

The Florida Department of Health in Manatee County



Presented to the Manatee County
Healthcare Advisory Committee
March 23, 2016



Presented by Jennifer Bencie, MD, MSA

Introduction



Mission Statement:

"To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts."

Vision Statement:

To be the Healthiest State in the Nation.

Overview



The Florida Department of Health will be classified as a “large” health department in July of 2016.

Current number of **staff in FDOH** is **14,358.57**

Current budget for FDOH is **\$2,821,748,511**

Current number of **staff in Manatee County** is **134**

Current budget in Manatee County is **\$7,959,217**

Divisions



- Accreditation and Quality Improvement
- Disease Control and Surveillance
 - Epidemiology
 - Environmental health
 - HIV/STIs
- Public Health Practice and Policy
- Community Health
- Emergency Preparedness (Medical Reserve Corps)
- Special Supplemental Food Program for Women, Infants and Children (WIC)
- Clinical Services
- Administration
 - Finance and Accounting
 - Human Resources



ACCREDITATION AND QUALITY IMPROVEMENT

Accreditation



March 2016: Florida received the first Accreditation as an integrated public health system (state and local health departments).

- **Measures performance** against a set of **nationally recognized, evidenced-based standards.**
- Provides a framework to **identify performance improvement opportunities**, improve management, develop leadership, and **improve relationships with the community.**
- 5 years with annual reports

Accreditation



Accreditation Evaluates:

- **Community Health Assessment**
- Investigating Health Hazards and Enforcing Public Health Laws
- **Informing, Educating and Engaging the Public to Address Health Problems**
- Developing Plans (Community Health Improvement Plan, CHD Strategic Plan, Quality Improvement Plan, Emergency Operations Plan)
- Developing Leaders and the Public Health Workforce
- **Evaluation & Continuous Improvement**
- Effective Governance and Financial Systems

Strategic Planning





MISSION: To protect, promote and improve the health of all people in Florida through integrated state, county, and community efforts.

VISION: To be the healthiest state in the nation.

VALUES - ICARE: Innovation, Collaboration, Accountability, Responsiveness, Excellence

SERVICES: ●Administration (Human Resources, Data Support & Information Technology, Budget, Finance & Accounting, Facilities) ●Clinical Services(Family Planning, TB, Sexually Transmitted Infections, Lab, Medication Room, Prevention & Wellness Care, Breast & Cervical Cancer, School-Based Health) ●Community Health (Healthiest Weight, Teen Pregnancy Prevention, Worksite Wellness, Wellness Champions), (Public Health Practice and Policy (Tobacco, Public Health Advisors) ●Director's Office (Partnerships, Strategic Planning, Performance Excellence) ●Disease Prevention (Environmental Health—(Education, Inspections, Regulatory, Epidemiology—Surveillance, Investigation, Outbreak Management, Consultation, Communicable Disease Control) ●Health and Medical Preparedness (ESFB, MRC, PIO) ●Vital Statistics (Birth/Death Certificates & Data) ●Women, Infants and Children—WIC (Nutrition Education, Food Vouchers, Referrals, Breast Feeding Support)

Florida Department of Health in Manatee County Strategic Plan 2015–2017

Goal #1: Ensure health promotion, protection & prevention:

Goal 1 Short-term Objectives:

- By 6/30/16, each DOH-Manatee program will identify opportunities to positively impact infant mortality
Champion: Luz Cerecua
- By 6/30/16, each DOH-Manatee program will identify opportunities to support the healthy weight initiative
Champions: Luz Cerecua & Megan Jourdan
- By 6/30/16, expand the current senior leader SMART expectation regarding engagement in community coalitions to promote and protect health to all supervisors and other identified key staff
Champions: Luz Cerecua & Carrie Harter
- By 6/30/16, work with the Bureau of Preparedness and Response (BPR) technical assistance to implement an inventory management system IRMS (an inventory management system)
Champion: Adam DuBeis
- By 6/30/16, develop a process to provide just-in-time training and shift human resources to provide surge to meet emerging threats
Champion: Carrie Harter

Goal 1 Long-term Objective:

- By 12/31/17, implement a systematic and effective communications process, including the use of social media, to promote evidence-based healthy practices within the community
Champion: Megan Jourdan & Adam DuBeis

