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About the University of Miami Health System

The University of Miami Health System (UHealth) includes UHealth Tower, Bascom Palmer Eye Institute, Sylvester Comprehensive Cancer Center, and outpatient sites providing comprehensive care in more than 100 subspecialties across South Florida. In addition to caring for the community, conducting innovative research, and educating the next generation, UHealth is committed to improving the health and well-being of its community.

Mission Statements

University of Miami Health System: The mission of the University of Miami Health System and Leonard M. Miller School of Medicine is to be a state-of-the-art academic medical center that serves the South Florida community and beyond.

Bascom Palmer Eye Institute: Bascom Palmer Eye Institute aims to enhance the quality of life by improving sight, preventing blindness, and advancing ophthalmic knowledge through compassionate patient care and innovative research.

Sylvester Comprehensive Cancer Center: SCCC seeks to reduce the human burden from cancer and other serious illnesses through research, education, prevention, and the delivery of quality patient care.
The Miami-Dade County Community Health Needs Collaborative

Four organizations came together to create a comprehensive Community Health Needs Assessment (CHNA) for Miami-Dade County: Jackson Health System, Mount Sinai Medical Center, and Nicklaus Children’s Hospital, and the University of Miami Health System. The collective impact this group can make is much greater than each one acting separately. The collaborative plans to continue to address health needs in Miami-Dade County through this cycle and future efforts.

The Community Health Needs Assessment defines priorities for health improvement, creates a collaborative community environment to engage stakeholders, and an open and transparent process to listen and truly understand the health needs of the community served by University of Miami Health System. The 2023 CHNA can be accessed here: umiamihealth.org.

The University of Miami Health System’s Board of Directors approved and adopted this Implementation Plan. This report is made widely available to the community via University of Miami Health System’s website and paper copies are available free of charge at the University of Miami Health System.
Most Significant Community Health Needs

The following health issues represent the health needs of the community based on the results of the 2023 CHNA. These needs are listed in order of priority as determined by participants at the 2023 CHNA Summit using a nominal group technique.

- Access to Healthcare
- Mental Health
- Income Inequality/Financial Stability
- Housing
- Access to Affordable Health Insurance
- Chronic Diseases
  - Heart Disease
  - Diabetes
  - Cancer
- Nutrition/Food Insecurity
- Maternal Child Health
- Transportation
- Healthy Weight
- Violence, Injury, Safety
- Sense of Community, Community Building, and Trust
- Collaboration to Meet Needs
- Sexual Health
- Physical Activity
- Substance Use
- Vaccinations
- Communicable Diseases
- Stroke
- Nicotine Use

As an academic, medical, and research institution, UHealth is committed to the community it serves. For each of the identified health needs, UHealth will work with internal and external stakeholders to strengthen services and where gaps exist and identify new collaborative initiatives to better serve vulnerable communities. UHealth, along with its partners, will work diligently to address the needs prioritized in this process by acting on the goals and objectives outlined in this plan.

By following this plan, UHealth takes significant strides in improving the health and wellbeing of Miami-Dade County and beyond.
Priority Areas

UHealth is committed to moving our mission forward through community health improvement efforts and extending our reach by partnering with other health systems and community-based organizations to address these disparities. The University of Miami Health System will work to address the following health needs during this CHNA cycle.

1. Access to Quality Healthcare
2. Mental Health
3. Heart Disease
4. Diabetes
5. Cancer

Efforts outlined in the Implementation Plan may intersect with other needs and will be categorized under the primary area of focus.

At this time, UHealth will not address all identified needs in the CHNA as part of this Implementation Plan to better prioritize needs and enhance our impact on select priority areas. Health needs not defined in the plan will be addressed through active collaboration with other health systems and community-based organizations who are working to minimize the burden of the defined health concerns.
## Access to Quality Healthcare

**GOAL:** Promote accessible and quality healthcare across Miami-Dade County

### OBJECTIVE
Increase access to preventive health services and education through health fairs and weekly clinics in underserved areas that connect individuals to long-term care and ensure continuity of care for individuals with challenges to healthcare access

### STRATEGY
Host DOCS health fairs in underserved neighborhoods and weekly clinics at local health centers

### MEASURE
- Maintain the number of health fairs hosted
- Increase the number of health fair patients screened
- Increase the number of patient visits to clinics

### OBJECTIVE
Minimize financial barriers to healthcare to enhance accessibility and encourage individuals to seek necessary medical care

### STRATEGY
Assist individuals in-need through the Medicaid re-enrollment process

### MEASURES
- Increase the number of people assisted with Exchange funding options
- Increase the number of people assisted through the Medicaid re-enrollment process

### OBJECTIVE
Improve health knowledge through appropriate health education materials to mitigate risks and empower individuals to actively participate in their own healthcare

### STRATEGY
Launch a Health Literacy Program to collaborate with UHealth departments and create culturally appropriate health materials

### MEASURE
- Was a Health Literacy Program created?
- Increase the number of UHealth departments that have adopted culturally appropriate health materials
Access to Quality Healthcare

