

AdventHealth Fish Memorial 2025 Community Health Needs Assessment

Extending the Healing Ministry of Christ



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Letter from Leadership

It is my honor to serve as Executive Vice President and CEO of the AdventHealth East Florida Division, which includes a growing network of care across Flagler, Volusia, St. Johns, North Lake and South Sumter.

At AdventHealth, we have a sacred mission of Extending the Healing Ministry of Christ, bringing health and wellness beyond the walls of our hospitals and into the communities we serve—from the beaches to cities, towns and neighborhoods.

Every three years, AdventHealth hospitals across the nation complete a Community Health Needs Assessment.

Our 2025 Community Health Needs Assessment is the culmination of a year-long collaborative process, led by a steering committee of leaders from local organizations, health care and public health.

As part of the assessment, we gather input through surveys, interviews, focus groups and conversations with people like you to identify and prioritize local health needs.

This report summarizes this research and analyzes population-health data. We will use this insight to guide our efforts with community partners and develop action plans for 2026–2028 for each of our seven AdventHealth hospitals in the East Florida Division.

This important work is only possible through partnerships. With your support, AdventHealth will continue creating opportunities for better health in every community we serve.

Thank you for your interest in the 2025 Community Health Needs Assessment.

Audrey Gregory, PhD, RN
AdventHealth East Florida Division
Executive Vice President | CEO



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Executive Summary

Southwest Volusia Healthcare Corporation dba AdventHealth Fish Memorial will be referred to in this document as AdventHealth Fish Memorial or “The Hospital.” AdventHealth Fish Memorial in Orange City, Florida conducted a community health needs assessment from March to December 2024. The goals of the assessment were to:

- Engage public health and community stakeholders, including low-income, minority and other underserved populations.
- Assess and understand the community’s health issues and needs.
- Understand the health behaviors, risk factors and social determinants that impact health.
- Identify community resources and collaborate with community partners.
- Publish the Community Health Needs Assessment.
- Use the assessment findings to develop and implement a 2026 – 2028 Community Health Plan based on the needs prioritized in the assessment process.

Flagler Volusia CHNA Collaborative

To ensure broad community input, AdventHealth Fish Memorial took part in a Collaborative, known as the Flagler Volusia CHNA Collaborative, to help guide the Hospital through the assessment process. The Collaborative included representation from the Hospital, public health experts and community members. This included intentional representation from low-income, minority and other underserved populations.

The organizations represented in the Collaborative include AdventHealth, the Department of Health in Flagler County, the Department of Health in Volusia County, Volusia Recovery Alliance, Volusia Flagler Family YMCA, Volusia Flagler Counties Coalition for the Homeless, United Way of Volusia-Flagler Counties, The House Next Door, SMA Healthcare, One Voice for Volusia, Healthy Start

Coalition of Flagler and Volusia, Halifax Urban Ministries, Flagler Schools, Flagler OARS, Flagler County Commission, Flagler Care, EPIC Behavioral Healthcare, Easterseals Northeast Central Florida, Early Learning Coalition of Flagler and Volusia Counties, Domestic Abuse Council of Volusia County, Disability Solutions for Independent Living, the Department of Children and Families, Community Partnership for Children and Aza Health.

The Collaborative met four times in 2024. They reviewed primary and secondary data and helped to identify the top priority needs in the community.

See Prioritization Process for a list of Collaborative members.

Hospital Health Needs Assessment Committee

AdventHealth Fish Memorial also convened a Hospital Health Needs Assessment Committee (HHNAC). The purpose of the HHNAC was to select the needs the Hospital would address due to the findings in the assessment. The HHNAC made this decision by reviewing the priority needs that were selected by the Collaborative and by the internal hospital resources available. With this information, the HHNAC was able to determine where the Hospital could most effectively support the community.

See Prioritization Process for a list of HHNAC members.

Data

AdventHealth Fish Memorial in collaboration with the Flagler Volusia CHNA Collaborative collected both primary and secondary data. The primary data included community surveys, stakeholder interviews, and focus groups. Secondary data included internal hospital utilization data (inpatient, outpatient and emergency department). This utilization data showed the top diagnoses for visits to the Hospital from 2022 – 2024. In addition, publicly available data from state and nationally recognized sources were used. Primary and secondary data was compiled and analyzed to identify the top eight needs.

See Process, Methods and Findings for data sources.

Community Asset Inventory

The next step was to create a community asset inventory. This inventory was designed to help the Collaborative and the HHNAC understand the existing community efforts being used to address the eight needs identified from the aggregate primary and secondary data. This inventory was also designed to prevent duplication of efforts.

See Available Community Resources for more.

Selection Criteria

The Collaborative identified the top eight significant health needs of the community. The HHNAC then prioritized the top three needs, discussing each one, assessing available community resources, and considering the Hospital's own resources and strategies. Through this discussion, the Hospital determined the top three needs it is best positioned to impact.

See Prioritization Process for more.

The following criteria were considered during the prioritization process:

A. Impact on Community

What are the consequences to the health of the community of not addressing this issue now?

B. Resources

Are there existing, effective interventions and opportunities to partner with the community to address this issue?

C. Outcome Opportunities

Do interventions addressing this issue have an impact on other health and social issues in the community?



Priorities to Be Addressed

The priorities to be addressed are:

1. Mental Health
2. Drug and Alcohol Use
3. Community

See Priorities Addressed for more.

Approval

On April 17, 2025, the AdventHealth Fish Memorial board approved the Community Health Needs Assessment findings, priority needs and final report. A link to the 2025 Community Health Needs Assessment was posted on the Hospital's website prior to December 31, 2025.

Next Steps

AdventHealth Fish Memorial will work with the Collaborative and the HHNAC to develop a measurable implementation strategy called the 2026–2028 Community Health Plan to address the priority needs. The plan will be completed, board approved and posted on the Hospital's website prior to May 15, 2026.

About AdventHealth

AdventHealth Fish Memorial 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 100,000 talented and compassionate team members serve over 8 million patients annually. From physician practices, hospitals and outpatient clinics to skilled nursing facilities, home health agencies and hospice centers, AdventHealth provides individualized, whole-person care at more than 50 hospital campuses and hundreds of care sites throughout nine states.

Committed to your care today and tomorrow, AdventHealth is investing in new technologies, research and the brightest minds to redefine wellness, advance medicine and create healthier communities.

