



Florida Department of Health in Broward County  
**COMMUNITY HEALTH IMPROVEMENT PLAN**

---

**2021 - 2026**

**Ron DeSantis**  
Governor

**Scott A. Rivkees, MD**  
State Surgeon General

**Paula Thaqi, MD, MPH**  
Director  
Broward County Health Department

**March 26, 2021**

**Produced by:**  
**Florida Department of Health**  
**Broward County**

## Mission, Vision and Values



## Table of Contents

---

Mission, Vision and Values .....	2
Introduction .....	4
Overview of MAPP Process .....	7
Summary of Results .....	8
Phase 1: Organizing and Engaging Partners .....	8
Phase 2: Visioning .....	8
Phase 3: Four Assessments .....	9
The Community Health Status Assessment .....	9
The Forces of Change Assessment .....	9
The Local Public Health System Assessment .....	9
The Community Themes and Strengths Assessment .....	9
Executive Summary .....	11
Working Together .....	13
Population Overview .....	15
Leading Cause of Death in Broward .....	17
Cancer .....	176
Heart Disease .....	17
Stroke .....	18
Unintentional Injury .....	18
Strategic Issue Areas, Goals, Alignment, Strategies, Objectives, Key Partners and Policy Changes .....	198
Monitoring.....	24
Conclusion.....	24

## Introduction

The Mission of the Florida Department of Health in Broward County (DOH-Broward) is “to protect, promote and improve the health of all people in Florida through integrated state, county and community efforts”. In accordance with this mission, DOH-Broward engaged with the Broward County community in the Mobilizing for Action through Planning and Partnerships (MAPP) process. MAPP is a strategic approach to community health improvement and assists communities to improve health and quality of life through community-wide strategic planning. MAPP includes four separate assessments: Community Health Status, Community Themes and Strengths, Local Public Health System, and the Forces of Change.

Broward County has a long history of collaboratively planning across multiple state, county, and local entities from the public and private sectors to ensure the highest quality of care that also reduce redundancies and duplication within the system of care. This community-based planning structure has been utilized since 2004. The organizations represent hospital and healthcare providers, faith-based community, academic institutions, local school district, state and local government agencies, and businesses. DOH-Broward participated with this wide range of community partners representing different sectors of the community in developing the community health assessment (community health needs assessment) and the community health improvement plan – see key partners below.

## **Key Partners**

Agency for Health Care Administration  
Aging and Disability Resource Center of  
Broward County  
Alliance for a Healthier Generation  
American Heart Association  
American Lung Association  
AT&T  
Audacious Inquiry  
BAND  
Baptist Health Systems  
BCHPPC Perinatal HIV Workgroup  
Berger Singerman  
Brazilian Faith Based  
Brickell Bay Realty Group  
Broward Behavioral Health Coalition  
Broward College  
Broward County Comprehensive School Health  
Advisory Committee  
Broward County Government  
Broward County Medical Association  
Broward County Municipalities  
Broward County Public Elementary Schools  
Broward County Public Schools  
Broward County Sheriff's Office  
Broward Health  
Broward Health Coral Springs  
Broward Health Imperial Point  
Broward Health Medical Center  
Broward Healthy Start Coalition  
Broward Regional Health Planning Council, Inc.  
Broward Sheriff's Office  
Broward Teachers Union  
Broward Wellness Center  
Career Source  
CCB Million Meals Committee  
Children's Diagnostic and Treatment Center  
Children's Services Council of Broward County  
City of Dania Beach  
City of Lauderdale Lakes  
Commit 2B Fit  
Community Action Center  
Community Advocates  
Community Ambassadors  
Community Health Action Information Network  
Cooperative Feeding Program  
Coordinating Council of Broward  
Cordova Rodriguez & Assoc., Inc.,  
EMS Council  
ESciences Inc.  
Family Central  
Florida Atlantic University  
Florida Department of Children and Families  
Florida Department of Transportation  
Florida International University  
Florida Introduces Physical Activity and  
Nutrition to Youth  
Galt Ocean Community  
Gilda's Club South Florida  
Greater Fort Lauderdale Realtors  
Harvard Jolly, Inc.  
Health Choice Network  
Healthy Mothers, Healthy Babies  
Healthy Start Coalition  
Henderson Behavioral Health  
Hispanic Unity of Florida  
HIV Surveillance  
Holy Cross Hospital  
Hospital ED's  
KidCare  
Latino Salud  
Lauderhill Mall  
Legal Aid Service of Broward County  
Leukemia and Lymphoma Society  
Light of the World Clinic  
Local businesses  
Malka & Kravitz, P.A.  
Maternal Child Health Systems Committee  
(MCHSC)  
Medical Staffing Network  
Memorial Healthcare System  
Miccosukee Tribe of Florida  
Miller Legg  
Minority Development and Empowerment, Inc.  
Miramar Fire-Rescue  
Nova Southeastern University  
Nurses  
Nutrition and Fitness Task Force of Broward  
County  
Phyl's Academy  
Physicians  
Planned Parenthood  
PRIDE  
Primary Care Providers  
Project Caine