**GOAL:** Promote accessible and quality healthcare across Miami-Dade County

| OBJECTIVE | Improve access to preventative health services and education to children and adolescents, fostering a healthier future generation |
| STRATEGY | Deploy pediatric mobile units to areas of high needs and provide free services to students in Title I schools |
| MEASURE | • Increase the number of unique patient encounters  
• Increase the number of medical encounters  
• Increase the number of vaccines administered  
• Increase the number of people vaccinated  
• Increase the number of site visits  
• Increase the number of people served by site |

| STRATEGY | Expand access to services through events and telehealth services |
| MEASURE | • Maintain the number of schools participating in the School Health Initiative  
• Increase the number of events attended  
• Increase the number of telehealth visits |

| OBJECTIVE | Expand healthcare accessibility by establishing new locations to create additional access points for communities |
| STRATEGY | Develop a primary care strategy and open new sites that provide additional access points to healthcare within the community |
| MEASURES | • Have resources been identified for expansions and new locations?  
• Has a primary care expansion strategy been developed?  
• Increase number of expansions/new locations opened |
Mental Health

GOAL: Enhance community access to comprehensive behavioral health support

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>STRATEGY</th>
<th>MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen community mental and behavioral health support that fosters</td>
<td>Distribute materials to first responders with resources for themselves</td>
<td>• Increase the number of first response partners receiving educational</td>
</tr>
<tr>
<td>emotional well-being and resilience</td>
<td>and individuals in crisis</td>
<td>materials</td>
</tr>
<tr>
<td></td>
<td>Deploy mobile units to areas of high needs and provide free services to</td>
<td>• Increase the number of high-value mental health encounters</td>
</tr>
<tr>
<td></td>
<td>Title I schools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilitate virtual guided mindfulness programs open to the community</td>
<td>• Increase the number of participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase collaboration with community-based behavioral health organizations to continue to destigmatize behavioral health concerns and promote care in the community</td>
<td>Participate in and promote local events focused on promoting healthcare for behavioral health</td>
<td>• Increase the number of community events participated in</td>
</tr>
</tbody>
</table>
## Heart Disease

**GOAL:** Reduce the burden of cardiovascular disease in Miami-Dade County through prevention efforts

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Decrease the risk of heart disease in vulnerable populations</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Identify collaborators and resources needed for heart disease prevention</td>
</tr>
</tbody>
</table>
| MEASURES  | • Were resources identified for a heart disease prevention program?  
                        • Has a heart disease prevention program been established? |

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Increase awareness for heart disease through community screenings and connection to follow up care</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Promote heart screenings at health fairs and weekly clinics</td>
</tr>
<tr>
<td>MEASURES</td>
<td>• Increase the number of heart screenings in health fairs and weekly clinics</td>
</tr>
</tbody>
</table>
## Diabetes

**GOAL:** Lower the diabetes burden through prevention, health education, and specialized care

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Decrease diabetes admissions by ensuring patients receive the adequate level of care during hospitalization and upon discharge from hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Establish a system-wide plan that allows for follow up care to address diabetes</td>
</tr>
<tr>
<td>MEASURES</td>
<td>• Was a system-wide plan established to provide follow-up care to patients with diabetes?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Minimize risk of diabetes among at-risk populations through health education</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Distribute educational materials to those who are pre-diabetic or at-risk for developing diabetes</td>
</tr>
<tr>
<td>MEASURES</td>
<td>• Increase the number of people reached through targeted distribution of educational materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Work with Jackson Health System to identify a care plan that best serves the community in need</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Meet with partners at Jackson Health System to discuss opportunities and feasibility for a centralized prevention program</td>
</tr>
</tbody>
</table>
| MEASURES  | • Increase the number of opportunities for collaboration identified  
• Were resources identified for a collaborative diabetes prevention program? |
## Cancer

**GOAL**: Reduce the cancer burden in Miami-Dade County.

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>Increase access to preventative cancer screenings and promote community collaboration in outreach and research efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGY</td>
<td>Increase screening rates in the catchment area for colorectal, cervical prostate, and lung cancers</td>
</tr>
</tbody>
</table>
| MEASURES  | • Increase the total number of screening activities conducted on the Game Changer mobile units  
• Increase the number of individuals who have undergone colorectal cancer screenings on the Game Changer mobile units  
• Increase the number of individuals who have undergone cervical cancer screenings on the Game Changer mobile units  
• Increase the number of individuals who have undergone prostate cancer screenings on the Game Changer mobile units  
• Increase the number of individuals with positive screening results who have been guided and supported in navigating the healthcare system for further diagnostic tests and treatment  
• Increase the implementation of lung cancer eligibility questions  
• Increase the number of individuals eligible who were navigated to lung cancer screenings |
| STRATEGY  | Track the level of interaction, participation, or involvement of the community in community outreach and research efforts about cancer and cancer prevention/early detection |
| MEASURES  | • Increase the number of individuals who have actively participated in cancer-related community engagement activities, initiatives, events, or programs  
• Increase the number of participants who have attended listening sessions on cancer risk and outcome  
• Increase the number of cancer educational materials or resources that have been distributed to individuals within the community  
• Increase the number of community members who have been successfully recruited to participate in open cancer research studies |
Community Partners

The University of Miami Health System has identified the following community partners to collaborate with in this cycle’s Implementation Plan. In addition to these partners, UHealth is involved in health improvement efforts through other collaboratives in Miami-Dade County.
A special thanks to the departments across the University of Miami Health System for all they do to move health equity forward in Miami-Dade County and beyond. With the dedication of these teams, the health system can address the common goal of improving health in its community.

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