In a 2020 study by Stanford University, physicians and researchers from AdventHealth were featured in the ranking of the world's top 2% of scientists. These critical thinkers are shaping the future of health care.

Amwell, a national telehealth leader, named AdventHealth the winner of its Innovation Integration Award. This telemedicine accreditation recognizes organizations that have identified connection points within digital health care to improve clinical outcomes and user experiences. AdventHealth was recognized for its innovative digital front door strategy, which is making it possible for patients to seamlessly navigate their health care journey. From checking health documentation and paying bills to conducting a virtual urgent care visit with a provider, we're making health care easier—creating pathways to wholistic care no matter where your health journey starts.

AdventHealth is also an award-winning workplace aiming to promote personal, professional and spiritual growth with its team culture. Recognized by Becker's Hospital Review on its "150 Top Places to Work in Healthcare" several years in a row, this recognition is given annually to health care organizations that promote workplace diversity, employee engagement and professional growth. In 2024, the organization was named by Newsweek as one of the Greatest Workplaces for Diversity and a Most Trustworthy Company in America.

AdventHealth Fish Memorial

Located in Orange City, AdventHealth Fish Memorial has 257 beds and is one of the seven hospitals in Flagler, Lake and Volusia counties in the East Florida Division.

In 2003, Florida Hospital Fish Memorial, now AdventHealth Fish Memorial, expanded. In 2007, Fish Imaging opened on the hospital campus. In 2015, Deltona Health Park opened as part of our continued promise to provide quality health care to the residents of Southwest Volusia County and Fish Imaging relocated to Deltona Health Park. In December 2019, AdventHealth opened a free-standing emergency department on Howland Boulevard in Deltona. The AdventHealth Deltona ED is dedicated to 24/7 care with quicker access to hospital-based ED services for a growing community with diverse needs. In addition, AdventHealth Fish Memorial opened a second patient tower and relocated OB services from AdventHealth DeLand to the new tower in May 2021.

For over 30 years, AdventHealth Fish Memorial has served the West Volusia area and surrounding communities by providing the following comprehensive healthcare services: cancer care, diabetes care, heart and vascular care, home care, hospice care, imaging services, lab services, nutritional and dietetic services, orthopedic care, sports medicine and rehab care, surgical care, emergency and urgent care, women and children services and wound care.

The Baby Place at AdventHealth Fish Memorial, part of the AdventHealth for Women care network, features state-of-the art labor and delivery rooms, spacious mother and baby rooms and upgraded amenities. The new location provides OB services close to home to better serve our community. The AdventHealth Fish Memorial Birth Experience Team provides personalized support at every stage of pregnancy, including guided tours.

AdventHealth Fish Memorial now offers an innovative, minimally invasive option for general surgery. Experience the benefits of smaller incisions, less pain, and faster recoveries with the new da Vinci Xi surgical system. This new system allows the surgeon to be entirely in control of the surgery and offers him or her high-definition 3D views which translates into small and more precise incisions.

For over 30 years, AdventHealth Fish Memorial has served the West Volusia area and surrounding communities.



Recognition

- The Leapfrog Group, an independent national watchdog organization, awarded AdventHealth Fish Memorial an “A” Hospital Safety Grade for achieving the highest national standards in patient safety. The Leapfrog Group assigns an “A,” “B,” “C,” “D,” or “F” grade to all general hospitals across the country.
- 24th Annual Commissioner’s Business Recognition
- Accredited Center for Excellence, Fish Imaging Services
- American Heart Association Platinum Level Fit-Friendly Worksite
- American Heart Association and American Stroke Association Get With The Guidelines® — Gold Plus Quality Achievement Award, Stroke Honor Roll Elite
- American Heart Association CPR-certified Cardiopulmonary Rehab and Wellness Center
- Commission on Cancer Accredited
- Certified Center of Excellence, Breast Imaging Center
- College of American Pathologist Award
- College of American Pathologists Accredited
- Joint Commission Center of Excellence, Total Spine, Hip and Knee Replacement Surgery
- Joint Commission on Accreditation of Health Care Organizations Fully Accredited
- Medicare Quality Improvement Organization of Florida Performance Achievement Award



Community Overview

Community Description

Located in Volusia County, Florida, AdventHealth Fish Memorial defines its community as Volusia County. The Collaborative collected data for Volusia County and Flagler County, therefore the data used in this report will be at the county level.

Demographic and community profile data in this report are from publicly available data sources such as the U.S. Census Bureau and the Center for Disease Control and Prevention (CDC), unless indicated otherwise. Data are reported for Volusia County, unless listed differently. Data are also provided to show how the community compares locally, in the state, and at a national level for some indicators.

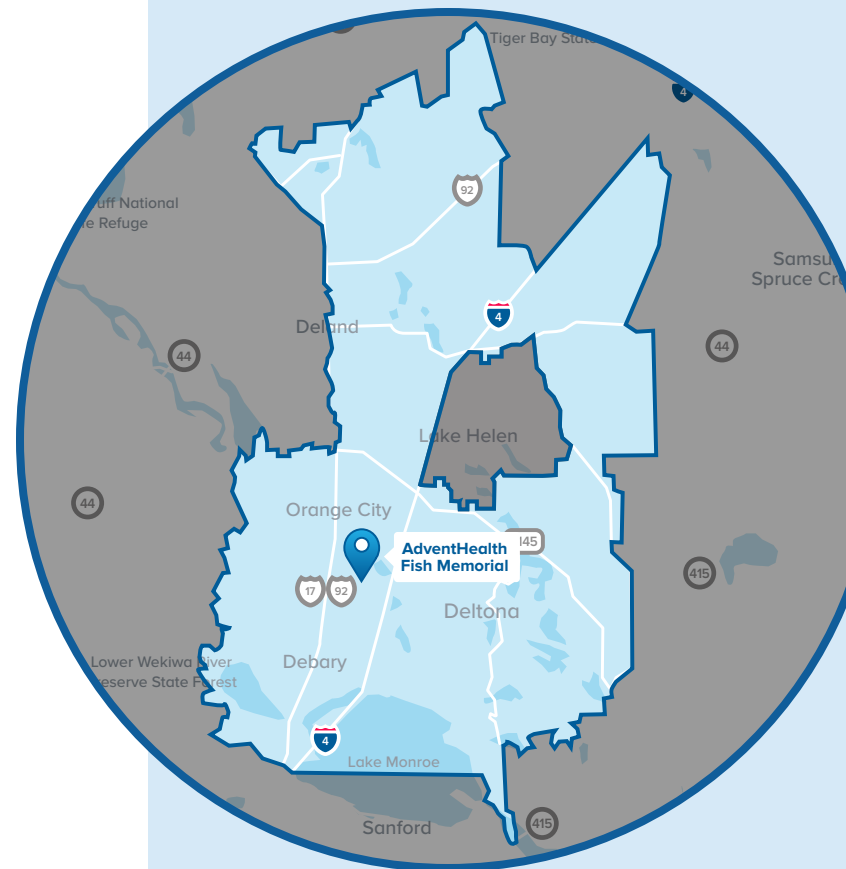
Community Profile

Age and Sex

The median age in the Hospital's community is 46.6, slightly higher than that of state which is 42.7 and the US, 39.

