

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY

UNIVERSITY OF MIAMI
HOSPITAL AND CLINICS



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I. Steering Committee Members

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EXECUTIVE SUMMARY

II. Executive Summary

Introduction

University of Miami Hospital & Clinics (UMHC), also known as UHealth, delivers leading-edge patient care by the region's best doctors from the University of Miami Leonard M. Miller School of Medicine. UHealth is powered by 1,200 physicians and scientists caring for the community and developing the latest advancements in medicine. As South Florida's only university-based health system, UHealth is a vital component of the community. The Health System offers compassionate care and advanced treatments and technologies in cancer, ophthalmology, sports medicine, cardiovascular care, neurosurgery, diabetes, orthopedics, ENT and much more.

UHealth's comprehensive network includes Bascom Palmer Eye Institute/Anne Bates Leach Eye Center, University of Miami Health System Tower, the Sylvester Comprehensive Cancer Center and more than 30 outpatient locations throughout Miami-Dade, Broward, Palm Beach and Collier counties. The vast majority of UHealth's patients come from Miami-Dade County (69%) which is considered the primary service area for this implementation strategy.

How the Implementation Strategy was Developed

The implementation strategy was developed after the comprehensive community health needs assessment (CHNA) was completed. Please refer to the complete CHNA for the full report. Strategies and action plans were developed based on a consensus among steering committee members after input from each of the respective disciplines.

The health needs of Miami-Dade County, as identified in the CHNA, are as follows:

- Access to Care
- Availability of Primary Care and Prevention
- Cancer Prevention and Treatment
- Chronic Disease Management
- Communicable Disease including HIV and STDs
- Healthy Lifestyles: Physical Activity and Nutrition
- Maternal and Child Health

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**IDENTIFIED COMMUNITY
HEALTH NEEDS**

III. Health Needs Identified

The priority health needs identified in the CHNA as concerns for the residents of Miami-Dade County are as follows:

1. Access to Care. Accessing health care is often complex, with residents often facing multiple financial, organizational, institutional and social or cultural barriers that may impact appropriate utilization of the health care system. Although the Affordable Care Act expanded health insurance coverage to Americans, it is still unclear if increased coverage has impacted the clinical outcomes. In addition, it is understood that expanded insurance coverage does not mitigate the additional barriers to accessing appropriate health care.

2. Availability of Primary Care and Prevention. The nationwide shortage of primary care providers is projected to worsen as our population ages, as fewer medical students choose to practice primary care and access to health insurance coverage increases under the Affordable Care Act. Further exacerbating the shortage are the low rates of reimbursement to providers accepting Medicaid, the national health program for low-income individuals and families. Because the current Medicaid reimbursement rates are low, many providers are unwilling to accept new patients. As a result, Medicaid enrollees and the uninsured often turn to the safety net and charity care for the primary care they need.

3. Cancer Prevention and Treatment. As of 2011, cancer surpassed heart disease to become the primary cause of mortality for Floridians, primarily due to the State's large population of older adults (65 years of age and older). This trend is mirrored in Miami-Dade County. Cancer-specific mortality has been steadily increasing across the region over the past 10 years, even for cancer sites, largely amenable to prevention and early detection. As in Florida and the broader US, breast, colorectal, lung, and prostate cancers account for the majority of cancer deaths in the Miami metropolitan area. However, there appears to be a unique pattern of disease burden among ethnic/racial minorities within Miami. Blacks and Hispanics are significantly more likely to be diagnosed with late stage disease for multiple cancer sites relative to their white counterparts.

4. Chronic Disease Management. Chronic diseases can often be controlled, but rarely cured. They include conditions such as heart disease and stroke, cancer, diabetes, arthritis, Alzheimer's, back problems, asthma, obesity, allergy and chronic depression. Chronic diseases are the leading cause of death and disability, worldwide. In 2014, the leading cause of death in UMHC's top five (5) PSAs was heart disease, followed by malignant neoplasms, chronic lower respiratory diseases, cerebrovascular diseases, and diabetes.