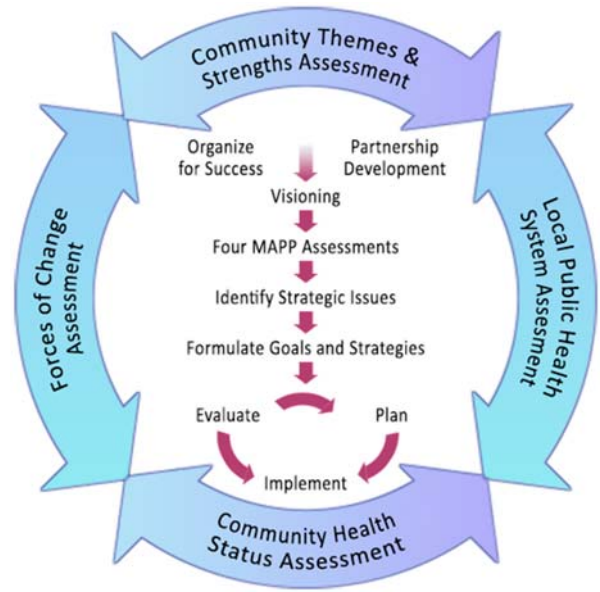
Publicly funded HIV testing sites  
Regent Bank  
Retired Public Health Subject Matter Experts  
Revive Lives  
Sanofi Pasteur  
Save-A-Lot food stores  
School Board of Broward County  
Seminole Tribe of Florida  
Smart Growth Partnership of Southeast Florida  
South Florida Regional Planning Council  
Special Olympics  
Sunrise Fire / EMS  
Sustainable Performance Solutions  
Transforming Our Community's Health  
(TOUCH).  
Treatment providers  
United Way of Broward County  
Urban Health Solutions  
Urban League of Broward County  
US Social Security Administration  
US Veterans Administration  
Volunteer Broward  
Western Community Leader  
Whole Foods Market  
WIC  
WorkForce One  
YMCA of Broward

## Overview of MAPP Process

MAPP is a community-driven strategic planning tool developed by the National Association of County & City Health Officials (NACCHO) for improving community health.

The MAPP process consists of 6 phases outlined below:

- **Phase 1:** Organizing and Engaging Partners
  - The first phase of CHA/CHIP involves two critical and interrelated activities: organizing the planning process and developing the planning partnership.
- **Phase 2:** Visioning
  - The second phase guides the community through a collaborative, process that leads to a shared community vision and values.
- **Phase 3:** The Four MAPP Assessments
  1. *Community Health Status Assessment:* Investigates health outcomes and quality of life at a detailed level. Health issues are identified and highlighted by gathering data for a variety of indicators and analyzing differences across time periods, among population subgroups, or with peer, state, or national data.
  2. *Forces of Change Assessment:* The impact of forces, such as legislation and technology, that affect the context of the community are evaluated.
  3. *Local Public Health System Assessment:* Comprehensively examines organizations from across multiple sectors and their contribution to the public's health.
  4. *Community Themes and Strengths Assessment:* Examines health issues Broward County residents feel are important and the assets the community possesses to address those issues.
- **Phase 4:** Identifying and Prioritizing Strategic Issues
  - During this phase of the CHA/CHIP a list of the most important issues facing the community are identified. This is the convergence of the four MAPP assessments.
- **Phase 5:** Developing Goals, Strategies and an Action Plan
  - After identifying a list of strategic issues, goals are then developed related to those issues. Then, broad strategies are identified, and the result is the development and adoption of strategy statements.
- **Phase 6:** Taking and Sustaining Action
  - The Action Cycle links three activities – Planning, Implementation and Evaluation. It is the final phase of the CHA/CHIP.





## Summary of Results

### Phase 1: Organizing and Engaging Partners

The first phase of the MAPP process involves organizing the planning process and developing the partnerships. The Broward County Health Care Access Committee (HCAC) has functioned as the MAPP steering committee since 2013. The HCAC was established in 1996 as a committee of the Coordinating Council of Broward. The purpose of the committee is to improve access to healthcare for the residents of Broward County, through the establishment of outcomes and indicators, which have been and will continue to be implemented and measured throughout the next several years ([www.brhpc.org/benchmarks](http://www.brhpc.org/benchmarks)). The members of the committee represent various facilities, agencies and/or departments within the county, and the leadership of the Coordinating Council. The HCAC meets monthly.

The Coordinating Council of Broward (CCB) role in the MAPP process is to engage decision makers, community partners and the community. In 1995, the CCB was created to unite government, business and nonprofit leaders in advocacy and coordination of health and human services in Broward County. The CCB is composed of the top executives of state and county entities from the public, private and business sectors, who are responsible for funding and implementing a broad array of health, public safety, education, economic and human services in Broward County. The Council's goal is to better coordinate services and identify barriers that the ALICE (Asset Limited Income Constrained Employed) population experience. ALICE represents 50% of Broward County residents.

### Phase 2: Visioning

Visioning guides the community through a collaborative, creative process that leads to a shared community vision and common values. As the MAPP steering committee, the Broward County HCAC first engaged in the visioning process in 2011. Since 2011, Broward County MAPP partners have increased our understanding of the role that Social Determinants of Health, health inequity and institutional racism play in creating and perpetuating health disparities, poorer health outcomes and higher health risks within specific populations. This has allowed Broward County to develop a more comprehensive community health assessment and improvement process that incorporates a broader array of partners and creates a more inclusive health equity approach. On October 11, 2018, DOH Broward held a meeting during which the vision was updated to incorporate a commitment to health, opportunity, and equity through collaboration and inclusion, especially with historically marginalized populations and those facing the greatest barriers to good health.