Goal #2: Assure access to care and engage customers and partners in achieving improved health outcomes:

Goal 2 Short-term Objective:

- By 6/30/16, implement an electronic customer satisfaction process for all programs
Champion: Lynne Drawdy

Goal 2 Long-term Objective:

- By 12/31/17, develop and implement a social marketing strategy to improve teen access to family planning services
Champion: Edwin Hernandez

Updated 12/21/15

Goal #3: Improve workforce development, satisfaction and engagement to ensure a behaviorally and technically competent workforce:

Goal 3 Short-term Objectives:

- By 6/30/16, integrate ICARE values into recruitment, hiring, orientation, workforce development, recognition and daily operations of DOH-Manatee
Champion: Eddie Rodriguez
- By 6/30/16, develop a systematic and effective communications process for the workforce
Champion: Eddie Rodriguez
- By 6/30/16, evaluate ESS actions to determine impact on employee satisfaction and engagement
Champion: Lynne Drawdy
- By 6/30/16, 100% of employees will serve on a SPIL-related team
Champion: Lynne Drawdy
- By 6/30/16, train all employees in systems support for the public health mission (project management, critical thinking, customer service, QI, etc.)
Champion: Janice Taylor

Goal 3 Long-term Objectives:

- By 8/31/16, design the new DOH-Manatee Human Relations process, including new employee orientation and training
Champion: Eddie Rodriguez
- By 6/30/17, develop a workforce development plan that addresses the needs of a multi-generational workforce, including training and mentoring new leaders
Champion: Eddie Rodriguez

Goal #4: Ensure individual and leadership effectiveness, accountability and a culture of continuous improvement and innovation:

Goal 4 Short-term Objectives:

- By 3/31/16, each scorecard indicator will have at least one associated action plan
Champion: Lynne Drawdy
- By 3/31/16, complete a 360 assessment for each senior leader and develop an action plan to address opportunities for individual leaders and the leadership system
Champion: Dr. Jennifer Beneic
- By 6/30/16, identify critical functions and ensure we are three deep for each critical function
Champion: Carrie Harter

Goal 4 Short-term Objectives—Continued:

- By 6/30/16, revise senior leader SMART expectations from individual leaders responsible for specific scorecard measures to all senior leaders being held accountable for all scorecard measures
Champion: Lynne Drawdy

Goal 4 Long-Term Objective:

- By 12/31/17, develop a robust ethics process that identifies issues facing employees, scenario-based training, and a surveillance system
Champion: Lynne Drawdy

Goal #5: Ensure financially sustainable programs:

Goal 5 Short-term Objectives:

- By 10/30/16, identify career service positions to sustain critical functions currently performed by OPS
Champion: Eddie Rodriguez
- By 12/31/16 develop a list of program priorities based on ROI criteria to be eliminated/reduced/outourced in the event of funding cuts
Champion: Jorge Navarette
- By 3/31/16 design a financial monitoring tool by program that tracks ROI and usage of GR and county funding
Champion: Jorge Navarette

Goal 5 Long-term Objectives:

- By 7/1/2017, prepare a balanced budget that achieves budget neutrality and provides the data to support its rationale
Champion: Eddie Rodriguez

Goal #6: Leverage technology to enhance and achieve all goals and improve effectiveness and efficiency:

Goal 6 Short-term Objectives:

- By 12/31/16, provide IT resources to address SPIL Team needs, including a tracking mechanism and a SharePoint
Champion: Janice Taylor
- By 12/31/16, each senior leader will develop a priority list of needs for obtaining and analyzing data to provide actionable information
Champion: Carrie Harter

Goal 6 Long-term Objectives:

- By 8/31/16, establish process to meet the prioritized data needs
Champion: Janice Taylor
- By 10/31/16, develop a DOH-Manatee IT plan to address hardware and software needs, including services, laptops, tablets, phones, disaster response systems, as well as the latest software and website updates with the spirit of innovation and a sense of urgency for increased organizational efficiency
Champion: Janice Taylor

- State Health Improvement Plan (SHIP)
 - Healthiest Weight
 - Infant Mortality
 - Cancer
 - Trauma
- Community Health Improvement Plan (CHIP)
 - Manatee Healthcare Alliance