5. Communicable Disease, including HIV and STDs. Communicable diseases, also known as infectious diseases, are those that can spread from one person to another. Preventing and controlling the spread of communicable disease is key to maintaining optimal health. Per the American Public Health Association, "There are many ways to prevent the spread of disease. Vaccinations have helped eliminate or greatly reduced disease threats. Proper handwashing, ensuring the food we eat and water we drink is safe, avoiding people who are sick and practicing safe sex are other important ways to slow or stop disease transmission. Outbreaks of communicable diseases can have an extraordinary impact on human health."

Health Needs Identified

6. Healthy Lifestyles: Physical Activity and Nutrition. With the increased burden of chronic disease, there is a need to enhance the time and attention to preventative measures to help prevent disease. In order to have a meaningful impact, access and availability of health-conscious spaces must be fostered by the community. This includes access to affordable fresh fruits and vegetables, safe communities that foster healthy lifestyles, and a foundational understanding of how lifestyle choices may impact clinical health outcomes.

7. Maternal and Child Health. Maternal and child health in the United States have vast disparities, particularly in minority and/or low-income communities. The care that newborns and infants receive can affect their health and development throughout childhood and into adult life. A healthy start is vital for children. In addition, it has been well-established for decades that a key strategy for a mother to protect her health and that of her unborn child is to visit a doctor or other health professional early and regularly during her pregnancy. Maternal and child health outcomes in Miami-Dade County vary widely as well. For example, access to early prenatal care in one Miami-Dade zip code was 72%, while another zip code less than 30 miles away, was over 95%. In addition, Miami-Dade Black and Hispanic infants have a mortality rate 433% higher than White babies, and more than 200% higher than the national average.

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**ADDRESSING
HEALTH NEEDS**

IV. Addressing Health Needs

To help address the community needs identified in the CHNA, UMHC offers the following strategies:

a. Access to Care

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Connect patients to health insurance coverage	Uninsured residents	Provide financial assistance to enroll patients seeking care with appropriate financial resources	# of uninsured patients enrolled in available funding programs	Departments of Finance and Social Work County Department of Health AHCA - Medicaid
Educate patients, their family members and community members on all financial resources available to them to ensure they receive appropriate care	Uninsured residents	Develop a comprehensive guide for all financial resources available and train financial counselors on accessing all options to use when counseling patients on options	# of uninsured enrolled in programs Amount of charity care # of referrals to county programs	Departments of Finance and Social Work County Department of Health AHCA - Medicaid
Screen and provide referrals to appropriate services for patients with low vision needs	Underserved patients with low vision needs in Miami-Dade County	Provide referrals to Light House and Division of Blind Services for appropriate services	# of referrals to the partner programs	Light House Division of Blind Services Bascom Palmer Eye Institute
Increase enrollment to Florida KidCare to ensure access to appropriate care	Uninsured children seeking care in UHealth facilities	Enroll children needing coverage and provide education on resources available for children needing care	# of children enrolled in Florida KidCare	Departments of Finance and Social Work Florida KidCare County Department of Health

b. Availability of Primary Care and Prevention

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Provide free comprehensive primary care to underserved populations	Underserved populations in Miami-Dade County	Conduct free comprehensive health fairs and clinics	# of health fairs and clinics held # of people served by health fairs and clinics # of people with positive findings, necessitating follow up care	Mitchell Wolfson Department of Community Service Center for Haitian Studies IDEA Clinic San Juan Bosco Clinic Caridad Clinic Jack and Jill Light of the World
Increase availability to primary care providers	Residents of Miami-Dade County without a primary care provider	Recruit additional primary care providers and open clinics in Miami-Dade County	# of PCPs recruited # of new patient visits	Department of Medicine County Department of Health
Provide well child visits and chronic health management services	Elementary and high students in underserved communities in Miami-Dade County	Provide well child visits in mobile clinic free of charge	# of schools in County visited # of students receiving well child visits or chronic health management	Division of Pediatrics Children's Health Fund Miami-Dade County Public Schools