Through the visioning process, Broward County codified the following five principles, in alignment with the Robert Wood Johnson Culture of Health criteria, as the core values of the community health assessment and improvement process

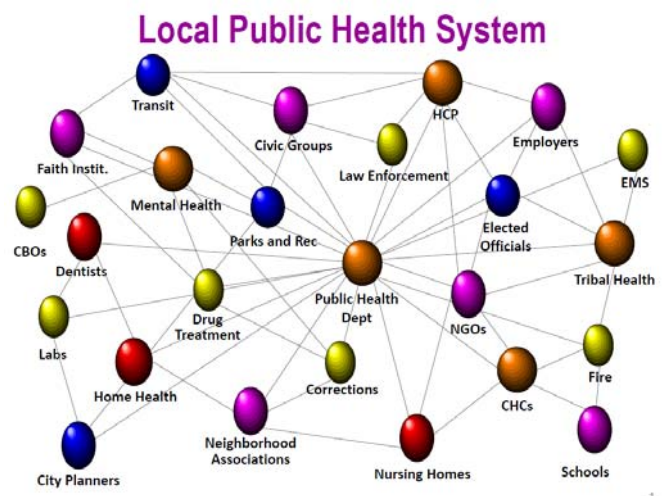
- Committing to sustainable systems changes and policy-oriented long-term solutions.
- Creating conditions that give everyone a fair and just opportunity to reach their best possible health.
- Harnessing the collective power of leaders, partners, and community members.
- Securing and making the most of available resources.
- Measuring and sharing progress and results.

### Phase 3: Four Assessments

The **Community Health Status Assessment** was completed in November 2020. The health status assessment outlines community health status through six broad health categories: Maternal and Child Health, Behavioral Health and Substance Use, Behavioral Risk Factor Surveillance Survey, Youth Risk Behavior Survey, School Health, Environmental Health, Leading Causes of Morbidity and Mortality and Communicable Disease. The report presents 10 years of data when available and trends indicating better, worse or the same as the previous year. Data sources included Florida Charts, Behavioral Risk Factor Surveillance Survey, Florida Department of Health, United Way Commission on Behavioral Health and Substance Abuse, Broward County Environmental Protection and Growth Management Department, Youth Risk Behavior Survey and Broward County Public Schools.

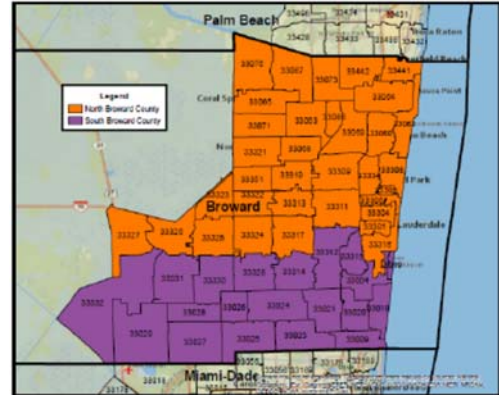
The **Forces of Change Assessment** focuses on identifying forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate. This answers the questions: "What is occurring or might occur that affects the health of our community or the local public health system?" and "What specific threats or opportunities are generated by these occurrences?" In Broward County, the survey was completed by two community focus groups, two provider focus groups, community meetings and presentations and key informant interviews.

The **Local Public Health System Assessment (LPHSA)** was conducted in the fall of 2019 using The National Public Health Performance Standards Program (NPHPSP). These assessments are intended to help users answer questions such as "What are the activities and capacities of our public health system?" and "How well are we providing the Essential Public Health Services in our jurisdiction?" The dialogue that occurs while answering these questions helps to identify strengths and opportunities for improvement. Forty-eight organizations completed the online performance rating survey. The Healthcare Access Committee members completed the priority rating questionnaire and Florida Department of Health leadership completed the agency contribution section.



The **Community Themes and Strengths Assessment** utilized the 2019 Community Health Needs Assessment developed by Professional Research Consultants, Inc. The Community Health Needs Assessment is a continuation of nine similar studies conducted since 1994 and is a systematic, data driven approach to determining the health status, behaviors and needs of residents in Broward County, Florida. The Assessment serves as a tool toward reaching three basic goals: to improve resident's health status, increase their life span, and elevate their overall quality of life; to reduce health disparities; and, to increase access to preventive services.

The study area for the survey effort is defined as each of the residential ZIP Codes comprising Broward County, Florida. To ensure the best representation of the population surveyed a mixed-mode methodology was implemented. These included surveys conducted via telephone (landline and cell phone), as well as through online questionnaires. Once the interviews were completed, these were weighted in proportion to the actual population distribution to appropriately represent Broward County as a whole.



## Executive Summary

Broward County has a long history of collaboratively planning across multiple state, county, and local entities from the public and private sectors to ensure the highest quality of care that also reduce redundancies and duplication within the system of care. DOH-Broward utilized this existing community-based planning structure to assist in the development of the Community Health Assessment and as the foundation for the Community Health Improvement Plan.

A Community Health Needs Assessment (CHNA) has been conducted in Broward County for more than 20 years with the intent of assessing quality of life and well-being of the community. In 2018-2019, Broward Regional Health Planning Council continued this qualitative approach to understand how well Broward residents are faring. Professional Research Consultants was contracted to gather input from the community using a Community Health Survey (Community Themes and Strengths Assessment).

A Community Health Needs Assessment Advisory Council that included participation by DOH-Broward was convened with the mission to:

- Guide the assessment process.
- Act as a sounding board and assist in obtaining community input.
- Participate with the Planning Team in evaluating health issues and priorities once the assessment is completed.
- Engage in collaborative action planning on an ongoing basis.

The Community Health Assessment Advisory Council began meeting on December 13, 2018 and ended on March 14, 2019. During these meetings, the council reviewed health rankings and quantitative community health data, and qualitative data sets which included key informant interviews, community conversations, a community health survey, and provider and community focus groups. These data sets were analyzed and discussed to identify and prioritize the following community health needs areas: Access to Care; Social Determinants of Health; Preventive Care; Community Education; Quality of Care; and Substance Abuse/ Mental Health focusing on Broward Health strategic planning.

