



# Community Health Needs Assessment

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## 2023-2025

Implementation Plan



**NEMOURS**  
CHILDREN'S HEALTH.

Well Beyond Medicine®

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# About Nemours Children's Health

We are one of the nation's largest multistate pediatric health systems, which includes two free-standing children's hospitals and a network of nearly 75 primary and specialty care practices. We seek to transform the health of children by adopting a holistic health model that utilizes innovative, safe and high-quality care, while also caring for the health of the whole child beyond medicine. We also power KidsHealth.org from Nemours® KidsHealth® — a pioneer and leader in pediatric health content, trusted by millions worldwide for more than 25 years to help keep families healthy.

From our beautiful location in Orlando's Lake Nona Medical City to specially designed play areas, Nemours Children's Hospital, Florida is like no other hospital in the region. Some of the signature services offered include:

- Cardiac Center offering expert testing, condition management, inpatient critical care and surgery
- Award-winning Center for Cancer and Blood Disorders
- Center for Fetal Care for high-risk babies
- Our interventional radiology services include the only dual-trained pediatric diagnostic and interventional radiologists in North and Central Florida. And our's was the first muscular dystrophy program in Central Florida certified and approved by the Muscular Dystrophy Association (MDA).

Nemours Children's also offers families access to primary, specialty and urgent care throughout much of Florida. Our mission is to provide leadership, institutions and services to restore and improve the health of children through education and programs not readily available, with one high standard of quality and distinction regardless of the recipient's financial status. We are committed to providing patient and family-centered health care; educating the next generation of health care providers through a variety of education affiliations; offering extensive online and in-person continuing medical education; providing health and wellness information for kids, teens, parents and educators via Nemours® KidsHealth®; and offering families 24/7 access to virtual consults with our pediatricians using computers and mobile devices.

Our health system has been recognized as a model of, and an advocate for, transforming pediatric health care from a focus on sickness to a focus on wellness, often in collaboration with community and health care partners. Our leaders and associates serve on numerous boards of organizations addressing health and children's issues. A wide range of community organizations receive our support as part of our commitment to support those who support children. We are also focused on bringing our standard of care — and better health— to local communities. We do this not only by providing both primary and specialty care at various locations throughout the region, but by continuously seeking answers to the most vexing problems in children's health.



# Community Health Needs Assessment

Section 501(r)(3)(A) requires a hospital organization to conduct a community health needs assessment (CHNA) every three years and to adopt an implementation strategy to meet the community health needs identified through the CHNA. During 2012-2013, Nemours Children’s Health embarked on our first journey to identify the child and adolescent health needs of the community. Nemours Children’s engaged Professional Research Consultants, Inc. (PRC) to conduct a Child & Adolescent Health Needs Assessment (CHNA) with the goal of gathering data to assist in determining the health status, behaviors and needs of children and adolescents in the service area which has been defined as households with children in Brevard, Orange, Osceola and Seminole counties in Florida. The assessment was comprised of both qualitative and quantitative data. During the last decade, Nemours Children’s Hospital, Florida has conducted four CHNAs (2013, 2016, 2019 and 2022) and worked with PRC to ensure the changing needs of the community are captured in the CHNA.

As the result of Nemours Children’s growth, we expanded our catchment focus to add Polk County to the Target Service Area for the 2019 and 2022 assessments. The following areas of opportunity metrics represent the significant health needs of children and adolescents in the community, based on the information gathered through this study in 2022:



## AREAS OF OPPORTUNITY

- Access To Health Services
- Allergies
- Infant Health
- Injury and Violence
- Neurological Conditions
- Nutrition, Physical Activity and Weight
- Asthma
- Bone, Joint And Muscle Conditions
- Cognitive and Behavioral Conditions
- Mental Health
- Vision, Hearing and Speech Conditions
- Tobacco, Alcohol and Other Drugs
- Potentially Disabling Conditions
- Diabetes
- Oral Health
- Sexual Health

After reviewing the data from the CHNA assessment in early 2022, our leadership met to evaluate and prioritize the top health needs for children in the community. Statistically significant trends from the community were examined — a direct result of ranked opportunity areas by participants.

