

A group of diverse elderly people walking outdoors and smiling. The group includes a woman with white hair and glasses, a woman with long dark braids, a man with a white beard, and a woman with short white hair. They are all dressed in casual, comfortable clothing. The background is a soft-focus outdoor setting with trees and a building.

**2023-2025**  
**AdventHealth**  
**Daytona Beach**  
**Community**  
**Health Plan**

**Executive Summary.....3**

**About AdventHealth.....7**

**Priorities Addressed.....9**

Behavioral Health: Drug and Substance Use.....10

Early Childhood Education.....11

Community Engagement in Available  
Resources and Services.....15

**Priorities Not Addressed.....20**

# Table of Contents

## Acknowledgements

This community health plan was prepared by Debi McNabb, Community Benefit Director, CFD-North and Ida Babazadeh, Community Health Program Manager, CFD-North, with contributions from members of AdventHealth Daytona Beach Community Health Needs Assessment Committee and Hospital Health Needs Assessment Committee both representing health leaders in the community and hospital leaders.

We are especially grateful for the Volusia and Flagler Collaborative who helped guide the development of the community health plan which will enable our teams to continue fulfilling our mission of Extending the Healing Ministry of Christ. To see a full list of the Volusia and Flagler Collaborative members refer to AdventHealth Daytona Beach’s 2022 Community Health Needs Assessment.



# EXECUTIVE SUMMARY



# I Executive Summary

Memorial Health Systems, Inc. d/b/a AdventHealth Daytona Beach will be referred to in this document as AdventHealth Daytona Beach or the “Hospital”.

## Community Health Needs Assessment Process

AdventHealth Daytona Beach in Daytona Beach, Florida conducted a community health needs assessment in 2022. The assessment identified the health-related needs of the community including low-income, minority and other underserved populations. This assessment process was the most comprehensive to date and included survey questions related to diversity, equity and inclusion. In addition, the priorities were defined, when possible, in alignment with Healthy People 2030, national public health priorities to improve health and well-being.

In order to ensure broad community input, AdventHealth Daytona Beach created a Community Health Needs Assessment Committee (CHNAC) to help guide the Hospital through the assessment process. The CHNAC included representation from the Hospital, public health experts and the broad community. This included intentional representation from low-income, minority and other underserved populations. The prioritization process sought to balance our ability to impact the greatest number of people who are facing the greatest disparities.

AdventHealth Daytona Beach also convened a Hospital Health Needs Assessment Committee (HHNAC) to help select the needs the Hospital could most effectively address to support the community. The HHNAC made decisions by reviewing the priorities selected by the CHNAC and the internal Hospital resources available.

The CHNAC and HHNAC met throughout 2021-2022. The members reviewed the primary and secondary data, helped define the priorities to be addressed and helped develop the Community Health Plan to address those priorities. Learn more about Healthy People 2030 at <https://health.gov/healthypeople>.

## Community Health Plan Process

The Community Health Plan (CHP), or implementation strategy, is the Hospital’s action plan to address the priorities identified from the CHNA. The plan was developed by the CHNAC, HHNAC and input received from stakeholders across sectors including public health, faith-based, business and individuals directly impacted.

The CHP outlines targeted interventions and measurable outcomes for each priority noted below. It includes resources the Hospital will commit and notes any planned collaborations between the Hospital and other community organizations and hospitals.

The identified goals and objectives were carefully crafted, considering evidence-based interventions and AdventHealth’s Diversity, Equity, and Inclusion and Faith Accountability strategies. AdventHealth Daytona Beach is committed to addressing the needs of the community, especially the most vulnerable populations, to bring wholeness to all we serve.