A copy of the 2019 Broward Health CHNA can be accessed at: <https://www.browardhealth.org/-/media/Broward-Health/Pages/Other-PDFs/2019-Broward-Health-CHNA.pdf?la=en>. Page 7 of the 2019 Broward Health CHNA shows the results of the deliberation by the Broward Health Community Health Needs Assessment Advisory Council. The Council prioritized the needs as:

- Access to Care
- Community Education
- Preventive Care
- Quality of Care
- Social Determinants of Health
- Substance Abuse/Mental Health

These priorities were then ranked using qualitative and quantitative data sources. The results of this ranking were:

1. Access to Care
2. Social Determinants of Health
3. Preventive Care
4. Community Education
5. Quality of Care
6. Substance Abuse/Mental Health

The **Forces of Change Assessment** focuses on identifying forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate. A total of 15 areas were identified with 4 identified as local in scope. These were: 1) Community Collaboration; 2) Diversity; 3) Social/Emotional Learning and ACES; 4) Transportation. Hurricanes and COVID-19 were added to the list due to the need for response and protecting citizens and visitors.

The CHA was made available for public review and comment on the DOH-Broward website for 10 days (March 1 – 10, 2021). Once the comment period closed, a review of comments was made and used to develop the CHIP strategies, target dates, and identify key partners for each priority area. The Community Health Improvement Plan was posted on the DOH-Broward website for community review and feedback for 10 days (March 11-March 21, 2021). The Broward Regional Health Planning Council voted to approve the plan on March 22, 2021. CHIP strategies summarized below.

1. Access to Care
  - a. Increase health insurance for children ages 0-18
2. Communicable and Infectious Diseases
  - a. Reduce the Incidence of Communicable and Infectious Diseases
3. Maternal, Infant and Child Health
  - a. Perinatal transmission of HIV
  - b. Syphilis cases/incidence
  - c. Cervical Cancer
  - d. Infant Mortality (blacks)
4. Preventive Care
  - a. Immunizations for Children (2yr olds, Kindergarten, 7<sup>th</sup> Graders)
  - b. Unintentional Injury and Drug Use
  - c. Obesity, Black Adults

## Social Determinants of Health - Working Together

Throughout the response to COVID-19, DOH-Broward and its community partners have continued to move forward. The overarching characteristic of Broward County's (BC) efforts to create a culture of health is non-competitive collaboration and partnership across all sectors, with a rich array of coalitions addressing different disparities and populations, and each partner serving in the appropriate role at the appropriate time.

BC has a unique health and human service system in which extensive and continuous collaboration occurs between agencies and coalitions in an informal and formal manner. Much of this collaboration occurs organically due to a long-standing history of agency leaders making decisions based on the good of the community rather than their individual agency and directing resources to the most expert and best positioned organizations. Agency leaders and subject matter experts prioritize participation in BC's multiple coalitions working to give all residents the chance to live their healthiest life possible. This shared expertise and communication across committees provides the opportunity to leverage resources and avoid duplication of effort. Some of these coalitions include: Healthy Start Community Action Group, Breast Feeding Taskforce, Perinatal Provider Network, Early Learning Coalition, KidCare Taskforce, Comprehensive School Health Advisory Committee, Healthcare Coalition, Nutrition and Fitness Taskforce, Drowning Prevention Taskforce, HIV Prevention Planning Council, Commission on Substance Abuse, Dignity in Aging Taskforce, Funders Forum, Association of Non-profit Executives, League of Cities, Smart Growth Partnership, Local Coordinating Board (Transportation Disadvantaged) Complete Streets Advisory Committee, and the Broward Alliance. Regarding formal collaboration, there are three overarching structures: Coordinating Council of Broward (CCB), Health Care Access Committee (HCA) and the Children's Strategic Plan (CSP) Leadership Coalition.

The CCB, operating for almost 25 years, is comprised of the top executives of state and county entities from the public, private and business sectors, who are responsible for funding and implementing a broad array of health, public safety, education, economic and human services in BC. At monthly meetings members share information about activities and initiatives of their agencies as well as those of the coalitions, taskforces, and committees on which they serve. When CCB initiatives require extensive time and resources, separate committees are created under the CCB structure, such as the Long-Term Recovery Coalition and the Dignity in Aging Taskforce. The HCA has been in existence since 1991. Members of the committee represent hospitals, Public Health, Universities, BCPS, Federally Qualified Health Center, volunteer clinics, CSC, law enforcement, community members and community-based organizations. The original purpose of this committee was to improve access to primary health care. In 2013, the committee expanded its scope to include oversight of the CHA and CHIP Process. The HCA reviews the data gathered through the Mobilizing for Actions through Planning and Partnerships Process (MAPP), identifies and prioritizes the opportunities for improvement and monitors the progress of the action plans to address these issues.

The CSP Leadership Coalition oversees the work of the 40 CSP Committees implementing the CSP. The Plan brings together government, non-profits, the private sector, and community

members to improve the lives of Broward's children and families by achieving five desired results. These are: children living in stable and nurturing families, children are mentally and physically healthy, children are ready to succeed in school, children live in safe and supportive communities and young people successfully transition to adulthood. Partners work on a common agenda, share data and strategies, and maximize resources. Reports and recommendations from the Committees are brought to the Leadership Coalition.