This process yielded the following top priorities for Nemours Children’s Hospital, Florida to address in improving the health of the community’s children:

- Access to Health Services
- Infant Health
- Mental Health

Our immediate focus is on these top three priorities identified through our implementation process. However, we believe that we have a responsibility to our communities to address all health concerns identified by this study through direct services or partnership with other health care or community leaders in the area.





# Access to Health Services

## OVERVIEW:

According to our 2022 assessment, in our Total Service Area (TSA) 54.8% (higher than the national average) reported experiencing some difficulties or delays in accessing care for their children in the past year.

### Initiative

- Provide coordinated, comprehensive and culturally appropriate care to children and families of Central Florida in a way they can understand.

### Goals

- **Programs and Initiatives** to increase access to specialty and subspecialty care
- Expand and maintain **Satellite Operations** to extend specialty care into the community
- Provide and expand **Unique Service Offerings and Subspecialty Care** that are not otherwise accessible in the Central Florida community

### Metrics

- # of patients seen at Nemours Children's primary care locations
- # of patients seen at Nemours Children's specialty clinics

Nemours Children's, Florida is dedicated to ensuring access to pediatric health care at all levels of care — from minor injuries to the most complex conditions. We provide patient-centered medical services, biomedical research, education, prevention and advocacy. We are committed to ensure our patients experience care that is reliable, responsive, integrated and consistently available. Nemours Children's, Florida has earned The Joint Commission's Gold Seal of Approval for accreditation by demonstrating compliance with their national standards for health care quality and safety in hospitals. As we continue to fulfill our mission and vision in Central Florida, we are proud to bring the highest quality of care to the community we serve by offering many pediatric specialties and subspecialties.

## NEW MODELS OF CARE AND NEW TECHNOLOGY

In response to the evolving health care landscape, we recognize the need for improving health care quality, as well as increasing access and equality for all children in Central Florida. One method of improving access is through application of innovative models or technologies that better coordinate care and information sharing for all patients.

### Patient-Centered Medical Homes

Our primary care practices are nationally certified as Patient-Centered Medical Homes (PCMHs). The PCMH is a model of primary care that combines patient-centered access, team-based care, population health management, care coordination and quality improvement to enhance care delivery. This model provides patients with enhanced access to care and the ability to develop and sustain quality relationships with their provider and health care team, as well as opportunities to build relationships with specialists who expand care in the community. The PCMH model also allows Nemours Children's practices to be proactive in the care of patients, and to shift the focus from treatment and emergency care to prevention and health promotion.

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## GROWING TO INCREASE ACCESS

### Primary Care

To meet the need for primary and preventive care in the community, we established an ever-growing network of pediatric primary care practices in 20 Central Florida locations. Our highly qualified primary care pediatricians and staff provide general pediatric and preventive health services in a PCMH setting. Services provided include care for routine illnesses and everyday bumps and bruises, vaccinations and well checkups. Nemours Children's is helping children — from the tiniest newborns through age 18 — reach their full potential. Sick care is also available on Saturdays, 8 a.m. to noon at select locations.

### Satellite Operations

To meet access needs of children and families in our community, Nemours Children's operates outpatient pediatric clinics providing specialized pediatric care for families in Central Florida along the I-4 corridor, and as far south as Vero Beach in Indian River County. We rotate a multitude of specialists throughout our specialty care network, offering appointments in cardiology, pulmonology, GI, urology, endocrinology, orthopedics, general surgery, and many others.

