Activities	Measures	
By December 31, 2026, increase outreach touchpoints to parents and caregivers through PeachJar from 0 to 9.	Develop an outreach plan to make parents and caregivers aware about youth serving organizations and the programs, resources, and services they offer by August 2024. Implement the outreach plan by January 2025.	TBD	
Goal 3: By 2026, increase youth presence in the Youth Development CHIP Subcommittee.			

SMART Objective	Activities	Measures
By December 31, 2026, increase the number of youth participants that provide input on subcommittee activities and decisions from 0 to 6.	Discuss and identify ways youth can contribute to and participate in the subcommittee by May 2024.	TBD
	Identify community organizations, groups, and school clubs to contact for youth involvement in the subcommittee by June 2024.	

Policy Recommendations

An age-friendly public health system identifies the key capacities that public health potentially can bring to support ongoing efforts by the aging and health care fields. It also highlights the ways public health expertise can inform the development and implementation of new policy and programmatic interventions.

This approach acknowledges the importance of assessing the fit between individual needs and preferences with their surrounding environment. One prominent example is the movement to create more age-friendly communities, defined as those that encourage “active aging by optimizing opportunities for health, participation, and security in order to enhance quality of life as people age.” Age-friendly community initiatives typically focus on modifying the physical and social infrastructure to support older adults’ health, well-being, and ability to age in place.

Age-friendly community features typically include two types of programs, policies, and infrastructure:

- 1) those that focus specifically on the needs of older adults; and
- 2) those that benefit older adults, as well as community residents at other stages of the life course.

Another policy recommendation included in the Healthy Living CHIP subcommittee workplan, includes implementation of Breastfeeding-Friendly Workplaces as guided through the Florida Breastfeeding Coalition. See appendix D for guidance.

How to Use the CHIP

The three CHIP subcommittees are responsible for implementing the plan activities and demonstrating progress to the MHCA monthly. In addition, action team members have been added to support each goal and objective as needed. The MHCA will evaluate progress and complete an annual report in November.

The MAPP process creates a community health assessment and improvement plan including a diverse group of Manatee County community members - anyone who works, learns, lives, and plays in the community. “Community members have expertise about what works well in their community, what issues affect their ability to live healthy lives, and know what resources in the community that they can use to improve health” (NACCHO 2013, MAPP Handbook, p. 8). Community members play a key role in understanding priority health issues and using this plan to improve the health of the community.

Community Residents

- Volunteer to help groups that support the strategic health issues identified in Manatee County.

- Stay informed on the top health issues in the community and speak with community leaders about these issues.
- Connect your organization or individual members with specific activities they can support in the CHIP Scorecard (i.e., community gardens, promoting breastfeeding among moms).

Health Care Workers

- Share this plan with your colleagues and staff.
- Participate in a strategic issue or specific activities that require professionals (i.e., cultural, and linguistically appropriate services).
- Understand the barriers related to priority health issues and help create solutions for removing them.
- Refer patients to resources or education in alignment with the identified health priorities.

Educators

- Share this plan with your colleagues, staff, and parents.
- Promote activities and resources among students and faculty (i.e., school-based health clinics).
- Provide knowledge and expertise about the school system to the CHIP Youth Development Subcommittee members.

Public Health Professionals and Non-Profit Organizations


- Support the community scorecard with education, facilitation, direction, knowledge, or specific activities.
- Combine efforts for greater impact when a strategic issue aligns with your organization's mission or vision.

Government Officials


- Understand the priority health issues and barriers to good health in the community.
- Mobilize community leaders to support policy or program changes that advance the health of the community.

Appendix A: Summary of CHA Data – Prioritization Meeting

2024-2026 Manatee County Community Health Assessment Summary



The top health concerns from the previous 2021-2023 CHA were:
Obesity/Nutrition/Diabetes, Mental Health, Pandemic/COVID-19 and Youth Development.



COMMUNITY HEALTH STATUS

How healthy is the community?