# Executive Summary

## Priorities Addressed

The priorities addressed include:

1. Behavioral Health: Drug and Substance Use
2. Early Childhood Education
3. Community Engagement in Available Resources and Services

*See page 9 for goals, objectives and next steps for each priority selected to be addressed.*

## Priorities Not Addressed

The priorities not addressed include:

1. Mental Health
2. Housing and Income

*See page 20 for an explanation of why the Hospital is not addressing these issues.*



The Community Health Plan is a three-year strategic plan and may be updated during implementation based on changing community needs or availability of resources. AdventHealth recognizes community health is not static and high priority needs can arise or existing needs can become less pressing. The Hospital may pivot and refocus efforts and resources to best serve the community.

# I Executive Summary

## Board Approval

On February 16, 2023, the AdventHealth Daytona Beach Board approved the Community Health Plan goals, objectives and next steps. A link to the 2023 Community Health Plan was posted on the Hospital's website prior to May 15, 2023.

## Ongoing Evaluation

AdventHealth Daytona Beach's fiscal year is January – December. For 2023, the Community Health Plan will be deployed beginning May 15, 2023, and evaluated at the end of the calendar year. In 2024 and beyond, the CHP will be evaluated annually for the 12-month period beginning January 1st and ending December 31st. Evaluation results will be attached to the Hospital's IRS Form 990, Schedule H. The collective monitoring and reporting will ensure the plan remains relevant and effective.

## For More Information

Learn more about the Community Health Needs Assessment and Community Health Plan for AdventHealth Daytona Beach at <https://www.adventhealth.com/community-health-needs-assessments>.



# ABOUT ADVENTHEALTH



## **| About AdventHealth**

**AdventHealth Daytona Beach is part of AdventHealth. With a sacred mission of Extending the Healing Ministry of Christ, AdventHealth strives to heal and restore the body, mind and spirit through our connected system of care. More than 80,000 skilled and compassionate caregivers serve 4.7 million patients annually. From physician practices, hospitals, outpatient clinics, skilled nursing facilities, home health agencies and hospice centers, AdventHealth provides individualized, wholistic care at nearly 50 hospital campuses and hundreds of care sites throughout nine states.**

**Committed to your care today and tomorrow, AdventHealth is investing in research, new technologies and the people behind them to redefine medicine and create healthier communities.**



### **About AdventHealth Daytona Beach**

AdventHealth Daytona Beach is part of Adventist Health System, one of the nation's largest not-for-profit faith-based care systems with nearly 50 hospitals and hundreds of care sites in nearly a dozen states. With the mission of "Extending the Healing Ministry of Christ", AdventHealth Daytona Beach provides whole-person care to heal the body, mind and spirit. AdventHealth Daytona Beach is a 362-bed organization that is fully-accredited by the Joint Commission on Accreditation of Health Care Organizations. Beyond the main hospital, AdventHealth Daytona Beach also encompasses the Cancer Institute, Sports Med & Rehab and Imaging, among other off-site locations. In August 2021, AdventHealth opened a free-standing emergency department on Williamson Boulevard in Port Orange. An AdventHealth Health Park opened on the same property in October 2022.

For over 50 years, AdventHealth Daytona Beach has served the East Volusia area and surrounding communities by providing the following comprehensive healthcare services: Bariatric and Weight Care, Cancer Care, Diabetes Care, Heart and Vascular Care, Home Care, Hospice Care, Imaging Services, Lab Services, Neurology Care, Orthopedic Care, Sports Medicine and Rehab Care, Surgical Care, Emergency and Urgent Care, Mothers and Baby Care, Senior Care, Wellness Care and Wound Care.

# PRIORITIES ADDRESSED



# Behavioral Health: Drug and Substance Use

Fentanyl deaths in Volusia County increased 2.5% from 2013 to 2019, and opioid-related deaths doubled from 2019 to 2020. Compared to the state, Volusia County has higher rates of substance overdose deaths per 100,000, including fentanyl, cocaine, heroin and meth. Volusia County also has higher rates than the state for vaping (tobacco and marijuana), alcohol, binge drinking and marijuana use. Awareness of and the need to address substance use, as well as a growing fentanyl crisis, has been increasing in the country.