### Urgent Care Telemedicine

When their regular pediatrician is not available, parents can receive care from a board-certified pediatrician or advanced practice registered nurse through the Nemours app. Care for minor illnesses and injuries is available daily 6 a.m. to midnight. Parents can use their smartphone, tablet or computer to have a face-to-face video visit whether they're home or on the go. A summary of the visit will be sent to the child's pediatrician, so their medical record is complete. Our urgent care telemedicine is one more way to help children feel better faster and to avoid unnecessary visits to the Emergency Room. In 2020, our urgent care telemedicine transitioned to the Nemours app, making it easier for families to securely access their child's medical records, see a pediatrician on demand, search our award-winning educational content, and get other tools designed to help caregivers keep their child healthy.

### Hospital Partners

To further demonstrate our organizational commitment to provide access to world-class pediatric health care for all children and families in Central Florida, Nemours Children's partners with community hospitals throughout the region and beyond to provide pediatric subspecialty care close to home. We provide a variety of support for these partners, including hospital-based services, subspecialty consults and, in some cases, outpatient clinics.

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## OTHER PROGRAMS

### Pediatric Critical Care Transport

We offer 24/7 neonatal and pediatric intensive care transport. Our transport program plays a vital role in getting infants and children to and from our hospital by providing a mobile intensive care unit environment so critical care can begin immediately. Our ground transport includes a fully equipped pediatric intensive care ambulance plus a Nemours Children's-owned, custom-designed mobile intensive care unit (the size of a fire truck) that features space to care for two newborn or pediatric patients at once. Our transport vehicles allow us to be there for children and families throughout the region at moments when they need us the most. In some cases, we may arrange helicopter or fixed-wing transport.

### Ronald McDonald House

Since 2012, Nemours Children's has provided families throughout the region, from all over the United States, and internationally with medical care for children with rare and unique conditions. For families to have access to these relatively rare medical resources, they require a place to stay while their child is receiving care. Ronald McDonald House provides a "home away from home" for families of seriously or chronically ill or injured children receiving treatment at area hospitals, offering nurturing and supportive environments where families can stay together and find comfort.

### **Financial Assistance Plan and Uninsured Discount Program**

Since opening our doors, we remain committed to providing our patients and families with the care that they need and want, when they need and want it. Nemours Children's provides charity care services in Florida so that children needing care can receive it without financial barriers.

### **Inpatient Rehabilitation Unit**

Our Inpatient Rehabilitation Unit is currently a five-bed unit. It's the first pediatric inpatient rehabilitation unit at a free-standing children's hospital in Florida. The unit admits patients from three months to age 17. Our unit offers intensive physical, speech and occupational therapy, as well as 24-hour inpatient medical and nursing care.

### **Language/Interpreter Services**

We believe that one of the most important aspects of delivering family-centered care is making sure families are informed, in a way they can understand, about what is happening with their child's health at every step. To help families be the very best advocates for their child's care, we offer a variety of language and interpreter services, including:

- Video remote interpreting service: iPad carts stationed throughout the hospital can be used to reach a live interpreter in almost every language via live video stream.
- Phone interpreter service: Our phone interpreter service is available in almost every language — 24 hours a day, seven days a week, for both inpatients (staying at the hospital) and outpatients (coming in for an appointment or procedure then going home).
- American Sign Language (ASL): We also meet the communication needs of deaf children and families, providing an ASL interpreter when needed.
- Board-certified medical interpreters: These interpreters provide in-person support for complex medical conversations.

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## **COMMUNITY INITIATIVES**

### **Shepherd's Hope**

Nemours Children's partners with Shepherd's Hope — a not-for-profit in Central Florida that operates free medical clinics for low-income families — to provide volunteer providers for back-to-school physicals every summer. During the clinics, the doctors, nurses and other volunteers who donate their time to serve uninsured, low-income families in need of medical care see patients at no cost during the annual back-to-school physicals. Through this work, many of our physicians have been inspired and continue to volunteer at the medical clinics regularly.