Socioeconomics:

- 10.4% living at or below FPL (Blacks & Hispanics have highest rates of poverty)
- 45% of households living at/below ALICE threshold
- 16% population uninsured

Leading Causes of Death:

1. Cancer
2. Heart disease
3. COVID-19
4. Unintentional injury
5. Stroke

Health Data

- 31% of adults are obese
- IMR recently increased, 5.9 per 1,000 live births
- 92.8% of kindergartners are immunized
- 18% of adults are cigarette smokers
- Ranked 14th of 67 FL counties (County Health Rankings)

Trends to consider:

- Areas to explore:** adult obesity, smoking and uninsured (County Health Rankings)
- Minority populations** have worse outcomes considering: Cancer, Stroke, ER visits from Asthma & Diabetes, Alzheimers, Teen mother birth rates.
- Deaths caused by drugs** occurs most often in the 25 to 34 and the 35-44 age cohorts.

Sources: FLCHARTS, U.S. Census, County Health Rankings

COMMUNITY THEMES & STRENGTHS

What are assets in our community we can improve?
How is health and quality of life perceived?

Community Surveys (740)

Most important health problems:
Addiction, Mental Health Issues, Drug Abuse/Overdose, Aging Problems, Motor Vehicle Crash Injuries

Top Unhealthy behaviors: Adult drug/medication abuse, Criminal Activity, Being Overweight

- 32% reported Manatee County community as unhealthy
- 49% could not get a doctors appointment in time

Key Informant Interviews (14)

Issues identified: Healthcare Access, Public Safety, Mental Health, Substance Use, Social and Economic Factors, Health Conditions & Behaviors


Every respondent mentioned people not knowing where to go for services as a barrier

What can be done?: collaboration, funding and public policy, access & prevention, service expansion

Focus Groups (24)
Teens & Seniors

Issues/Themes:

- Mental Health
- Healthcare Access/Diversity
- Substance Use/Smoking
- Quality of Life- Social isolation
- Safety (public safety & school safety)
- Neighborhood/Environment
- Affordability
- Community resources



Solutions: Increase resource awareness- community wide referral system, recruit more providers and services for Mental health, improve neighborhood conditions & environment, community collaboration, funding public policy, prevention & education, community building- free events/gathering spaces



FORCES OF CHANGE

What is occurring or might occur that affects the health of the community or the local public health system?

What specific threats or opportunities are generated by these occurrences?

Forces	Examples of Threats
Population Growth	Power Shifting
Environmental Issues	Increase in storms
Chronic Disease	Sedentary Lifestyles
Economics	Retaining workers
Access to Healthcare	Long wait times
Youth Development	Sexual education
Mental Health	Social isolation
Substance Use	Emerging street drugs
Infectious Disease	Decrease in Immunization rates
Sense of Community	East vs. West Manatee

Examples of Opportunities:

Increase in workforce & diversity, Improve water quality, New industries to address environmental impacts, "Health in all policies" work, New hospitals, Supporting local businesses, Access to Head Start, Expand prevention, Opioid Settlement Funding, Community Education, Increasing Civic Engagement...

LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT

The primary purpose of the Local Public Health System Assessment (LPHSA) is to promote continuous improvement that will result in positive outcomes for system performance



Forty-eight respondents completed the LPHSA survey. Respondents worked in Public health for 6 months to over 30 years; with 50% working 5 or less years. Respondents worked in various organizations including hospitals, non-profit organizations, health departments and other service providers.

- **Essential service #1** – Highest score in the "optimal" rating.
- **Essential Services #2, #3 and #4** had the highest combination of optimal and significant ratings
- **Essential service #10** - Highest score for "don't know" rating.
- None of the services were ranked as having 'no activity'

Setting Priorities:



- What factors most influence health? What is the long-term impact?
- What is the change community members most want to see?
- How can we measure success?
- Who's already doing the work?
- Where are the quickest improvements we can make?