**Goal 1:** Partner with Volusia Recovery Alliance to increase awareness, reduce stigma and connect people in need to outreach, and education.

**Objective 1.1:** By December 31, 2025, hold 10 Narcan Education & Distribution Events with the Volusia Recovery Alliance at the Hospital and with local community and faith partners. *(Faith Community Strategy)*

**Target Population:** Adults suffering from substance use disorder in Volusia County

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Identify opportunities (i.e. events at the Speedway), local partners (i.e. Department of Health - Volusia), and faith communities (work with Hospital Chaplains) to increase awareness, reduce stigma and connect people in need to outreach, and education.	# of Narcan Education & Distribution events held at the Hospital and in the community  # of referrals made  # of individuals served/resources distributed	AdventHealth ER Entrance serves as an event location. AdventHealth Security supports these efforts from a safety standpoint.  Promote event flyer within the Hospital and the Community (i.e. social media, press release)	Volusia Recovery Alliance (Narcan, educational materials, staff)	X	X	X
Refer individuals to the Volusia Recovery Alliance through the Whole Health Hub.		AdventHealth Case Managers, Community Care and Nursing staff refer patients Volusia Recovery Alliance through the Whole Health Hub				

# Early Childhood Education

The assessment showed that the percentage of youth ready for kindergarten at entry has declined in Volusia County, although its still higher than that of the state. According to public data, only 50.2% of toddlers are enrolled in preschool, which helps prepare youth for kindergarten and beyond. The Hospital prioritized early childhood education because of the foundation it provides for better health and long-term outcomes for all residents.

**Goal 1:** Increase the proportion of children who participate in high-quality early childhood education programs. *(Healthy People 2030)*

**Objective 1.1:** By December 31, 2025, partner with Early Learning Coalition of Flagler & Volusia Counties (ELCFV) to host three educational events with invited experts who will discuss the importance of early learning. These events will be used as an opportunity for all families in attendance to enroll their children in services offered by ELCFV, including Florida’s Voluntary Prekindergarten (VPK) program.

Research shows that when learning is part of a game, fun activity, or everyday routine, information sticks longer. Through Florida’s Voluntary Prekindergarten (VPK) program, children can learn all developmental domains through play. The eight domains include: Physical Health, Approaches to Learning, Social and Emotional Development, Language and Communication, Emergent Literacy, Mathematical and Scientific Thinking, Social Studies and The Arts, and Motor Development. Families will have opportunity to enroll in the 3Ts. The 3Ts program is comprised of free resources designed to help parents understand how important their role is in their child’s brain development.

**Objective 1.2:** By December 31, 2025, partner with Early Learning Coalition of Flagler & Volusia Counties to provide approximately 3,600 summer take home bags for VPK students to prevent summer reading loss in preparation for kindergarten.

**Target Population:** Families and children under age 5

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Partner with the Early Learning Coalition to hold educational events to assist families enroll their children in services offered by ELCFV, including Florida’s Voluntary Prekindergarten (VPK) program.	# of educational events  # of individuals reached	Hold events at the Hospital  Help promote events (i.e. flyer at pediatrician’s offices, social media)	Early Learning Coalition of Flagler & Volusia Counties	X	X	X
Support the Early Learning Coalition to provide more summer take home bags.	# of bags distributed	Work with AdventHealth Women & Children’s Services to distribute summer take home bags to targeted population	Early Learning Coalition of Flagler & Volusia Counties (bags included in partnership agreement)	X	X	X

# Early Childhood Education

**Goal 1 continued:** Increase the proportion of children who participate in high-quality early childhood education programs. (*Healthy People 2030*)

**Objective 1.3:** Partner with the Early Learning Coalition of Flagler & Volusia Counties to develop a Born Learning Trail (BLT). Born Learning Trail is a series of 10 interactive signs that offer learning activities for young children and their families. By December 31, 2025, AdventHealth with support from other local nonprofits will spearhead an effort to build a Born Learning Trail in the two-county area. There is currently one trail located in Deltona.