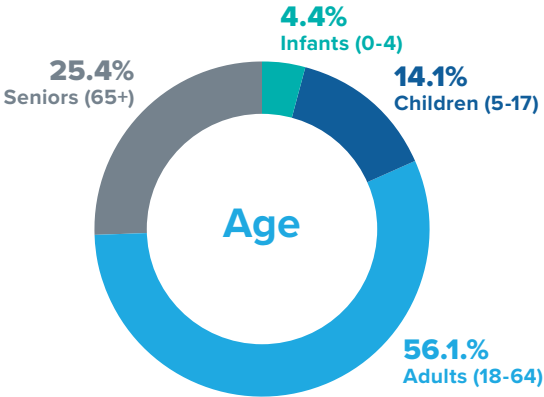
Females are the majority, representing 50.9% of the population. Middle-aged women, 40–64 are the largest demographic in the community at 16.1%.

Children make up 17.3% of the total population in the community. Infants, those zero to four, are 4.4% of that number. The community birth rate is 35.7 births per 1,000 women aged 15–50. This is lower than the U.S. average of 52.1 and lower than that of the state, 49.3. In the Hospital's community, 14% of children aged 5–17 are in poverty.



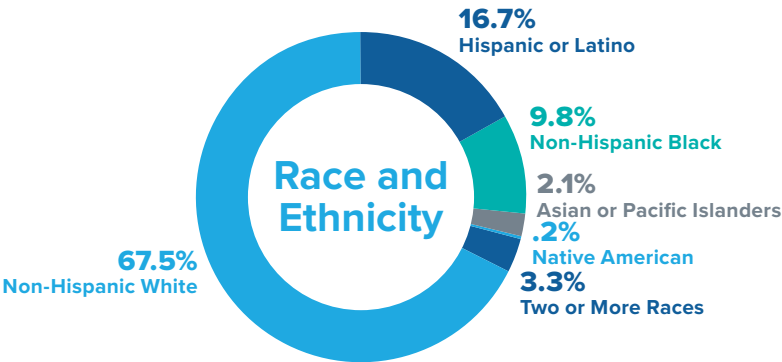
**Located in Volusia County,
Florida, AdventHealth
Fish Memorial defines
its community as
Volusia County.**

Seniors, those 65 and older, represent 25.4% of the total population in the community.



Race and Ethnicity

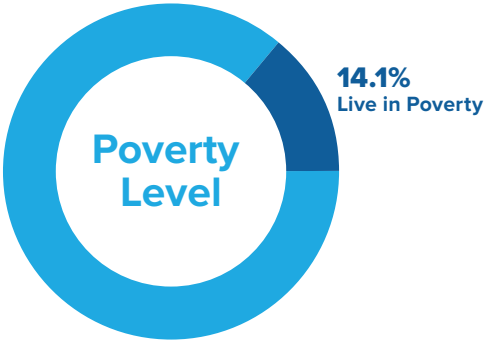
In the Hospital's community, 67.5% of the residents are non-Hispanic White, 9.8% are non-Hispanic Black and 16.7% are Hispanic or Latino. Residents who are of Asian or Pacific Islander descent represent 2.13% of the total population, while 0.2% are Native American and 3.3% are two or more races.



Economic Stability

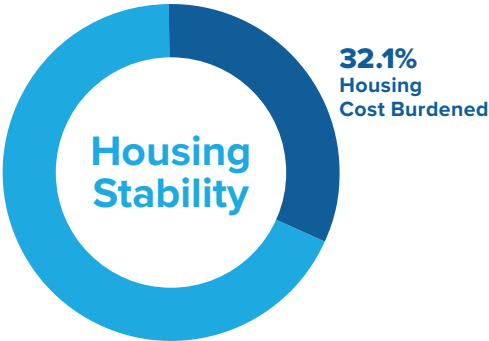
Income

The median household income in the Hospital's community is \$59,469. This is below the median for both the state and the US. Although slightly above the median, 14.1% of residents live in poverty.



Housing Stability

Increasingly, evidence is showing a connection between stable and affordable housing and health.¹ When households are cost burdened or severely cost burdened, they have less money to spend on food, health care and other necessities. Having less access can result in more negative health outcomes. Households are considered cost burdened if they spend more than 30% of their income on housing.



¹ Severe housing cost burden* | County Health Rankings & Roadmaps



Education Access and Quality

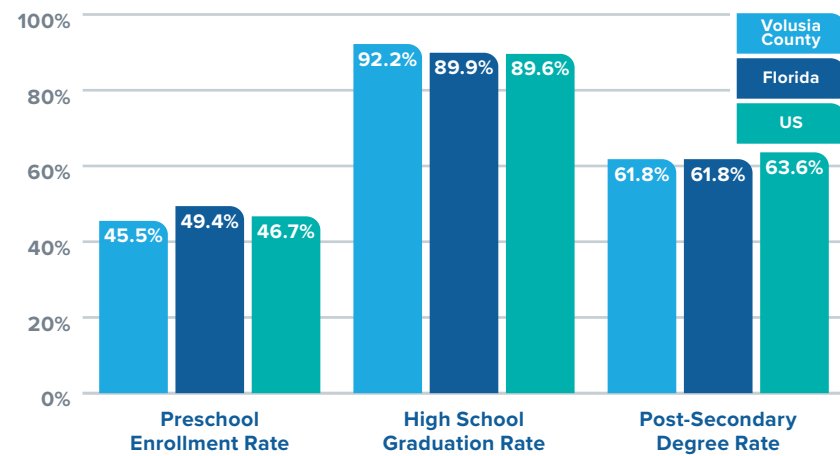
Research shows that education can be a predictor of health outcomes, as well a path to address inequality in communities.² Better education can lead to people having an increased understanding of their personal health and health needs. Higher education can also lead to better jobs, which can result in increased wages and access to health insurance.