Quality Improvement



Scorecard Measures:

- Product/Service/Process Results
- Customer Results/Workforce Results
- Leadership Results
- Financial Results
- QI Plan and Strategic Plan are aligned to key metrics
- Reviewed monthly by leaders using traffic light methodology (green – on target, yellow – at risk-monitor, red – action required)



DISEASE CONTROL AND SURVEILLANCE

Presented By: Carrie Harter

Epidemiology



- Zika Response
- Ebola Response
- Meningitis Response
 - **79** students, **15** family members, **13** faculty

Total Investigations

2014

400

2015

423



HIV/STIs



- It costs approximately **\$379,665** for a lifetime of HIV treatment.
- Hepatitis C medications costs **\$84,000**.
- Hepatitis C accounts for approximately 1000 liver transplants a year in the United States. Each transplant costs **\$280,000**.

	HIV	STI	HCV
2014	4937	4813	2854
2015 (9 months)	3072	3338	1931

Environmental Health



- Offers a variety of services including inspections, monitoring, and investigations.
- Beach water sampling to monitor bacteria levels for safe swimming.
- Swimming pool inspections
 - These activities keep the **3 million visitors** to Manatee County **healthy and safe** from waterborne illnesses.
 - Participate in the **Development Review Committee (DRC)** for Manatee County and City of Bradenton: assist in providing pre-construction review to **assist developers, contractors, and business owners** in the construction permitting process.



PUBLIC HEALTH PRACTICE AND POLICY/ COMMUNITY HEALTH

Presented By: Megan Jourdan
Community Health Director: Kisha Gaines

Manatee County Community Health Assessment



reduce crime and violence

reduce adult obesity through workplace wellness

increase access to and consumption of healthy foods

increase physical activity among families and individuals

reduce teen births

reduce infant mortality rates

reduce childhood obesity and overweight

Healthiest Weight



Food Deserts

- Community garden at DOH-Manatee
 - The U.S. government's urban gardening program has estimated a **\$1 to \$6 ratio of return on investment** for food growing projects like community gardens.
 - **Received a \$100,000 USDA Grant for Mobile Market**

Zero To Five Coalition

- Safe Sleeping
- Childhood Obesity Reduction
- Breastfeeding Friendly Hospitals

Complete Streets

- The safer conditions created by Complete Streets projects **avoided** a total of **\$18.1 million** in **collision** and **injury** costs in one year alone.
-Safer Streets, Stronger Economies

Community Outreach



Health Links

- **Partnership with DOH-Manatee, Manatee County Chamber of Commerce, Blake Medical Center and Health Links at the Colorado School of Public Health**
- Recognize employers who help their workforce be as healthy as possible
- Evidence-based program based out of the Colorado School of Public Health.
- Health Links will help us in achieving our state-wide goal of becoming the healthiest state in the nation.
- **5 local businesses recognized**
- Launched February 1st, 2016

Paramedicine

- Awarded **\$818,287** to implement program with community paramedicine component

Safe Kids/ Falls Prevention

- **Committees highlight important partnerships throughout the county, including EMS, LECOM, IFAS** as they work toward common goals
- Safe Kids' Day
- Falls Prevention Workshops



Tobacco Prevention



- Tobacco Free Businesses:
20 maintained in 2015
 - Businesses lose an average of **\$4,056 per smoker** every year in lost productivity
- Tobacco Free Manatee Coalition
- Students Working Against Tobacco (SWAT)
 - 6 SWAT Clubs
 - 84 SWAT Youth





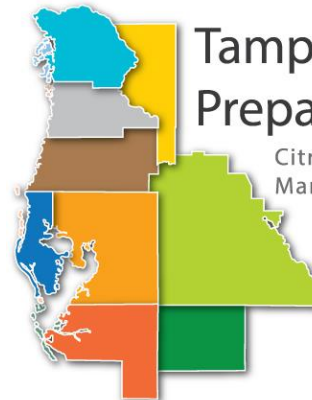
PUBLIC HEALTH PREPAREDNESS

Presented By: Adam DuBois

Preparedness Planning



- Special Needs Sheltering
 - Continuity of Operations Planning (COOP)
 - Environmental Health Planning
 - Red Tide
 - Epidemiology Planning
 - Zika
 - Bioterrorism and Pandemic Flu Planning
 - Mass Patient Care/ Alternate Care Site Planning
 - Volunteer Management
- **Local ESF-8 Partnerships/ Healthcare Coalition**
 - **Lead partner** during EOC activations
 - Participate with coalition partners to improve response efforts through coalition projects
 - Centerstone improved communications (\$7,000 project)