### **Central Florida School Districts — School Nurse Training**

Our providers offer specialized training classes for school nurses, health aides and clinic assistants throughout the TSA. We believe that school nurses play an integral role in a child's care team and require ongoing training to facilitate care for their students. Nemours Children's providers have conducted training seminars on many topics, including adolescent health, human trafficking, vaping, diabetes, sickle cell, infectious disease, trach care, asthma, allergies, injuries, common cardiac diseases, and rheumatology.



# Infant Health

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## OVERVIEW:

The infant mortality rate in our TSA is higher than both the Florida and national averages at 6.1 per 1,000 live births and higher in Polk County at 7.5 per 1,000 live births, respectively.

### Initiative

- Increase education and awareness of infant health issues among families and health care providers in Central Florida

### Goals

- Provide **Prenatal Education** to moms, families and providers that promote healthy pregnancies and safe deliveries
- **Provide Infant Health Programs and Outreach** that provide services, education and support to families and providers

### Metrics

- # of patients seen at Nemours Children's Center for Fetal Care
  - # of opportunities for newborn education facilitated by our experts
  - # of lactation consultant appointments conducted at primary care clinics
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## EDUCATION AND SUPPORT

### KidsHealth.org — Pregnancy and Newborn Center

Nemours® KidsHealth® provides online resources to help families better understand how to stay healthy and safe during pregnancy and how to prepare for parenthood, as well as childbirth, newborn care and health conditions. All content is reviewed regularly for accuracy and balance by our pediatricians and experts in subject matter. KidsHealth.org is free to use, requires no registration, and is free of advertising.

### NICU Discharge Education

We focus on practices that allow children and families to live healthier lives. Our goal is to provide health information and encourage wellness development and safety for all children. Prior to a baby's discharge from the NICU, our providers educate families on safe sleep practices, car seat safety, shaken baby syndrome and infant CPR. We teach parents proper CPR technique and provide hands-on training with simulation mannequins. For more training, parents are provided an Infant CPR Kit donated by the American Heart Association (AHA), which contains video instruction and an inflatable mannequin for the family to practice on at home.

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## IMPROVING OUTCOMES AND SAFETY FOR MOTHERS AND INFANTS

### Center for Fetal Care

We are dedicated to serving children and their families at every stage of life. Our Center for Fetal Care provides expert maternal-fetal and perinatal care to Central Florida mothers-to-be who are facing high-risk pregnancies or problems with their unborn child. Although Nemours Children's does not deliver babies, we manage care with each mother's doctors and coordinate services focused on her baby's health before, during and after birth. Our center is designed with the pregnant patient's health in mind and provides a dedicated clinic space, prompt scheduling, and referrals to pediatric specialists that are arranged and tracked by the center.

### Promoting Maternal Breast Milk

Breast milk is the preferred feeding for all infants and offers benefits not found in any substitute. It provides something called "passive immunity," protecting the baby from a wide variety of bacterial and viral illnesses. Breastfeeding also can lead to better cognitive development, as well as physical and emotional benefits due to skin-to-skin contact. Because early nutrition is a significant contributor to healthy child development, we provide an International Board-Certified Lactation Consultant, a dedicated neonatal dietician, support a donor milk program, and serve as a storage location to support milk banks. Nemours Children's offers telemedicine and in-person lactation clinics for mothers after discharge to ensure successful and sustained breastfeeding. To further support breastfeeding and infant health, we host educational opportunities during World Breastfeeding Week to inform and educate our associates and patient families about breastfeeding and lactation support resources within Nemours Children's and in the community.

### Neonatal Resuscitation Program

We provide classroom instruction in the Neonatal Resuscitation Program (NRP). NRP is an educational program based on the American Academy of Pediatrics and AHA guidelines for cardiopulmonary resuscitation and emergency cardiovascular care for newborns at time of delivery. NRP introduces concepts and basic skills of neonatal resuscitation. Successful completion of the online written course is required before participants attend the classroom portion of the NRP course.