In the Hospital's community, there is a 92.2% high school graduation rate, which is higher than both the state, (89.9%) and national average (89.6%). The rate of people with a post-secondary degree is lower in the Hospital's community than in both the state and nation.

Early childhood education is uniquely important and can improve children's cognitive and social development. It helps provide the foundation for long-term academic success, as well as improved health outcomes. Research on early childhood education programs shows that long-term benefits include improved health outcomes, savings in health care costs and increased lifetime earnings.³

In the Hospital's community, 45.5% of three- and four-year olds were enrolled in preschool. This rate is lower than both the state (49.4%) and the national (46.7%) averages and there is still a large percentage of children in the community who may not be receiving these early foundational learnings.

Educational Attainment



² The influence of education on health: an empirical assessment of OECD countries for the period 1995–2015
| Archives of Public Health | Full Text (biomedcentral.com)

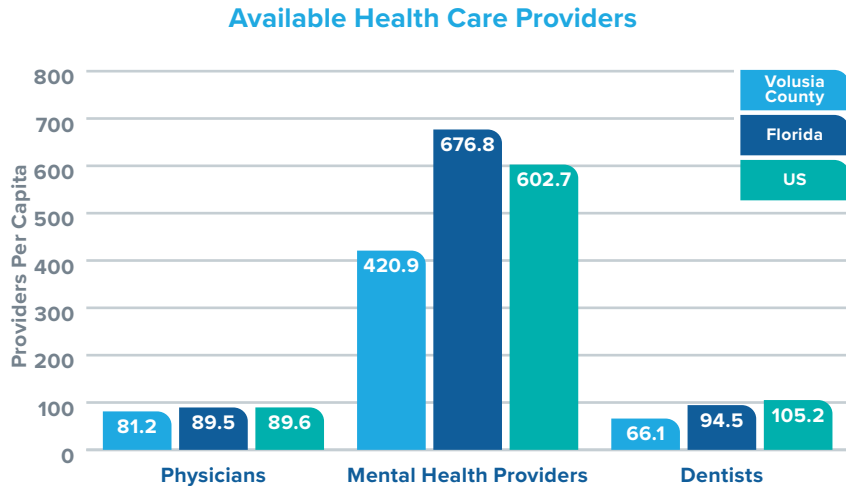
³ Early Childhood Education | U.S. Department of Health and Human Services

Health Care Access and Quality

In 2022, 15.9% of community members aged 18–64 were found to lack health insurance. Without access to health insurance, these individuals may experience delayed care, resulting in more serious health conditions and increased treatment costs. Although health insurance coverage levels can be a strong indicator of a person’s ability to access care, there are other potential barriers that can delay care for many people.⁴

Accessing health care requires more than just insurance. There must also be health care professionals available to provide care. When more providers are available in a community access can be easier, particularly for those experiencing transportation challenges.

Routine checkups can provide an opportunity to identify potential health issues and when needed develop care plans. In the Hospital’s community, 74.8% of people report visiting their doctor for routine care.

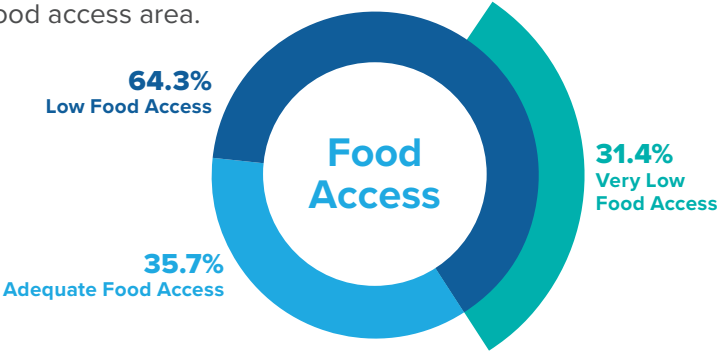


4 Health Insurance and Access to Care | CDC

Neighborhood and Built Environment

Increasingly, a community’s neighborhoods and built environment are shown to impact health outcomes. If a neighborhood is considered to have low food access, which is defined as being more than ½ mile from the nearest supermarket in an urban area or ten miles in a rural area, it may make it harder for people to have a healthy diet. A very low food access area is defined as being more than one mile from your nearest supermarket in an urban area or 20 miles in a rural area.

A person’s diet can have a significant impact on health, so access to healthy food is important. For example, the largest contributors to cardiovascular disease are obesity and type 2 diabetes, both of which can be impacted by diet.⁵ In the Hospital’s community, 64.3% of the community lives in a low food access area, while 31.4% live in a very low food access area.



People who are food insecure, who have reduced quality or food intake, may be at an increased risk of negative health outcomes. Studies have shown an increased risk of obesity and chronic disease in adults who are food insecure. Children who are food insecure have been found to have an increased risk of obesity and developmental problems compared to children who are not.⁶ Feeding America estimates for 2022,⁷ showed the food insecurity rate in the Hospital’s community as 13.4%.

Access to public transportation is also an important part of a built environment. For people who do not have cars, reliable public transportation can be essential to access health care, healthy food and steady employment. In the community, 5.4% of the households do not have an available vehicle.