Appendix B: Crosswalk - Top Health Issues

Key Topics & Issues	Community Themes & Strengths			Local Public Health Assessment	Forces of Change	Community Health Status Assessment	County Health Rankings
	Community Survey	Focus Groups	Key Informant Interviews				
Mental Health	x	x	x	x	x	x	x
Substance Abuse/addiction/overdose	x	x	x	x	x	x	x
Weight/Nutrition/Obesity	x	x	x	x	x	x	x
Food insecurity	x		x		x	x	x
Health coverage/insurance	x	x	x	x	x	x	x
Resource Awareness	x	x	x	x	x		
Housing/Homelessness	x	x	x	x	x	x	x
Providers	x	x	x	x	x	x	x
Education in Schools	x	x	x		x	x	x
Parental Education	x	x	x	x	x		
Traffic	x	x	x	x	x	x	x
Parks & Recreation	x	x	x	x	x	x	
Aging problems	x	x	x		x	x	x
Children/Teens problems	x	x	x	x	x	x	x
Crime/criminal activity	x	x	x	x		x	x
Economics/affordability	x	x	x	x	x	x	
Social isolation	x	x			x		
Tobacco/Vaping	x	x		x	x	x	x
Quality of Life	x	x		x	x	x	x
Maternal Health			x	x		x	x
Impaired Driving/Motor vehicle crashes	x	x	x		x	x	x
Diabetes	x	x	x	x		x	
Transportation	x	x	x	x	x	x	x
Childcare	x	x	x		x		
Community Dynamics	x	x	x	x	x		

Appendix C: Abbreviations

ALICE- Asset Limited, Income Constrained, Employed
CATCH – Coordinated Approach to Child Health
CHA – Community Health Assessment
CHIP – Community Health Improvement Planning or Community Health Improvement Plan
CHS Assessment – Community Health Status MAPP Assessment
CTS Assessment – Community Themes and Strengths MAPP Assessment
DHHS – US Department of Health and Human Services
DOH – Florida Department of Health
DOH-Manatee – Florida Department of Health in Manatee County
DSMP – Diabetes Self-Management Program
ECE – Early Care and Education Centers
FLHealthCHARTS – Florida Department of Health, Community Health Assessment Resource Tool Set
FoC Assessment – Forces of Change MAPP Assessment
HCWCF – Health Council of West Central Florida
HW – Healthiest Weight Florida Initiative
IFOC – International Fellowship of Chaplains
LPHS Assessment – Local Public Health System MAPP Assessment
MAPP – Mobilizing for Action through Planning and Partnership
MEBH – Mental, Emotional, and Behavioral Health
MHCA – Manatee HealthCare Alliance
NACCHO – National Association of County and City Health Officials
NAPSACC – Nutrition and Physical Activity Self-Assessment for Child Care
PDMP – Prescription Drug Monitoring Program
PHAB – Public Health Accreditation Board
PTO – Parent Teacher Organization
RWJF – Robert Wood Johnson Foundation
SA – Substance Abuse
SBHC – School Based Health Centers
SDMC – School District Manatee County
SNAP/EBP – Supplemental Nutrition Assistance Program /Electronic Benefits Transfer
SUID – Sudden Unexpected Infant Death