The Special Needs Advisory Coalition (SNAC), a CSP Committee, was formed in 2005 in response to a Special Needs Business Plan in which stakeholders identified needs and priorities for Broward's special needs community. The committee, of over 200 members, is comprised of community leaders, stakeholders, providers, and parents. SNAC is an example of how BC has built an effective collaboration.

Reflecting our efforts to broadly define health and address the social determinants of health, Broward County has implemented large-scale long-term policy interventions to promote affordable housing, access to transportation, environmental justice in land use and safe streets for users of all ages and abilities.

Partners have united with community members in assessment and planning processes based on data and sharing results such as the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), the Children's Strategic Plan (CSP) and the Healthy Community Zones (HCZ).

HCZs build a culture of health in an area of need by working from the top-down, through city leadership, and bottom-up, with resident engagement, to form a shared action plan. The initiative works with over 30 diverse partners including non-profit organizations, planning agencies, public health, law enforcement, foundations, hospitals, schools, business owners, faith-based organizations, municipal and county governmental agencies. Community stakeholders, through a participatory process, identified key areas of interest for their community and developed context-specific community action plans for sustainable change. Each HCZ implemented strategies to address their community's specific needs to reduce tobacco use, improve access to healthy foods and beverages, provide opportunities for physical activity and offer programs for preventing and managing chronic diseases. Each community has 2 to 8 resident liaisons who are connected to the focus areas, plus governmental champions in each area. Thus far, HCZs have resulted in 19 policy, system and environmental improvements. Liaisons have been employed by cities to continue their work. With the support of HCZs, the BC Board of County Commissioners adopted Complete Streets, leading to a county wide investment in infrastructure by the Metropolitan Planning Organization (MPO) and Department of Transportation of over \$100 million. Broward County Public Schools (BCPS) passed a resolution for Safe Routes to School and the Hallandale HCZ was granted \$350,000 to support this policy.

The penny sales tax for transportation and the grants awarded as a result of HCZs exemplify our success in leveraging resources to improve the community's health. In response to identified needs, preventive health services for disproportionately affected populations are

delivered in a way that eliminates barriers such as lack of insurance and transportation exemplified by Broward Dental SEALS, Test and Treat and Rapid PrEP. To achieve maximum impact, these services are provided system wide, such as in all elementary and middle schools and the entire Ryan White system of HIV patient care. The ongoing Racial Equity training and caucuses will continue to provide a common language and structure to eliminate racism and health disparities.

Healthy People 2030 Social Determinates of Health (SDOH) five overarching goals was incorporated into this plan.



### Population Overview

Broward County is the second most populous county in Florida in 2019, estimated at 1,952,778, and home to 9% of Florida's residents. Broward County is the seventh largest county in the nation by its size. Broward County also hosts an estimated 14 million annual visitors. Broward County has a diverse population with residents representing more than 200 different countries and speaking more than 130 different languages. One-third of the residents are foreign-born.