Tampa Bay Health & Medical Preparedness Coalition

Citrus, Hardee, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk & Sumter Counties

Medical Reserve Corps (MRC)



- **219 Volunteers** with MRC (Medical and Non-Medical)
- **203** volunteers in training
- YTD: **795 Volunteered Hours**, totaling a value of **\$24,199.67** to the community
- Participate in community events, including Riverwalk Regatta, health fairs





WOMAN, INFANTS, CHILDREN (WIC)

Presented By: Dr. Carla McGill

WIC Program Overview



- 100% federally funded by the U.S. Dept. of Agriculture (USDA) since 1974
- Provides nutritious foods, nutrition education, breastfeeding support and referrals to health care to:
 - Pregnant, breastfeeding and post partum women
 - Infants
 - Children up to age 5

WIC Program Overview



- DOH-Manatee WIC Program serves:
 - **7,462 participants** per month
 - **75.4%** of WIC infants were **ever breastfed**
- Participation in WIC results in:
 - healthier babies more likely to survive infancy
 - more nutritious diets
 - promotion of immunizations and access to health care
 - Every **WIC dollar spent** on pregnant women produces **up to \$4.21 in Medicaid savings**

Partnerships



- **Manatee Memorial Hospital**
 - WIC staff provide services in the Mother Baby Unit at MMH
 - Includes breastfeeding support for WIC participants
- WIC and Grocery Stores
 - **30 WIC-approved grocery stores in Manatee County**
 - In February 2016 approximately **\$440,000 redeemed** with Manatee vendors by WIC participants
 - **\$5,280,000** per year in WIC redemptions in Manatee County



CLINICAL SERVICES

Presented By: Dr. Edwin Hernandez

Improving the health of Manatee County residents and visitors.



- Family Planning Services
- Confidential Services for Teens
- Laboratory Services
- Immunizations (Children, Adults and Travel)
- Tuberculosis Control Services
- Sexually Transmitted Infections
- Limited comprehensive health services for adults and children
- School Based Health Services
- Drug Assistance Programs