5 Heart Disease Risk Factors | CDC

6 Facts About Child Hunger | Feeding America

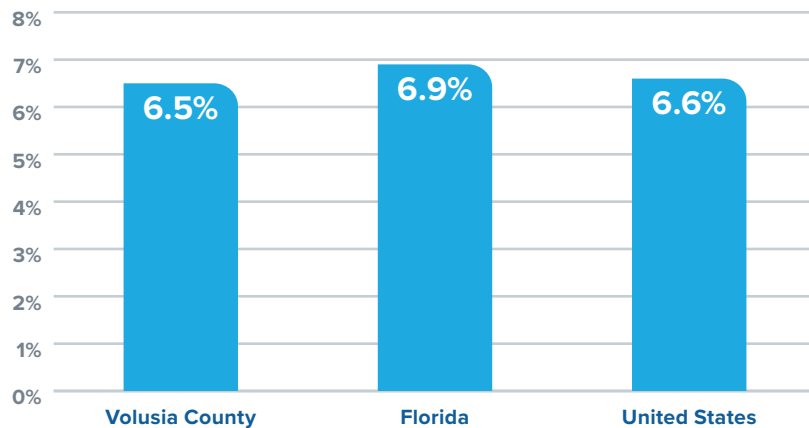
7 Map the Meal Gap 2022 | Feeding America

Social and Community Context

People's relationships and interactions with family, friends, co-workers and community members can have a major impact on their health and well-being.⁸ When faced with challenges outside of their control, positive relationships with others can help reduce negative impacts. People can connect through work, community clubs or others to build their own relationships and social supports. There can be challenges to building these relationships when people don't have connections to create them or there are barriers, like language.

In the community, 6.5% of youth aged 16–19 were reported as disconnected, meaning they were neither enrolled in school nor working at the time.

Disconnected Youth



Also, in the community 25.9% of seniors (age 65 and older) report living alone and 1.3% of residents report having limited English proficiency. All these factors can create barriers to feeling connected in the community.

⁸ Social and Community Context - Healthy People 2030 | U.S. Department of Health and Human Services

Social Determinants of Health

According to the CDC, social determinants of health (SDOH) are the conditions in the places where people live, learn, work and play that affect a wide range of health risks and outcomes. Social determinants of health are increasingly seen as the largest contributing factor to health outcomes in communities throughout the country.

The Hospital categorized and analyzed SDOH data following the Healthy People 2030 model. This approach was chosen so the Hospital could align its work with national efforts when addressing social determinants of health when possible. For the purposes of CHNA, the Hospital will follow this model for reporting any related data.

The Healthy People 2030 place-based framework outlines five areas of SDOH:

Economic Stability

Includes areas such as income, cost of living and housing stability.

Education Access and Quality

This framework focuses on topics such as high school graduation rates, enrollment in higher education, literacy and early childhood education and development.

Health Care Access and Quality

Covers topics such as access to health care, access to primary care and health insurance coverage.

Neighborhood and Built Environment

Includes quality of housing, access to transportation, food security, and neighborhood crime and violence.

Social and Community Context

Focuses on topics such as community cohesion, civic participation, discrimination and incarceration.



Process, Methods and Findings

Process and Methods

The Process

The health of people living in the same community can be very different, because there are so many influencing factors. To understand and assess the most important health needs of its unique community and the people in it, the Hospital in partnership with the Flagler Volusia CHNA Collaborative, solicited input directly from the community and from individuals who represent the broad interests of the community. A real effort was made to reach out to all members of the community to obtain perspectives across age, race and ethnicity, gender, profession, household income, education level and geographic location. The Collaborative also collected publicly available and internal hospital utilization data for review.

The Hospital partnered with local community organizations and stakeholders, including those in public health and those who represent the interests of medically underserved, low-income and minority community members, to form the Flagler Volusia CHNA Collaborative to guide the assessment process. The Collaborative is a regional effort through which health systems and departments of health spanning two counties work to improve community health by leading outcome driven initiatives addressing the needs found in the assessment. The Collaborative includes representation from Department of Health, Flagler and Volusia School Districts, and various health, behavioral health and social service organizations.

During data review sessions, community members of the Collaborative provided insight on how health conditions and areas of need were impacting those they represented. The Collaborative used the data review and discussion sessions to understand the most important health needs and barriers to health the community was facing and to guide the selection of needs to be addressed in the 2025 CHNA.



A real effort was made to reach out to all members of the community to obtain perspectives across age, race and ethnicity, gender, profession, household income, education level and geographic location.

Community Input

The Collaborative collected input directly from the community and from community stakeholders, including individuals working in organizations addressing the needs and interests of the community.

Input was collected through a community survey, stakeholder interviews and focus groups.

Community Health Survey

- The survey was provided to anyone in the community and accessible through weblinks and QR codes.
- Links and QR codes were shared through targeted social media posts and with community partners, including public health organizations. Partners were provided links to the survey, with the request that it be sent to electronic mailing lists they maintained, and, when possible, shared on their own social media channels.
- Paper surveys were given to partners to place at their organizations with the goal of reaching those who might not have access otherwise and who experience barriers to responding electronically. Responses from paper surveys were recorded using survey weblinks.

Stakeholder Interviews

- Participants were interviewed via virtual meeting and were asked to provide input on health, and barriers to health, that they saw in the community.
- Efforts were focused on stakeholders who represent or serve underserved, underrepresented communities that are lower income, and are more likely to be impacted by the social determinants of health.

Focus Groups

- Participants from diverse communities within Flagler and Volusia Counties participated in facilitated focus group meetings. Recruitment focused on participants from underserved and underrepresented communities that are lower income and are more likely to be impacted by the social determinants of health.
- Discussion questions were designed to elicit input about community strengths and health concerns or barriers to health.

Public and Community Health Experts Consulted

A total of 68 stakeholders provided their expertise and knowledge regarding their communities, including:

Name	Organization	Services Provided	Populations Served
John Lazarus , Executive Director, Ambulatory Services	AdventHealth East Florida Division	Health care	Flagler and Volusia County residents
David Weis , Chief Executive Officer	AdventHealth Daytona Beach	Health care	Volusia County residents
Eric Lunde , CEO	AdventHealth DeLand	Health care	Volusia County residents
Ida Babazadeh , Senior Manager, Community Advocacy	AdventHealth East Florida Division	Health care	Social Vulnerability Index zip codes Volusia and Flagler
Debi McNabb , Director of Community Advocacy	AdventHealth East Florida Division	Health care	Social Vulnerability Index zip codes Volusia and Flagler
Leah Washington , Manager, Community Advocacy	AdventHealth East Florida Division	Health care	Social Vulnerability Index zip codes Volusia and Flagler
Wally De Aquino , President/CEO	AdventHealth Palm Coast Parkway	Health care	Flagler County residents