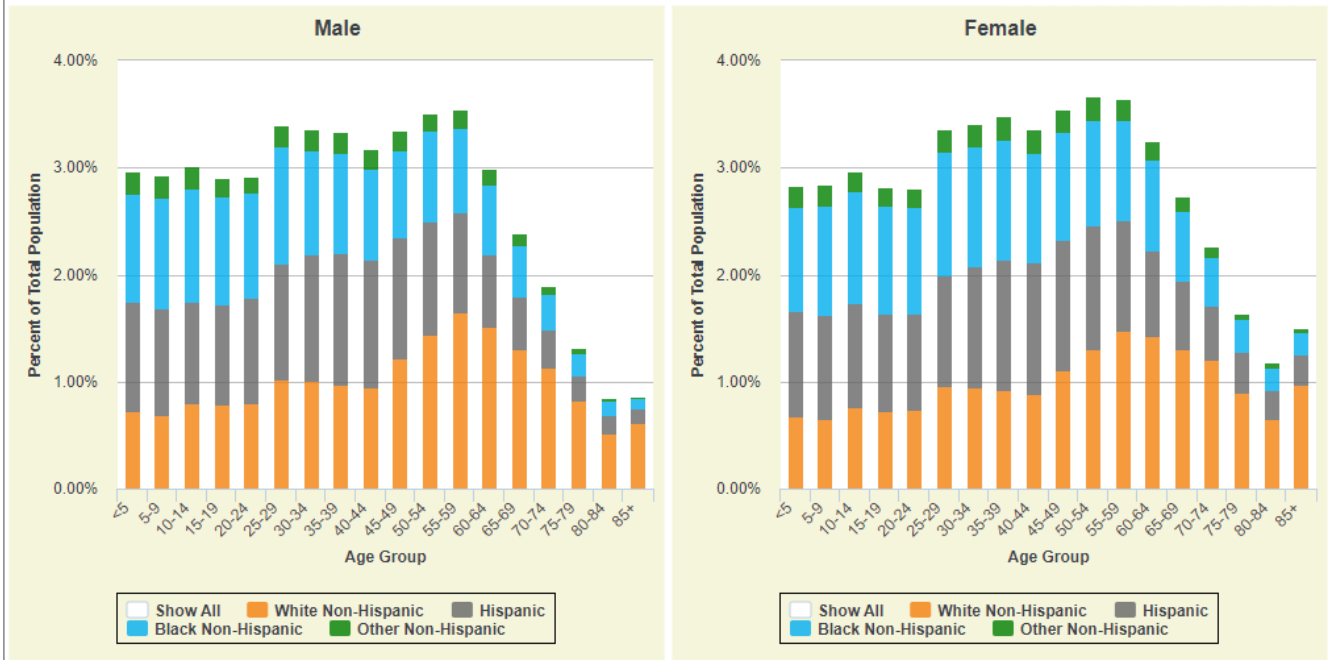


# Percent of Population by Age Group, Sex, Selected Races, and Ethnicity

Select a Year  Select a county

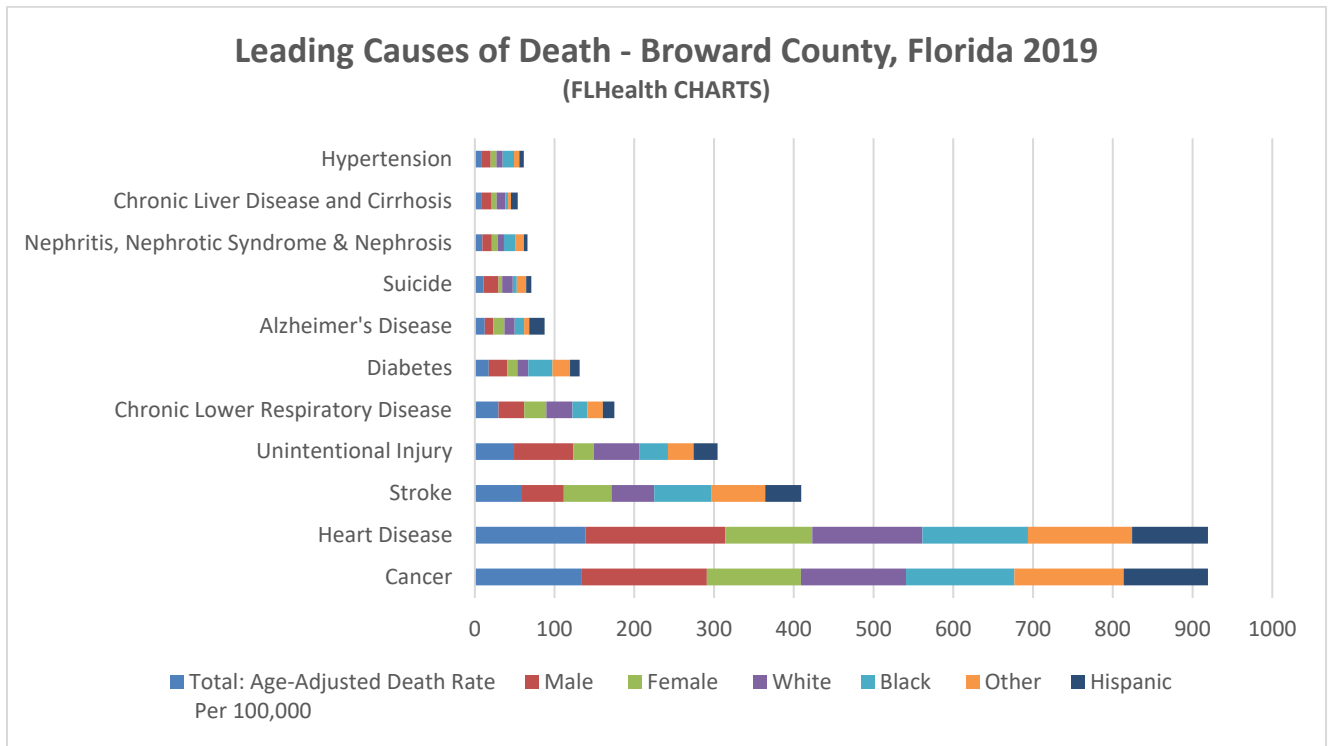


Percent of Population by Age Group, Sex, Selected Races, and Ethnicity Broward County, 2019



Source: Florida Legislature, Office of Economic and Demographic Research.

## Leading Cause of Death in Broward



### Cancer

Gender/Race/Ethnicity	Deaths	YPLL <75 Per 100,000 under 75
Male	1,738	1,234.4
Female	1,653	1,233.8
White	2,528	1,212.8
Black	708	1,260.0
Other	153	1,101.4
Hispanic	592	809.0
Non-Hispanic	2,777	1,410.6

### Heart Disease

Gender/Race/Ethnicity	Deaths	YPLL <75 Per 100,000 under 75
Male	1,915	1,180.4
Female	1,687	509.4
White	2,843	797.3
Black	633	994.3
Other	124	530.6
Hispanic	506	386.0
Non-Hispanic	3,013	997.7

Stroke

<b>Gender/Race/Ethnicity</b>	<b>Deaths</b>	<b>YPLL &lt;75 Per 100,000 under 75</b>
Male	575	243.9
Female	961	167.0
White	1,155	166.0
Black	319	263.2
Other	59	241.5
Hispanic	234	136.1
Non-Hispanic	1,291	229.3

Unintentional Injury

<b>Gender/Race/Ethnicity</b>	<b>Deaths</b>	<b>YPLL &lt;75 Per 100,000 under 75</b>
Male	720	2,223.7
Female	284	751.7
White	761	1,725.9
Black	202	1,101.9
Other	39	919.2
Hispanic	177	1,009.2
Non-Hispanic	779	1,597.3

## Strategic Issue Areas, Goals, Alignment, Strategies, Objectives, Key Partners and Policy Changes

Based on the data from the Broward Health CHNA and the MAPP process, the following strategic issue areas, goals, strategies and objectives were developed to align with local initiatives by the local health care system, Florida State Health Improvement Plan, Florida Department of Health Strategic Plan and Healthy People 2030.

Key Partners that have accepted responsibility for implementing strategies were identified. In addition, initial policy changes were identified that may help address social and economic conditions that impact health equity (i.e., housing, transportation, education, job availability, neighborhood safety, access to recreational opportunities, and zoning).