### S.T.A.B.L.E. (Sugar, Temperature, Airway, Blood pressure, Lab work, and Emotional support)

We offer classroom instruction for the modular instructional program known as S.T.A.B.L.E. This neonatal education program for health care providers focuses on the post-resuscitation and pre-transport stabilization care of sick infants.

### NICU Cuddler Program

We understand the importance of bonding and skin-to-skin contact with any newborn, especially those in the NICU. However, we also understand that not all parents are able to stay at the hospital for extended periods of time — some parents need to leave for work or other obligations. Volunteers with our Cuddler Program are specially trained to provide love and affection to babies and families in the NICU at Nemours Children's, Florida. These volunteers are trained on the proper techniques for holding and rocking to soothe and comfort our tiniest patients. The program is especially important to soothe babies with neonatal abstinence syndrome (NAS), who may be experiencing elevated stress and discomfort.

### Primary Care

Our primary care has improved data analytics to assess gaps in infant care and improve care by reaching out to parents for such things as scheduling their infants' immunizations. Additionally, our primary care practices have added lactation consultations, including telehealth availability, to increase, promote and support breastfeeding. To improve compliance in blood lead screening, all clinics have increased point-of-care testing. Additionally, primary care practices offer photo screenings to detect vision abnormalities in children starting at 12 months. For parents, primary care has implemented universal postpartum depression screening of all parents in accordance with new guidelines.



# Mental Health

## OVERVIEW:

A total of 20% of our TSA parents reported that their child has received mental health services in the last year which is higher than the national percentage and a significant increase from previous assessments.

### Initiative

- Increase awareness of and participation in community initiatives and programs to improve mental, emotional, behavioral and developmental health among children and adolescents

### Goals

- Provide **Mental, Emotional and Behavioral Health Education** to patients and families
- Implement targeted **Mental, Emotional and Behavioral Health Initiatives** to serve the needs of the community

### Metrics

- # of health care providers trained to build capacity for managing their patient's mental, emotional and behavioral health
- # of participants engaged in community-based programs to support children and adolescent's mental, emotional and behavioral health
- # of referrals to the Central Florida Behavioral Health Hub
- # of patients seen for Behavioral Health visits at our primary care clinics

### Central Florida Behavioral Health Hub

Nemours Children's, Florida is a recipient of a multiyear state contract with the Florida Department of Health's Title V program to expand their statewide behavioral health network, the Florida Pediatric Mental Health Collaborative, into Central Florida. The goal is to improve access to pediatric mental health services by expanding primary care provider capacity and effectively integrating behavioral health services through consultation and/or care coordination based on regional needs.

### Parent Management Training

An eight-week training to help caregivers understand and manage ADHD in children is provided quarterly at the hospital, virtually and/or in community settings. These trainings are facilitated by our physician residents-in-training and Behavioral Health Hub team.

### Integrated Primary Care & Behavioral Health

We have launched a children's mental health pilot program with funding from TD Bank®.

In 2021, Mental Health America ranked states according to mental health care access, with Delaware ranking number five and Florida at 48. The Nemours Children's Health Integrated Behavioral Health Initiative is designed for primary care offices across these two states.

The initiative shifts away from a model of standalone behavioral health resources. Instead, we embed pediatric psychologists, clinical social workers and professional counselors in pediatric primary care offices. This approach gives children access to mental health care in the setting where they receive most of their care.

### Zones of Regulation

A partnership with Orange County Public Schools (OCPSs) began in 2020 as a micropilot to train Title I elementary school voluntary prekindergarten teachers on promoting self-regulation and resiliency in young preschool children. This program expanded to include teachers in Kindergarten and grades 1 and 2 at the school and has spread to other interested schools.

### Sources of Strength

The innovative, evidence-based upstream prevention program provides peer-led programming for suicide, violence, bullying and substance abuse at two OCPS high schools. By training, supporting and empowering both student peer leaders and caring adults, they can impact their world through the power of connection, hope, help and strength.



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