**147, 724 Client
Visits in 2015**

Essential Public Health Services

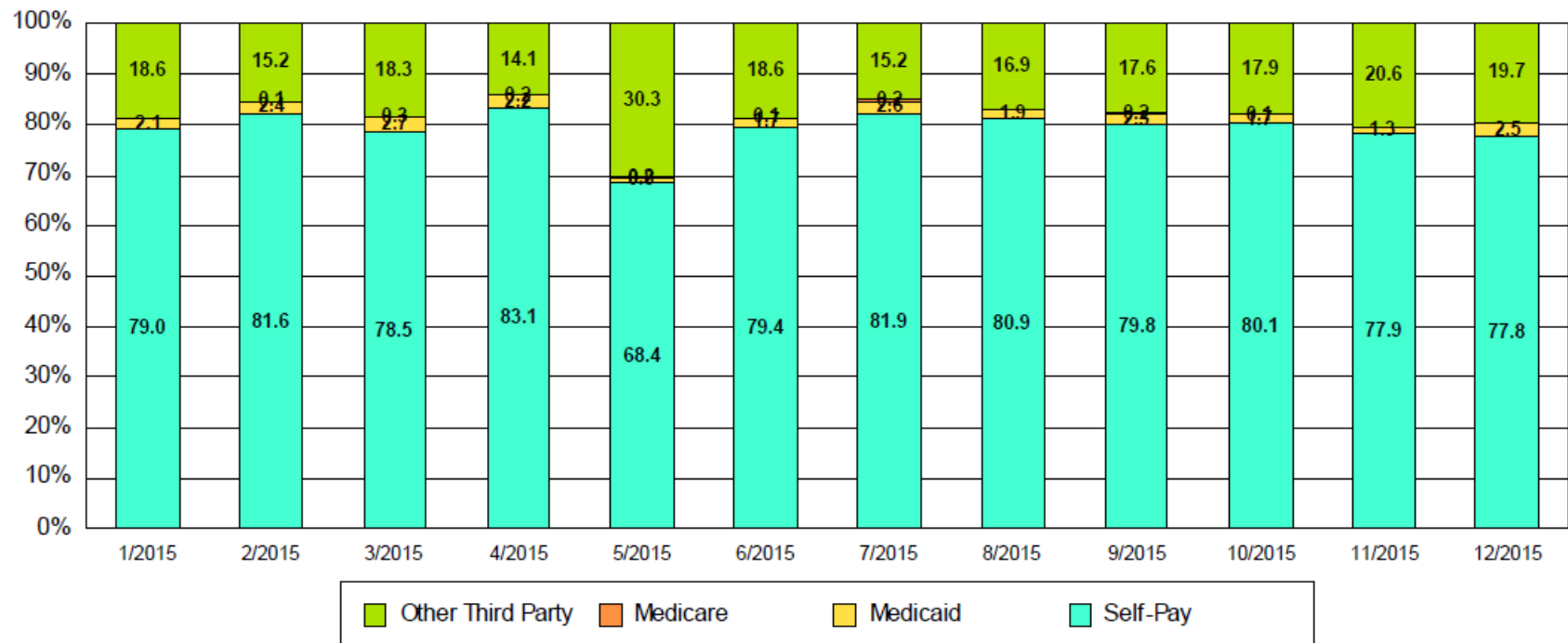


Public Health Services	Services
Immunizations	9,292
STD	15,318
TB Services	4,799
HIV Services	9,376
Family Planning	35,349
Refugee Health	1,258
Prescription Assistance	2,536
Laboratory Tests	18,125
Comprehensive Child Services	2,386
Comprehensive Adult Services	2,479
School Health	823,134
Total Services	924,052

Payer Source for Services



% Client Count by Payor Source



Successful Outcomes



- **Teen Express:** This new initiative created to address the high rate of teen pregnancy in Manatee County.
 - Number of teens on birth control: **increased by 11%**
 - Number of teens utilizing other services: **increased by 9%.**
 - In Manatee County there were **557 teen births in 2015,** estimated cost of **\$11,446,000**

Successful Outcomes



- **AIDS Drug Assistance Program (ADAP):** New care coordination strategy **increased compliance from 68% in 2014 to 93% at 2015.**
- **Clinical Integration Model:** Through this model, provision of services are facilitated across conditions, providers, settings, and time in order to achieve care that is safe, timely, effective, efficient, equitable, cost efficient and patient-focused. One of the biggest impacts of this new approach is **the improvement of customer service by 73%** as shown by survey responses in 2016.