**Objective 1.4:** By December 31, 2023, partner with Early Learning Coalition of Flagler & Volusia Counties to provide Women & Children’s Services (i.e. employee support to reach targeted population) and communication tools for Pack and Play distribution and education to children who do not have safe sleep environments across the two counties.

**Target Population:** Families and children under age 5

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Identify location and additional partners to support the build of a Born Learning Trail (BLT).	Funding for signage production	Organize meetings to discuss plans to build a Born Learning Trail and fund sign production	Early Learning Coalition of Flagler & Volusia Counties  County or City  Local partners (i.e. United Way of Volusia & Flagler Counties)	X	X	X
Support Pack and Play distribution and safe sleep education to children who do not have safe sleep environments across the two counties.	# of Pack and Plays and educational materials distributed	Work with AdventHealth Women & Children’s Services to distribute Pack and Plays and safe sleep education to targeted population	Early Learning Coalition of Flagler & Volusia Counties (materials included in partnership agreement)	X	X	X

# Early Childhood Education

**Goal 2:** Increase the proportion of children who are developmentally on track and ready for school. (*Healthy People 2030*)

**Objective 2.1:** By December 31, 2025, partner with Early Learning Coalition of Flagler & Volusia Counties to offer three parent information sessions dedicated to the importance of developmental screenings both through School Readiness and Help Me Grow which provide tools to move children forward in their skills outside of the classroom.

**Objective 2.2:** By December 31, 2025, partner with Early Learning Coalition of Flagler & Volusia Counties to offer three physician information sessions dedicated to the importance of developmental screenings both through School Readiness and Help Me Grow which provide tools to move children forward in their skills outside of the classroom.

**Target Population:** Parents/guardians of children under age 5

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Host parent information sessions at the Hospital and/or in the community to expand the number of developmental screenings.	# of sessions held # of individuals reached Survey results	Host information sessions at the Hospital and/or in the community  Promote screenings at Pediatrician offices (i.e. provide communication tools)  Hospital funding (\$2,000)	Early Learning Coalition of Flagler & Volusia Counties	X	X	X
Host physician information sessions at the Hospital and/or in the community to expand the number of developmental screenings.	# of sessions held # of individuals reached Survey results	Host information sessions at the Hospital  Promote screenings at Pediatrician offices and Emergency Room (i.e. provide communication tools)  Hospital funding (\$2,000)	Early Learning Coalition of Flagler & Volusia Counties	X	X	X

# Early Childhood Education

**Goal 3:** Increase the proportion of children with a developmental delay who receive special services to meet their developmental needs by 48 months of age. (*Healthy People 2030*)

**Objective 3.1:** Partner with Easterseals Northeast Central Florida offering behavioral intervention services. By December 31, 2025, provide 5 information sessions on The P.L.A.Y. Project to expand the scope and reach of services. The P.L.A.Y. Project is an Autism training and early intervention program, and Easterseals offers P.L.A.Y. therapy at their Autism Center of Excellence (A.C.E.). Partner donations allow them to serve more children ages 18 months to 6 years with gaining language and social skills.

**Target Population:** Children with a developmental delay

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Support the P.L.A.Y. Project to expand the offering of Autism trainings and other early intervention programs.	# of sessions provided # of individuals served Survey results	Promote information sessions at Pediatrician offices  Hospital funding (\$400)	Easterseals Northeast Central Florida	X	X	X

# Community Engagement in Available Resources and Services

Data in the assessment highlighted how complicated the health care system can be to understand and navigate, even for those who work within the industry. Many stakeholders discussed how disconnected different parts of the health care system are, leading to a lack of care coordination between different providers and a low awareness in the community of what services and resources are available. Word-of-mouth tends to be the best method to share information, especially in priority populations.