<b>Strategic Issue Area</b>	<b>Communicable and Infectious Diseases</b>
<b>Goal</b>	Reduce the incidence of communicable and infectious diseases
<b>Alignment</b>	2017-2021 State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, 2019 Broward Health CHNA; Healthy People 2030 (STI-03, HIV-01, HIV-04)
<b>Strategy</b>	Decrease the incidence of STIs including HIV and eliminate perinatal transmission
<b>Key Partners</b>	Ryan White Part A Grantee Office, Test and Treat Champions: Ryan White Part A Providers, Test and Treat Contacts: Registered Counseling and Testing Sites, CBOs, Healthcare Providers, BRTA businesses, Contracted providers, Black AIDS Institute
<b>Policy Changes</b>	Collaborate to include information sharing, availability and access to educational opportunities related to understanding and addressing health equity and cultural competency/sensitivity in local planning.
<b>Evidence-based Resource</b>	U.S. Preventive Services Task Force. (2016). Final update summary: Syphilis infection in nonpregnant adults and adolescents: Screening  Centers for Disease Control and Prevention. (2018). US Public Health Service: Preexposure prophylaxis for the prevention of HIV infection in the United States—2017 Update: a clinical practice guideline.  U.S. Department of Health and Human Services, Panel on Antiretroviral Guidelines for Adults and Adolescents. (2019). Guidelines for the Use of Antiretroviral Agents in Adults and Adolescents with HIV
<b>Objective(s)</b>	
	Decrease the rate of new HIV Infection to 26.32 per 1000,000 population by December 2023.
	Decrease the rate of early syphilis per 100,000 population from 38.72 in 2016 to 30 by December 2023.
	Decrease the number of syphilis cases among women ages 15-44 years from 1,051 (2016) to 898 by December 2023.
	Decrease the rate of infectious syphilis cases among blacks from 25.6 (2019) to 19.4 by December 2023.
	Increase the percent of people living with HIV retained in care at ART from 69% in 2016 to 90% by December 2023.

Increase the percent of people living with HIV retained in care on ART with suppressed viral load from 64% in 2016 to 90% in December 2025

Increase the number of Broward County residents who get tested for HIV for the first time from 17,387 in 2016 to 21,134 by December 2024

<b>Strategic Issue Area</b>	<b>Maternal, Infant and Child Health</b>
<b>Goal</b>	Increase access to immunizations for infants and children
<b>Alignment</b>	2017-2021 State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, 2019 Broward Health CHNA, Healthy People 2030 (IID-02)
<b>Strategy</b>	Increase number of newborns and children less than 24 months enrolled in Shots by Two  Increase the number of children ages 0-18 years with health insurance (i.e., Florida KidCare)
<b>Key Partners</b>	Healthy Start Coalition, 211, Broward Health Systems, Memorial Health Systems, Healthy Mothers, Healthy Babies, Urban League, CDTC, Premiere OB-GYN, 8 delivery hospitals, Early Learning Coalition, Immunization Action Coalition, Healthy Families Advisory Council, Healthy Start. Nurse Family Partnership, Broward Regional Health Planning Council, Department of Health, Broward County Public Schools
<b>Policy Changes</b>	To improve maternal, infant, and child health, increase hospital and provider participation in Shots by Two
<b>Evidence-based Resources</b>	Immunization Schedules for Health Care Providers (ACIP Recommendations)  Centers for Disease Control and Prevention. (2014). Front Portion of Surveillance Manual: Manual for the Surveillance of Vaccine-Preventable Diseases.  U.S. Department of Health and Human Services. (2016). Goal 4: Ensure a Stable Supply of, Access to, and Better Use of Recommended Vaccines in the United States
<b>Objective(s)</b>	
Increase the percent of 2-year-olds fully immunized from 80.4% in 2016 to 95% by December 2023.	
Increase the percent of children fully immunized in Kindergarten from 95.3% (2015) to 96% by December 2023.	

<b>Strategic Issue Area</b>	<b>Maternal, Infant and Child Health</b>
<b>Goal</b>	Prevent pregnancy-related mortality and maternal morbidity and reduce racial disparities
<b>Alignment</b>	2017-2021 State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, 2019 Broward Health CHNA, Healthy People 2030 (HIV-06, STI-04)
<b>Strategy</b>	Reduce racial disparity in infant mortality
<b>Key Partners</b>	Healthy Start Coalition, 211, Broward Health Systems, Memorial Health Systems, Healthy Mothers, Healthy Babies, Urban League, CDTC, Premiere OB-GYN, 8 delivery hospitals, Early Learning Coalition, Immunization Action Coalition, Healthy Families Advisory Council, Healthy Start. Nurse Family Partnership, Broward Regional Health Planning Council, Department of Health, Broward County Public Schools
<b>Policy Changes</b>	Promote adoption of Baby Friendly Hospital and Breastfeeding Friendly Worksites  Coordinate provision of prenatal care
<b>Evidence-based Resources</b>	Syphilis Infection in Pregnant Women: Screening, U.S. Preventive Services Task Force (2018). Final update summary: Syphilis infection in pregnant women: Screening.
<b>Objective(s)</b> Decrease the black infant mortality rate from 8.1 to 6.0 by December 2026	

<b>Strategic Issue Area</b>	<b>Unintentional Injury</b>
<b>Goal</b>	Prevent and reduce unintentional injuries and deaths
<b>Alignment</b>	2017-2021 FDOH State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, Healthy People 2030 (IVP-03, MICH-03, OA-02), and 2019 Broward Health CHNA
<b>Strategy</b>	Increase awareness of medications and contraindications  Prevent child drowning injuries or death through local-level prevention activities and media campaigns
<b>Key Partners</b>	Broward Regional Health Planning Council, Department of Health, Broward County Public Schools, 211, Broward Health Systems, Memorial Health Systems
<b>Policy Change</b>	Educate community on contraindications/interactions of substances with medications  Regulations for vacation rental homes
<b>Evidence-based Resources</b>	Overdose prevention (Centers for Disease Control and Prevention, National Center for Injury Prevention and Control. (n.d.). Overdose prevention)  Misuse of Prescription Drugs (National Institutes of Health, National Institute on Drug Abuse. (2018). Misuse of Prescription Drugs.)