c. Cancer Prevention and Treatment

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Provide cancer screening and prevention activities among populations with high incidence of cancer	Black and Hispanic adults in zip codes with high incidence of late stage cancer	Utilize a mobile unit to provide educational material promoting cancer awareness, conduct free cancer screening tests and facilitate connection to other resources through use of a resource directory	<p># of people receiving educational materials</p> <p># of people screened among target populations in zip codes with high incidence</p> <p># of people with positive findings</p> <p># of people referred to supportive resources</p>	<p>Sylvester Cancer Center</p> <p>Sant La Haitian Neighborhood Center</p> <p>Little Haiti</p> <p>NET Office</p> <p>WIC</p> <p>Department of Health</p> <p>Health Choice Network</p>
Conduct colon cancer screenings and educational activities	Adults in zip codes with high colorectal cancer incidence and mortality	Series of colorectal cancer-focused health events to increase education about colorectal cancer and the importance of early detection of disease and free screening via fecal immunochemical (FIT) tests	<p># of educational health events</p> <p># of people receiving educational materials</p> <p># of screening kits distributed</p> <p># of screening kits returned</p>	<p>Sylvester Cancer Center</p> <p>Citrus Health</p> <p>Community Health Incorporated</p> <p>AHEC</p> <p>Center for Haitian Studies</p> <p>Camilus House</p>

c. Cancer Prevention and Treatment (cont'd)

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Conduct free skin and thyroid cancer screenings for firefighters	Miami-Dade County firefighters	Series of firefighter screenings in locations throughout Miami-Dade County	# of screening locations # of firefighters screened # of firefighters with positive findings	Sylvester Cancer Center Firefighters' Union Local 1403 City of Miami South Florida Health & Safety Collaborative
Provide cancer screening and educational/prevention activities	Residents of Miami-Dade County	Utilize a mobile unit to provide educational material promoting cancer awareness, conduct free cancer screening tests and facilitate connection to other resources through use of a resource directory	# of educational health events # of people receiving educational materials # of people screened # of people with positive findings # of people referred to supportive resources	Sylvester Cancer Center South Florida Cancer Control Collaborative Leukemia & Lymphoma Society Susan G. Komen Foundation Health Foundation of South Florida
Provide reduced cost lung cancer screenings	Residents of Miami- Dade County at risk of having lung cancer and without a regular source of insurance	Utilize outreach events to promote lung cancer screening and mobile unit to provide screenings to eligible individuals	# of outreach events # of people screened # of people with positive findings # of people referred to supportive resources	Sylvester Cancer Center American Lung Association

d. Chronic Disease Management

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Reduce hospitalizations related to hypertension/high blood pressure	Individuals in communities characterized by increased risk of morbidity and mortality from diabetes and hypertension with limited access to the formal healthcare system	Provide free glucose screening and blood pressure checks through health fairs and clinics	# of glucose screenings provided # of blood pressure checks provided # of patients with abnormal glucose readings # of patients with elevated blood pressure # of patients successfully navigated to follow up for abnormal findings	Mitchell Wolfson Department of Community Service Center for Haitian Studies IDEA clinic San Juan Bosco Clinic Caridad Clinic Jack and Jill Light of the World
Educate the community on risks, prevention and management of chronic disease such as heart disease, diabetes, COPD	Residents of Miami-Dade County at risk for chronic disease	Conduct free community education talks on chronic disease	# of community talks # of people attending talks	Department of Medicine County Department of Health American Heart Association American Diabetes Association
Create awareness of risk factors for heart disease, educate on factors to reduce risk and provide access to early intervention	Residents of Miami-Dade County at risk for cardiovascular disease	Provide free online risk assessment for heart disease and access to intervention if needed	# of people completing assessment # of people receiving consultation and referral for services due to results of assessment	American Heart Association Division of Cardiology County Department of Health