**Goal 1:** Increase access to income and health insurance coverage for vulnerable individuals.

**Objective 1.1:** Provide access to a SOAR Processor (SSI/SSDI Outreach, Access, and Recovery) through partnership with Flagler Cares SOAR to assist 180 eligible Community Care patients to apply for and obtain SSI/SSDI benefits (including income and Medicaid/Medicare) by December 31, 2025.

**Target Population:** Community Care patient population in Volusia and Flagler counties

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Provide access to a SOAR Processor (SSI/SSDI Outreach, Access, and Recovery) through partnership with Flagler Cares SOAR.	# of referrals made	Hospital funding (\$2,600)	Flagler Cares	X	X	X

# Community Engagement in Available Resources and Services

**Goal 2:** Increase social and community support to improve health and social outcomes for underserved populations. (*Healthy People 2030*)

**Objective 2.1:** Increase the number of area non-profit organizations trained on the Whole Health Hub and thus added to the Whole Health Hub's Trusted Network. The Whole Health Hub is a free website that allows anyone to search and connect to a wide variety of social services based on their location. By December 31, 2025, we will increase the number of claimed non-profit organizations to 30 from a baseline of 18. (*DEI – AHDB, AHD, AHFM, AHNSB, AHPC*)

**Objective 2.2:** Host presentations recommending the Whole Health Hub (WHH) for AdventHealth team members to become familiar with. Presentations will encourage team members to register for trainings through the AdventHealth Learning Network and refer patients to Whole Health Hub. By December 31, 2025, host 11 presentations from a baseline of 2 to promote and increase the use of Whole Health Hub among team members.

**Target Population:** Vulnerable population including families in Flagler and Volusia counties

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Identify and invite area non-profits to join the Whole Health Hub.	# of area non-profit organizations trained on the Whole Health Hub  # area non-profit organizations claimed	In partnership with findhelp provide 101 and 201 trainings to interested non-profits	findhelp	X	X	X
Promote Whole Health Hub, including AdventHealth's Learning Network (ALN) trainings.	# of presentations	ALN trainings  Hospital staff referrals	findhelp	X	X	X

# Community Engagement in Available Resources and Services

**Goal 2 continued:** Increase social and community support to improve health and social outcomes for underserved populations. (*Healthy People 2030*)

**Objective 2.3:** Invite faith communities to join the Whole Health Hub and promote use of the platform to help individuals find free and low-cost services/resource in the community. By December 21, 2025, we will increase the number of claimed faith-based non-profit organizations to 12 from a baseline of 6. (*Faith Community Strategy*)

**Objective 2.4:** Provide mentorship and education four times annually to support improved health to 75% of Boys & Girls Clubs of Volusia and Flagler members at nine area clubs.

**Objective 2.5:** Provide \$4,000 annually to support to Boys & Girls Clubs of Volusia and Flagler as part of regional strategic partnership to provide daily fresh fruit and whole grain snacks to club members at each club (there are currently nine clubs in total).

**Target Population:** Vulnerable population including families in Flagler and Volusia counties

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Collaborate with Hospital Chaplains to invite faith communities join the Whole Health Hub.	# of faith-based non-profit organizations trained on the Whole Health Hub  # of faith-based non-profit organizations claimed	Support form Hospital Chaplains	findhelp	X	X	X
Identify youth education curriculum and implement. Plan and implement educational events.	# of educational events	Youth curriculum and staff to implement	Boys & Girls Clubs of Volusia and Flagler	X	X	X
Execute MOU to financially support healthy snacks and Boys & Girls Club.	Funding for daily fresh fruit and whole grain snacks  # of clubs in the Daytona Beach market (Rossmeyer Family/Holly Hill and John H Dickerson/Daytona Beach)	Funding for healthy snacks	Boys & Girls Clubs of Volusia and Flagler	X	X	X

# Community Engagement in Available Resources and Services

**Goal 3:** Increase the number of state health departments (and/or Hospitals) that report using social marketing in health promotion and disease prevention programs. (*Healthy People 2030*)

**Objective 3.1:** Provide content (i.e. Community Health program Reports) once per year for Volusia and Flagler Collaborative Community Health Improvement Plan reporting on public facing website mySidewalk.