	Centers for Disease Control and Prevention, National Center for Injury Prevention and Control. (2012). National action plan for child injury prevention
<b>Objective(s)</b>	
Reduce deaths related to poisoning for whites from 56.9 (2019) to 49.2 by December 2025.	
Reduce drowning among blacks higher than State and Peers for 2019.	

<b>Strategic Issue Area</b>	<b>Chronic Disease</b>
<b>Goal</b>	Increase collaboration for the prevention, early detection, treatment and management of chronic diseases and conditions to improve health equity.
<b>Alignment</b>	2017-2021 State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, Healthy People 2030 (HDS-01, HDS-03, HDS-05, NWS-03, NWS-06, NWS-07), 2019 Broward Health CHNA
<b>Strategy</b>	Promote policy, system and environmental changes to increase access to and equitable consumption of healthy foods
<b>Key Partners</b>	Nutrition and Fitness Task Force, Early Care Education Centers, Broward Healthy Start Coalition, Broward County Public Schools, UF Family Nutrition Program, FHEED, Broward Regional Health Planning Council (BRHPC); DOH-Broward; YMCA, People Access to community horticulture (PATCH); Urban market garden farmers
<b>Policy Change</b>	Promote collaboration between local governments, health care partners, public health and community organizations to support healthy behaviors
<b>Evidence-based Resources</b>	Cardiovascular Disease: Self-Measured Blood Pressure Monitoring Interventions for Improved Blood Pressure Control – When Combined with Additional Support  High Blood Pressure in Adults: Screening  Statin Use for the Primary Prevention of Cardiovascular Disease in Adults
<b>Objective(s)</b>	
Reduce Years of Potential Life Lost (YPLL) due to stroke in communities of color from 72.1 (Black) and 71.1 (Non-White) in 2019 to 58.0 for both by December 2025.	
Increase adults 50 years of age and older who received a sigmoidoscopy or colonoscopy in the past five years from 50.1 (2016) to 60.1 by December 2025.	
Reduce the proportion of black adults who are obese from 74.5% (2016) to 30.5% by December 2026.	

<b>Strategic Issue Area</b>	<b>Chronic Disease</b>
<b>Goal</b>	Increase collaboration for the prevention, early detection, treatment and management of chronic diseases and conditions to improve health equity
<b>Alignment</b>	2017-2021 State Health Improvement Plan, 2016-2020 FDOH Agency Strategic Plan, Healthy People 2030 (C-09, IID-08), 2019 Broward Health CHNA
<b>Strategy</b>	Reduce new cases of cancer and cancer-related illness, disability, and death  Increase awareness of Florida Breast and Cervical Cancer Detection Program (FBCCDP)  Implement activities to refer women to Breast and Cervical Cancer Detection Program
<b>Key Partners</b>	Broward Regional Health Planning Council, Department of Health, Broward County Public Schools, 211, Broward Health Systems, Memorial Health Systems
<b>Policy Change</b>	Increase community understanding of the benefits of HPV vaccinations  Reduce structural barriers to increase cancer screening (i.e., scheduling, transportation, language translation, childcare)
<b>Evidence-based Resources</b>	Guide to Community Preventive Services. (2016). Cancer Screening: Multicomponent Interventions — Cervical Cancer  U.S. Preventive Services Task Force. (2018). Cervical cancer: screening  National Cancer Institute. (n.d.). Cervical cancer screening intervention programs  Advisory Committee on Immunization Practices (ACIP) Vaccine Recommendations immunization schedule for children and ACIP recommendation “Use of a 2-dose Schedule for Human Papillomavirus Vaccination – Updated Recommendations of the ACIP (2016)
<b>Objective(s)</b>	Increase the proportion of women who receive Cervical Cancer Screening from 54.7% in 2016 to 75% by December 2024.



## Monitoring

Objectives will be monitored through CHIP quarterly reports. Specific activities and actions will be developed and monitored. The program manager will report on the activities on a quarterly basis to the Community Health Planner using the CHIP template. In addition, DOH-Broward has developed and implemented a comprehensive performance management system that continuously monitors the organizational performance. Program activities at all levels in the organization down to the individual employee are monitored using cascading Scorecards-Active Strategy. All program metrics including the CHIP are reviewed for their progress during the monthly Business Review meetings and corrective actions are implemented for the underperforming metrics.

## Conclusion

The CHIP serves as a roadmap for a continuous health improvement process for the local public health system by providing a framework for the chosen strategic issue areas. It is not intended to be an exhaustive and static document. We will evaluate progress on an ongoing basis through quarterly CHIP implementation reports and quarterly discussion by community partners. We will conduct annual reviews and revisions based on input from partners and create CHIP annual reports by February of each year. The CHIP will continue to change and evolve over time as new information and insight emerge at the local, state and national levels. By working together, we can have a significant impact on the community's health by improving where we live, work and play. These efforts will allow us to realize the vision of a healthier Broward County.