ADMINISTRATIVE SERVICES

Presented By: Eddie Rodriguez

Vital Statistics

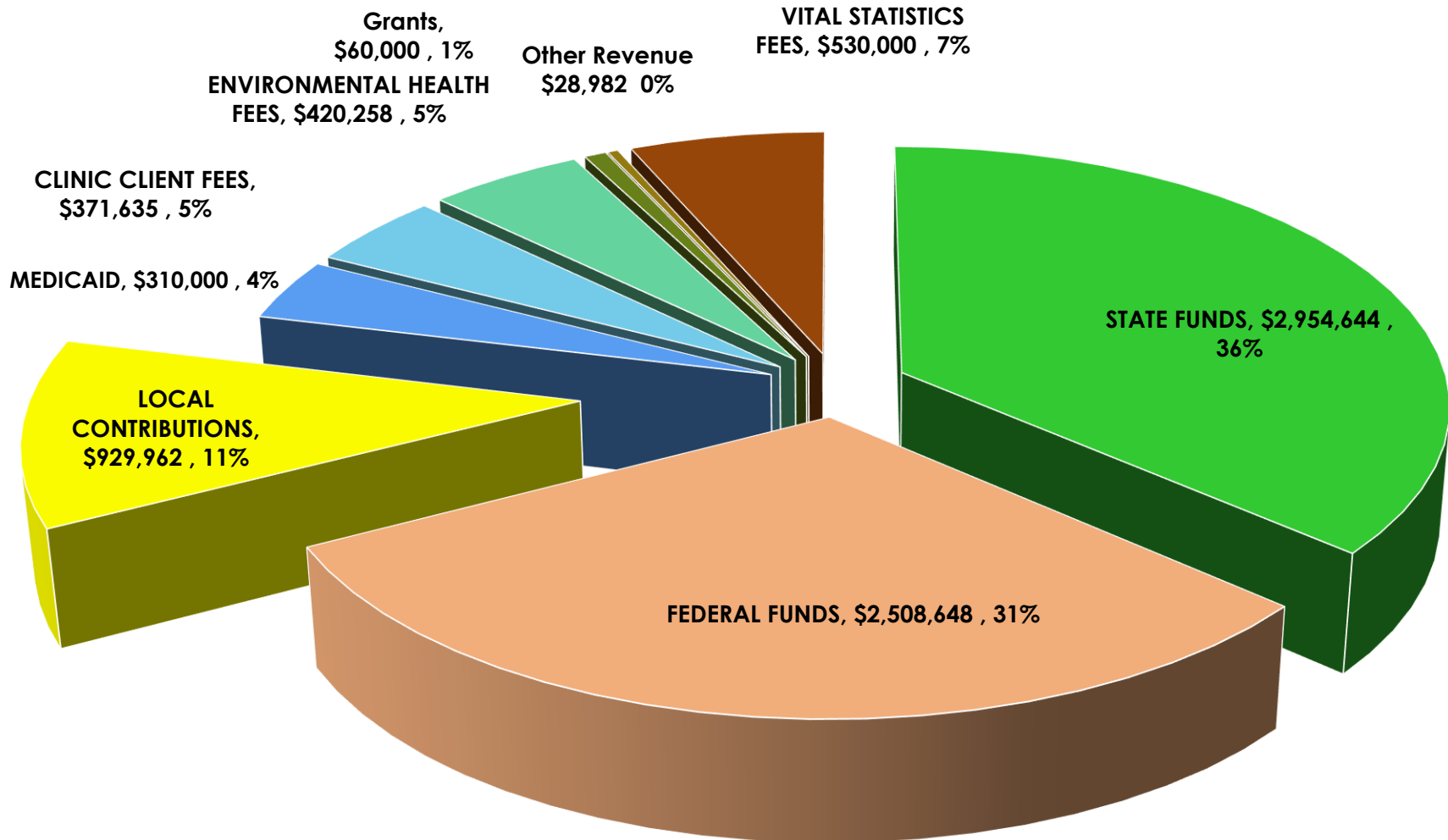


- Birth Certificates
 - Hospitals started recording and filing birth certificate in E-Vitals electronically in 2012
 - In 2015 the Vitals Statistics office issued a total of **10,250** birth certificates to **7,183** residents
 - Fee: **\$15**
- Death Certificates
 - **Currently partner with 12 local funeral homes in Manatee County**
 - In 2015 the Vitals Statistics office issued a total of **64,454** death certificates to **16,718** residents
 - Fee: **\$6**