**Objective 3.2:** Collaborate with AdventHealth Communications to publish four community partner stories about health promotion and disease prevention programs annually on social media platforms, elevating our partners to develop capacity for community advocacy at large.

**Target Population:** Volusia and Flagler community, online community

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Identify and share CHIP highlights with Collaborative and post on mySidewalk. <a href="https://dashboards.mysidewalk.com/volusiahealth">https://dashboards.mysidewalk.com/volusiahealth</a>	# of updates posted on mySidewalk  # of mySidewalk views	Draft content  Promote mySidewalk	Volusia and Flagler Collaborative partners	X	X	X
Draft and publish Community Benefit stories.	# of stories posted  # of story views	Support from AdventHealth Communications Department	Various community partners	X	X	X

# Community Engagement in Available Resources and Services

**Goal 4:** Expand pipeline programs that include service learning or experiential learning components in public health settings (i.e. workforce development). *(Healthy People 2030)*

**Objective 4.1:** By December 31, 2025, partner with Flagler and Volusia County Schools, AdventHealth Education, Simulation Lab (SIMS) to provide four educational opportunities annually to increase awareness and inspire workforce development across sectors.

**Target Population:** Volusia and Flagler youth

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Schedule/plan educational opportunities with Flagler and Volusia County Schools.	# of educational opportunities provided  # of individuals reached  Survey results	Support from AdventHealth Education Department, SIMS Lab, etc.	Flagler and Volusia County Schools	X	X	X

**Goal 5:** Eliminate very low food security in children. *(Healthy People 2030)*

**Objective 5.1:** Partner with local nonprofits as well as faith communities (i.e. Halifax Urban Ministries, local churches) to fund food programs and food drives. By December 31, 2025, partner with Food Brings Hope to serve 1,800 children. *(Faith Accountability)*

**Target Population:** Children in high poverty areas/households with very low food security

Activities/Strategies	Outputs	Hospital Contributions	Community Partnerships	Timeline		
				Y1	Y2	Y3
Collaborate with partners in food security to fund food programs targeted to children and families.	# of children served	Hospital funding  Volunteer service hours	Food Brings Hope	x	x	x

# PRIORITIES NOT ADDRESSED



# I Priorities Not Addressed

AdventHealth Daytona Beach also identified the following priorities during the CHNA process. In reviewing the CHNA data, available resources, and ability to impact the specific identified health need, the Hospital determined these priorities will not be addressed.

## Mental Health

There is a growing need in Volusia County to increase the available resources addressing mental health needs. The assessment found the percentage of adults reporting poor mental health is slowly increasing statewide, as well as in Volusia County. However, Volusia County rates are notably higher than statewide rates (17.2% and 13.8%, respectively). Volusia County also lags behind the statewide average for both mental health providers and adult psychiatric beds. The mental health needs of the community are significant, but the HHNAC did not perceive the ability to impact the issue with existing Hospital resources at this time.

## Housing and Income

The need for safe and affordable housing and increased wages in the community is significant. More than one-third of homeowners (about 34%) and over half of renters (about 55%) are paying over 30% of their income towards housing. The median price of homes also increased 18.8% from November 2020 to November 2021. The assessment also found that Black residents are twice as likely to be living below the federal poverty level as their White counterparts, and the poverty rates of Other Race and Hispanic residents are also notably higher than White and Non-Hispanic residents. The HHNAC did not perceive the ability to have a measurable impact on these issues within the three years allotted for the Community Health Plan with the current resources available to the Hospital at this time.





**Memorial Health Systems, Inc. d/b/a  
AdventHealth Daytona Beach**

CHP Approved by the Hospital Board on: February 16, 2023

For questions or comments please contact:  
[corp.communitybenefit@adventhealth.com](mailto:corp.communitybenefit@adventhealth.com)