Appendix D: Breastfeeding Friendly Workplaces



Criteria for Breastfeeding Friendly Employer Award Three levels of breastfeeding support: Bronze, Silver & Gold Level			
	Bronze	Silver	Gold
Policy and Education	<input type="checkbox"/> Verbal agreement between mother and her direct supervisor regarding her break times and space to pump	<input type="checkbox"/> Verbal agreement OR written breastfeeding support policy <input type="checkbox"/> Verbal information provided to all employees about lactation support	<input type="checkbox"/> Written breastfeeding support policy with education provided for all employees* <input type="checkbox"/> Educational packet about breastfeeding given to all expectant employees and their partners*
Facilities	<input type="checkbox"/> Private Lactation Room**	<input type="checkbox"/> Private Lactation Room** with the following: <input type="checkbox"/> Private area to pump** <input type="checkbox"/> Comfortable chair for pumping and/or nursing <input type="checkbox"/> Small table <input type="checkbox"/> Electrical Outlet Optional items: <input type="checkbox"/> Refrigerator or personal cooler for milk storage <input type="checkbox"/> Nearby sink with running water or sanitizing wipes for clean up	<input type="checkbox"/> Private Lactation Room** with all of the following: <ul style="list-style-type: none"> • Comfortable upholstered chair for pumping and/or nursing • Small table • Electrical Outlet • Refrigerator or personal cooler for milk storage • Nearby sink with running water or sanitizing wipes for clean up • Wall clock Optional items: <input type="checkbox"/> Radio/cassette/CD player <input type="checkbox"/> Telephone <input type="checkbox"/> Breastfeeding Art*
Scheduling	<input type="checkbox"/> Flexible Breaks (at least 15-20 minutes in the morning and afternoon as well as a lunch break) during which the employee can express milk or nurse their infants	<input type="checkbox"/> Flexible Breaks with one of the following: <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime offered <input type="checkbox"/> Job-sharing offered <input type="checkbox"/> Onsite childcare <input type="checkbox"/> Paid maternity leave (6 wks)	<input type="checkbox"/> Flexible Breaks with two or more of the following: <input type="checkbox"/> Ability to work part-time or some hours from home <input type="checkbox"/> Flextime offered <input type="checkbox"/> Job-sharing offered <input type="checkbox"/> Onsite childcare <input type="checkbox"/> Paid 6 week maternity leave with option of another 6 weeks unpaid <input type="checkbox"/> Breast pump provided or subsidized by employer
Resources		One of the following: <input type="checkbox"/> Lending library of Breastfeeding Resources <input type="checkbox"/> List of local breastfeeding resources*	Two of the following: <input type="checkbox"/> Lending library of Breastfeeding Resources* <input type="checkbox"/> List of regional breastfeeding resources* <input type="checkbox"/> Lactation consultant services provided for employees (via insurance or paid by employer)

*Information on how to provide these can be found on our website
 **Private secure place to pump in the workplace other than a bathroom

Appendix E: Regular Meetings of the MHCA



Manatee HealthCare Alliance

Mission: Promote and ensure the health and well-being of Manatee County residents and visitors through collaboration and partnerships.

Vision: Well-being for all.

Manatee Healthcare Alliance, Inc. Meeting

Thursday, March 28, 2024

9:30 – 11:00 A.M.

Location: VIRTUAL on Zoom

Topic	Lead
Welcome	Melissa Larkin-Skinner, Chair
Manatee County Overdose Prevention and Education Program (OPEP)	Marisol Garcia, Manatee County Senior Health Services Analyst
Manatee County Coordinated Opioid Recovery (CORE)	Shannon Shanks, Manatee County Nurse Practitioner and Clinical Supervisor
CHIP Subcommittee Updates <i>Healthy Living</i> <i>Behavioral Health</i> <i>Youth Development</i>	<i>Kristi Hagan</i> <i>Whitney Hughson</i> <i>Jodi O'Meara</i>
Legislative Priorities	All
Agency Updates	All

2024 Meetings (Zoom) on Thursdays, 9:30AM-11:00AM	
April 25	August 22
May 23	September 26
July 25	October 24
November 21 (CHIP Annual Review)	



Manatee HealthCare Alliance

MISSION

Promote and ensure the health and well-being of Manatee County residents and visitors through collaboration and partnerships.

VISION

Well-being for all.

VALUES

Integrity

honesty, accountability, transparency, trust

Advocacy

*highlighting important community issues,
nonpartisan legislative issues, inclusivity, holding
space for underserved communities,
community education*

Solution-Focused

data-driven, innovation, prevention