Name	Organization	Services Provided	Populations Served
Laura Spencer , CEO	Aza Health	Health care	Vulnerable residents, minority, poverty, uninsured, underinsured population throughout Volusia and Flagler
Shirma Ramroop-Butts	Bethune-Cookman University	Higher education	Area's HBCU (historically black colleges and universities) focused on communities of color and lower income students
Danyell Wilson-Howard , PhD, Associate Professor and Project Lead; Health Disparities Liaison	Bethune-Cookman University	Higher education	Area's HBCU (historically black colleges and universities) focused on communities of color and lower income students
Robin King , President and CEO	CareerSource Flagler Volusia	Workforce programs	Implements special programs for youth, individuals with disabilities and the uninsured and unemployed
David Alfin , Palm Coast Mayor	City of Palm Coast	City leadership	Has special initiatives focused on low-income neighborhoods that are predominantly home to communities of color
Lauren Brittain , Behavioral Health Coordinator	Community Partnership for Children	Child welfare services	Provides services to families and youth served in the child abuse and neglect system
Minden Chamberlain , Child Well-Being Supervisor	Community Partnership for Children	Child welfare services	Provides services to families and youth served in the child abuse and neglect system
Joseph Hegedus , Health and Human Services Director	County of Flagler	County leadership	County leadership, community programs
Heidi Petito , County Administrator	County of Flagler	County leadership	County leadership
Brad Burbaugh , Director, Community Services	County of Volusia	County leadership	County leadership, community programs
Carmen Hall , Community Assistance Director	County of Volusia	County leadership	County leadership, community programs
Christy Gillis , Circuit 7 Community Development Administrator	Department of Children and Families	State government leadership	Vulnerable residents, minority, poverty, uninsured, underinsured population throughout Volusia and Flagler
Jaffy Lee , Communications Manager	Department of Health in Flagler County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Tachara Ferguson Reid , Dental Program Manager	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Wendy Jackson , Public Information Specialist	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Benjamin Juengst , Assistant County Health Department Director	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Tarayn Korkus-Nix , Public Health Services Manager	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Mary Lachendro	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Elaine Saunders	Department of Health in Volusia County	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives

Name	Organization	Services Provided	Populations Served
Stephen Civitelli , Health Officer	Department of Health in Volusia County (and Flagler)	Public health	Provides medical care to low income and uninsured residents and leads public health initiatives
Deidre Champion	Disability Solutions for Independent Living, Inc	Disability services	Provides programming for residents with disabilities
Nelly Cordosa-Chiapco	Disability Solutions for Independent Living, Inc	Disability services	Provides programming for residents with disabilities
Ciawanda McDonald , CEO	Disability Solutions for Independent Living, Inc	Disability services	Provides programming for residents with disabilities
Kirsten Pindar , CEO	Domestic Abuse Council of Volusia County	Domestic Violence shelter and services	Survivors of domestic violence in Volusia County
DJ Lebo , Chief Executive Officer	Early Learning Coalition of Flagler and Volusia Counties	Early learning programs	Provides programming for low-income residents and children with disabilities
Bev Johnson , President and CEO	Easterseals Northeast Central Florida	Disability services	Provides programming for youth with disabilities
Nangela Pulsfus , CEO	EPIC Behavioral Healthcare	Behavioral health services	Focused on uninsured populations
James Lynam , Director of Compliance	EPIC Behavioral Healthcare	Behavioral health services	Focused on uninsured populations
Trish Giaccone , CEO	Family Life Center	Domestic Violence shelter and services and sexual assault services	Survivors of domestic violence and sexual assault in Volusia and Flagler Counties
Victoria Fahlberg , Executive Director	First Step Shelter	Emergency shelter	Services for adults experiencing homelessness
Carrie Baird , CEO	Flagler Cares	Safety net and behavioral health services	Provides programs for low and very low-income residents and the uninsured
Jeannette Simmons , Chief Innovation Officer	Flagler Cares	Safety net and behavioral health services	Provides programs for low and very low-income residents and the uninsured
Donald O'Brien , County Commission District 5	Flagler County Commission	County leadership	County leadership
Cheryl Massaro , School Board District 5	Flagler County School Board	Public education	Provides education services in Flagler County
Pam Birtolo , Executive Director	Flagler OARS	Recovery services	Services support recovery from substance use disorder in Volusia County
Marquez Jackson , Director of Student Services	Flagler Schools	Public education	Provides public education services in Flagler County
Michelle Postel , MSN Intern	Flagler Schools	Public education	Provides public education services in Flagler County
Brandy Williams , Coordinator of Counseling Services	Flagler Schools	Public education, behavioral health	Provides behavioral health services to students in Flagler County
John Fanelli , Coordinator of Student	Flagler Schools	Public education, behavioral health	Provides behavioral health services to students in Flagler County
Bill Feyk , Administrator	Good Samaritan Clinic	Health care	Vulnerable residents, minority, poverty, uninsured, underinsured population throughout Volusia and Flagler

Name	Organization	Services Provided	Populations Served
Ben Eby , Vice President/Administrator, Halifax Hospital Port Orange and Medical Center of Deltona	Halifax Health	Health care	Volusia County residents
Rafael Garces , Revenue Cycle Analyst II	Halifax Health	Health care	Volusia County residents
Bill Griffin , Director Strategic Planning	Halifax Health	Health care	Volusia County residents
John Guthrie , Vice President, Corporate Communications	Halifax Health	Health care	Volusia County residents
Buck James , Executive Director	Halifax Urban Ministries	Housing and social services organization	Vulnerable residents, homeless, low-income households throughout Volusia and Flagler
Sarah Papert , Executive Director	Healthy Start Coalition of Flagler and Volusia	Care coordination and education for pregnant mother and families of young children	Provides services for pregnant women, low-income families and women with Medicaid or who are uninsured
Savannah-Jane Griffin , Chief Executive Officer	Neighborhood Center of West Volusia	Housing and social services organization	Vulnerable residents, homeless, low-income households throughout Volusia and Flagler
Kristy Amburgey , Executive Director	One Voice for Volusia	Prevention, coordination, community programs	Provides universal prevention programs for Volusia County
Deidre Jacobs Manning , CEO	SAAFE Behavioral Services	Behavioral health services	Vulnerable residents
Erin Crimmins	SMA Healthcare	Behavioral health services	Focused on uninsured populations
Nicole Sharbono , COO	SMA Healthcare	Behavioral health services	Focused on uninsured populations
Andrew Williams , Vice President of Flagler Services	SMA Healthcare	Behavioral health services	Focused on uninsured populations
Dr. Asal Johnson , Associate Professor of Public Health	Stetson University	Higher education	Students and community members, focus on low-income populations
Gail Hallmon , Chief Operating Officer	The House Next Door	Behavioral health services	Focused on uninsured populations
Jennifer Nadelkov , CEO	The House Next Door	Behavioral health services	Focused on uninsured populations
Courtney Edgcomb , President	United Way of Volusia-Flagler Counties	Grantmaker	Grant making organization focused on housing, health and education for vulnerable populations
Harry Cole , Executive Director	Volusia Flagler Counties Coalition for the Homeless	Homelessness services	Services for people who are at risk of homelessness or experiencing homelessness
Chelsie Doolhoff , CoC and Administrative Coordinator	Volusia Flagler Counties Coalition for the Homeless	Homelessness services	Services for people who are at risk of homelessness or experiencing homelessness
Chris Seilkop , CEO	Volusia Flagler Family YMCA	Health and recreation services	Provides services for individuals and families in Volusia County
Karen Chrapek , Executive Director	Volusia Recovery Alliance	Recovery services	Services support recovery from substance use disorder in Volusia County
Francine Barnes	Volusia Volunteers in Medicine dba Volusia Free Clinic	Health care	Health care services for the uninsured