e. Communicable Disease, including HIV and STDs

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Decrease HIV and AIDS incident rates in at risk populations	Individuals at high risk for HIV given behavioral and/or community risk	Utilize a mobile unit to provide free HIV screening and PrEP (pre-exposure prophylaxis) to individuals at high risk of infection but not yet infected	# of people screened for HIV # of people who screen positive # of positive individuals who are navigated to follow up care # of people provided PrEP # of individuals provided PrEP who return for follow up	Center for AIDS Research Sylvester Comprehensive Cancer Center County Department of Health
Decrease Hepatitis C incident rates in at risk populations	Individuals at high risk for Hepatitis C given behavioral and/or community risk	Utilize a mobile unit and the free clinical services provided by the Infectious Disease Elimination Act (IDEA) clinic to screen individuals at high risk of Hepatitis C for active infection	# of people screened for Hepatitis C # of people who screen positive # of positive individuals who are navigated to treatment	IDEA Clinic Center for AIDS Research Sylvester Comprehensive Cancer Center County Department of Health

f. Healthy Lifestyles: Physical Activity and Nutrition

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Link patients and their families with important resources for accessing nutritional meals.	Patients and their families who indicate having difficulty accessing healthy food options.	Share schedules and locations to Farm Share trucks and provide links to Meals on Wheels and other options for nutritional food options		Meals on Wheels Fresh food distributors Farm Share
Educate patients and their family's on resources available to assist with ensuring access to resources to meet nutritional needs	Underserved patients and their family's in Miami-Dade County	Develop resource director to include resources available to seek needed nutrition such as WIC, SNAP, TANF	# of people counseled on resources	Departments of Social Work and Finance County Department of Health

g. Maternal and Child Health

Strategy	Target Population	Actions	Performance Measures	Resources/ Partners
Improve immunization rate for kindergarten students	Miami-Dade County students without required immunizations	Provide clinic care, including immunizations through the School Health Initiative and Pediatric Mobile Clinic	# of schools in County visited by Pediatric Mobile Clinic # of students receiving required immunizations	Division of Pediatrics Children's Health Fund Center for Haitian Studies AHEC Ronald McDonald Charities Eulen America Kennedy Family Foundation Garfield Foundation
Provide well child visits and chronic health management services	Elementary and high students in underserved communities in Miami-Dade County	Provide well child visits free of charge	# of schools in County visited # of students receiving well child visits or chronic health management	Division of Pediatrics Children's Health Fund Miami-Dade County Public Schools
Increase enrollment to Florida KidCare to ensure access to appropriate care	Uninsured children seeking care	Enroll children needing coverage and provide education on resources available for children needing care	# of children enrolled in Florida KidCare	Departments of Finance and Social Work Florida KidCare County Department of Health
Provide access to resources for families and children impacted by domestic violence	Survivors of domestic violence in Miami-Dade County	Offer social work services free of charge to survivors of domestic violence to provide necessary resources	# of families served	Mailman Center for Child Development Domestic Violence and Family Courts

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**HEALTH NEEDS NOT
ADDRESSED &
CONCLUSION**

V. Significant Health Needs Not Addressed

As described in detail in the Community Health Needs Assessment, seven health needs were identified during the assessment – access to care, availability of primary care and prevention, cancer prevention and treatment, chronic disease management, communicable disease, healthy lifestyles including physical activity and nutrition and maternal and child health.

UMHC has elected to address the seven health needs identified in the Community Health Needs Assessment in this Implementation Strategy.

VI. Conclusion

Comments regarding the Community Health Needs Assessment and/or Implementation Strategy can be submitted to mlanham@med.miami.edu or by mail to University of Miami Hospital and Clinics, UHealth 1120 NW 14th Street, Suite 360N, Miami, Florida 33136.

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