Projected Revenues



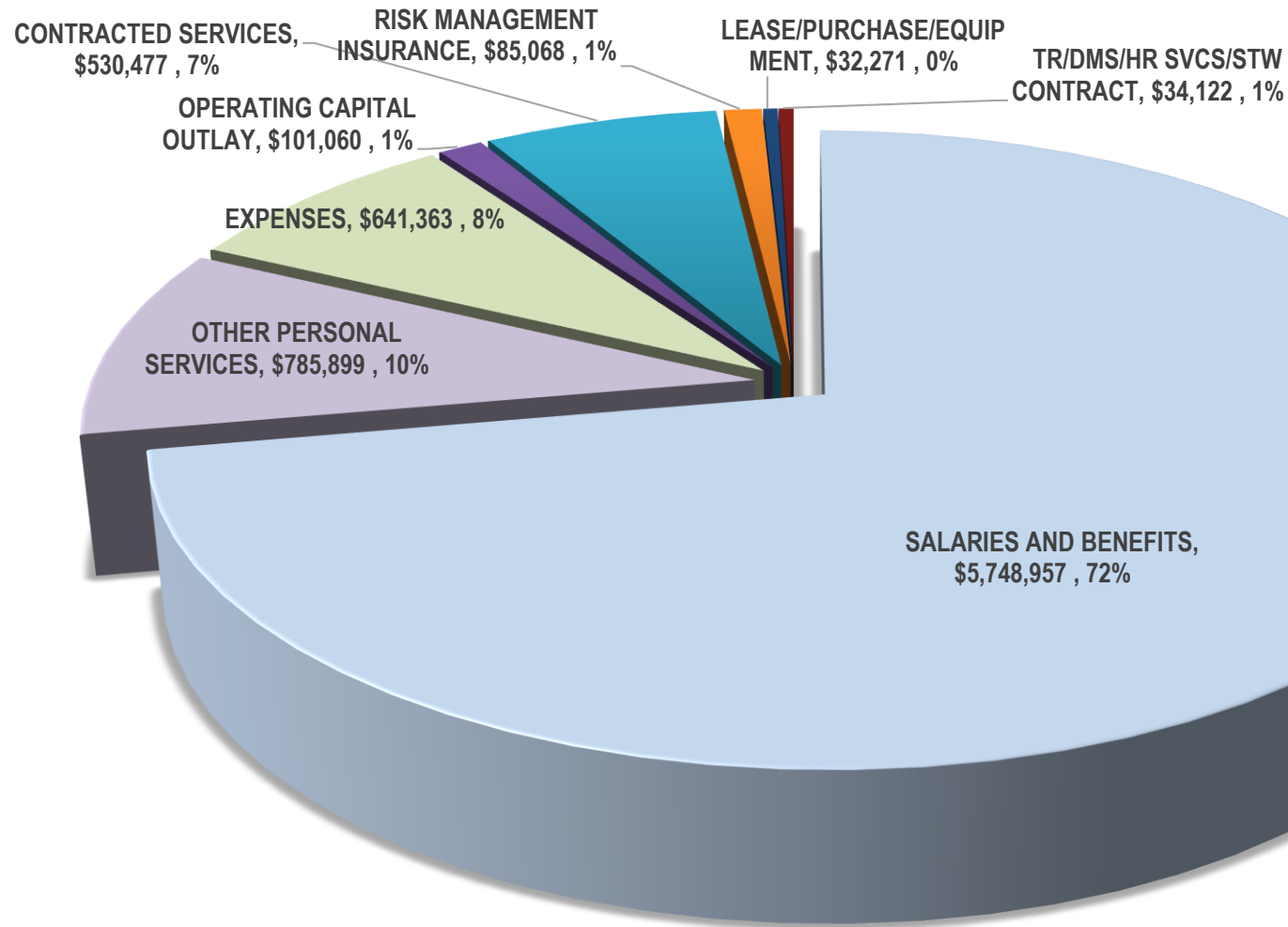
- Fiscal Year July 2015 - June 2016

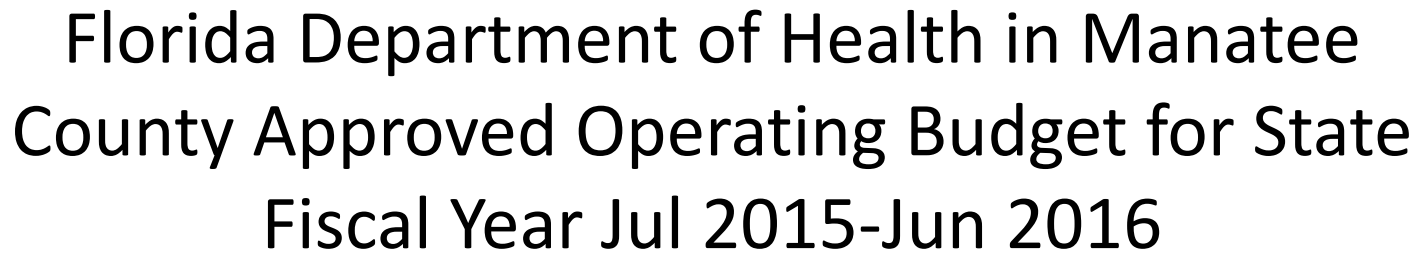


Projected Expenditures



- Fiscal Year July 2015 - June 2016



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THANK YOU

Q&A