Secondary Data

To inform the assessment process, the Hospital collected existing health-related and demographic data about the community from public sources. This included data on health conditions, social determinants of health and health behaviors.

The most current publicly available data for the assessment was compiled and sourced from government and public health organizations including:

- US Census Bureau
- Centers for Disease Control and Prevention
- Feeding America
- Florida Department of Health
- Florida Agency for Health Care Administration

Hospital utilization data for uninsured or self-pay patients who visited the Hospital for emergency department, inpatient or outpatient services in 2022 – 2024 was also used in the assessment. The top ten diagnosis codes were provided by the AdventHealth finance team.

The Findings

To identify the top needs, the Collaborative analyzed the data collected across all sources. At the conclusion of the data analysis, there were eight needs that rose to the top. These needs were identified as being the most prevalent in the community and frequently mentioned among community members and stakeholders.

The significant needs identified in the assessment process included:



Mental Health

Mental illnesses are conditions that affect a person's thinking, feeling, mood or behavior, such as depression, anxiety, bipolar disorder or schizophrenia. Such conditions may be occasional or long-lasting (chronic) and affect someone's ability to relate to others and function each day. Mental health includes our emotional, psychological and social well-being. It affects how we think, feel and act. It also helps determine how we handle stress, relate to others and make healthy choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.



Drug and Alcohol Use

Healthy People 2030 focuses on preventing drug and alcohol misuse and helping people with substance use disorders get the treatment they need. Substance use disorders can involve illicit drugs, prescription drugs, or alcohol. Opioid use disorders have become especially problematic in recent years. Substance use disorders are linked to many health problems, and overdoses can lead to emergency department visits and deaths.



Health Communication

Effective health communication is essential for health and well-being. Healthy People 2030 aims to improve health communication so people can easily understand and act on health information. Often, health messages are too complex, making them difficult to use. Clear communication from health care providers, using methods like teach-back and shared decision-making, helps people make informed decisions. These strategies are especially beneficial for those with limited health literacy or who speak English as a second language.



Preventive Care

Ensuring people receive recommended preventive health care services is crucial for reducing the risk of diseases, disabilities, and death. Many people in the U.S. do not get these services due to barriers like cost, lack of a primary care provider, distance from providers, and lack of awareness. Teaching about the importance of preventive care and implementing policy changes can help more people access these services.



Community

Healthy People 2030 focuses on promoting health and safety in community settings. Community is a group of individuals and organizations, including businesses, schools, and residents, that collectively work to promote health and safety. Community efforts focus on providing preventive health care services, ensuring safe and healthy environments, and supporting the well-being of all members, particularly through initiatives like physical activity programs for children and adolescents. By fostering these efforts, communities can create environments that support healthier lifestyles and improve health outcomes for their members.



Economic Stability

People with steady employment are less likely to live in poverty and more likely to be healthy, but many people have trouble finding and keeping a job. People with disabilities, injuries, or conditions like arthritis may be especially limited in their ability to work. In addition, many people with steady work still don't earn enough to afford the things they need to stay healthy.



Health Care Access and Quality

Many people in the United States don't get the health care services they need. People without insurance are less likely to have a primary care provider, and they may not be able to afford the health care services and medications they need. Interventions to increase access to health care professionals and improve communication—in person or remotely—can help more people get the care they need.



Neighborhood and Built Environment

Neighborhood and Built Environment refers to the physical surroundings in which people live, work, and engage in daily activities. This includes the quality of housing, access to transportation, availability and affordability of healthy foods, air and water quality, and the presence of parks and recreational facilities. The goal is to create environments that promote health and safety, addressing challenges such as violence, pollution, and unsafe living conditions, particularly in communities with racial/ethnic minorities and low-income populations. Interventions often involve policy changes and infrastructure improvements to enhance safety and quality of life.



Priorities Selection

The Collaborative, through data review and discussion, narrowed the health needs of the community to a list of 8. Community partners on Collaborative represented the broad range of interests and needs, from public health to the economic, of underserved, low-income and minority people in the community. During the fall of 2024, the Collaborative met to review and discuss the collected data and select the top community needs.

Members of the Collaborative included:

Community Members

- Laura Spencer, CEO, Aza Health
- Lauren Brittain, Behavioral Health Coordinator, Community Partnership for Children
- Christy Gillis, Circuit 7 Community Development Administrator, Department of Children and Families
- Ciawanda McDonald, CEO, Disability Solutions for Independent Living, Inc
- Kirsten Pindar, CEO, Domestic Abuse Council of Volusia County
- DJ Lebo, Chief Executive Officer, Early Learning Coalition of Flagler and Volusia Counties
- Bev Johnson, President and CEO, Easterseals Northeast Central Florida
- James Lynam, Director of Compliance, EPIC Behavioral Healthcare
- Carrie Baird, CEO, Flagler Cares
- Jeannette Simmons, Chief Innovation Officer, Flagler Cares
- Donald O'Brien, County Commission District 5, Flagler County Commission
- Pam Birtolo, Executive Director, Flagler OARS
- Michelle Postel, MSN Intern, Flagler Schools
- Buck James, Executive Director, Halifax Urban Ministries
- Sarah Papert, Executive Director, Healthy Start Coalition of Flagler and Volusia
- Kristy Amburgey, Executive Director, One Voice for Volusia
- Erin Crimmins, SMA Healthcare
- Jennifer Nadelkov, CEO, The House Next Door
- Courtney Edgcomb, President, United Way of Volusia-Flagler Counties



Community partners on the CHNAC represented the broad range of interests and needs, from public health to the economic, of underserved, low-income and minority people in the community.

- Chelsie Doolhoff, CoC and Administrative Coordinator, Volusia Flagler Counties Coalition for the Homeless
- Chris Seilkop, CEO, Volusia Flagler Family YMCA
- Karen Chrapek, Executive Director, Volusia Recovery Alliance

AdventHealth Team Members

- Michelle Sanborn, Director, Care Management, AdventHealth Daytona Beach
- John Lazarus, Executive Director of Ambulatory Services, AdventHealth East Florida Division
- Karen Hampton, Executive Director, Emergency Services, AdventHealth Daytona Beach
- Winifred Adadzi, Regional Executive Director, Pharmacy, AdventHealth Daytona Beach
- Bonnie Rhinehardt, Director, Patient Experience, AdventHealth Daytona Beach
- Kristine Gromlovits, Director, Professional Development and Clinical Excellence, AdventHealth Daytona Beach
- Jamie Kabanuk, VP, Chief Nursing Officer, AdventHealth Daytona Beach
- Michele Lebron, Chief Nursing Officer, AdventHealth DeLand
- Eric Lunde, President and CEO, AdventHealth DeLand
- Nick Bejarano, Chief Operating Officer, AdventHealth DeLand
- Ida Babazadeh, Senior Manager, Community Advocacy, AdventHealth East Florida Division
- Debi McNabb, Director of Community Advocacy, AdventHealth East Florida Division
- Leah Washington, Manager, Community Advocacy, AdventHealth East Florida Division
- Debra McDonald, Regional Manager, Community Care, AdventHealth East Florida Division
- Ashley Sherbert, Social Worker, AdventHealth East Florida Division
- Leah Washington, Manager, Community Advocacy, AdventHealth East Florida Division
- Marnie Harris, Director, Emergency Services, AdventHealth Fish Memorial
- Mackenson Vendome, Senior Chaplain, AdventHealth Fish Memorial

- April Chilson, Chief Operating Officer, AdventHealth Fish Memorial
- Michele Johnson, Chief Nursing Officer, AdventHealth Fish Memorial
- Shelley Canada, Director, Care Management, AdventHealth Fish Memorial
- Lorenzo Brown, President and CEO, AdventHealth Fish Memorial and West Volusia Market
- Sarah McPherson, Manager, Marketing, AdventHealth Flagler/St. Johns
- Chad Holcombe, Leadership Resident Year 3, AdventHealth New Smyrna Beach
- Carla Johnson, Executive Director, Nursing and Clinical Operations, AdventHealth New Smyrna Beach
- Edilson Goncalves, Senior Chaplain, AdventHealth Palm Coast
- Mary Radcliff, Director, Emergency Services, AdventHealth Palm Coast
- Tammy Cornelius, Executive Director RN and Patient Care Services, AdventHealth Palm Coast
- Clifton Scott, Chief Operating Officer, AdventHealth Palm Coast and Palm Coast Parkway
- Wally De Aquino, President/CEO, AdventHealth Palm Coast Parkway
- Joseph Rodriguez, Director, Oncology Services, AdventHealth West Volusia (AHD and AHFM)
- Jaquie Dua, Manager, Marketing, AdventHealth West Volusia (AHD and AHFM)

Public Health Experts

- Jaffy Lee, Communications Manager, Department of Health in Flagler County
- Tachara Ferguson Reid, Dental Program Manager, Department of Health in Volusia County
- Wendy Jackson, Public Information Specialist, Department of Health in Volusia County
- Benjamin Juengst, Assistant County Health Department Director, Department of Health in Volusia County
- Mary Lachendro, Department of Health in Volusia County
- Elaine Saunders, Department of Health in Volusia County
- Stephen Civitelli, Health Officer, Department of Health in Volusia County; Department of Health in Flagler County

Prioritization Process

To identify the top needs the Collaborative participated in a prioritization session. During the session, the data behind each need was reviewed, followed by a discussion of the need, the impact it had on the community and the resources available to address it. Collaborative members then ranked the needs via an online survey.

The Collaborative was asked to rank the needs they thought the Hospital should address in the community. The needs were combined for voting and then ranked in order of importance, from 1 to 5, with 1 being the most important need to address.

The following criteria were considered during the prioritization process:

A. Impact on Community

What are the consequences to the health of the community of not addressing this issue now?

B. Resources

Are there existing, effective interventions and opportunities to partner with the community to address this issue?

C. Outcome Opportunities

Do interventions addressing this issue have an impact on other health and social issues in the community?

The following needs rose to the top during the Collaborative's discussion and prioritization session. The needs receiving the lowest average score were considered the highest priority by the Collaborative.

Top Identified Needs	Average Score (ranked 1–5, lowest number is higher priority)
Mental Health and Drug and Alcohol Use	1.91
Health Care Access and Quality	2.66
Economic Stability and Community	2.83
Health Communication and Preventative Care	3.20
Neighborhood and Built Environment	4.40

After a list of the top eight health needs of the community had been voted on by the Collaborative, they were presented to the Hospital Health Needs Assessment Committee (HHNAC). The HHNAC met and reviewed the data behind the selected needs and the available resources to address them in the community. The HHNAC also considered the Hospital's current resources and strategies to find ways to most effectively address the needs. Through these discussions the Hospital selected the needs it is best positioned to impact.

Members of the West Volusia HHNAC included:

- Deborah McNabb, Director, Community Advocacy
- Ida Babazadeh, Senior Manager, Community Advocacy
- Leah Washington, Manager, Community Advocacy
- Joseph Rodriguez, Director, Oncology Services
- Jaquie Dua, Manager, Marketing
- Marnie Harris, Director, Emergency Services
- Michele Lebron, Chief Nursing Officer, Nursing/Administration
- Eric Lunde, President and CEO, Administration
- Mackenson Vendome, Senior Chaplain, Mission
- April Chilson, Chief Operating Officer, Administration
- Michele Johnson, Chief Nursing Officer, Nursing/Administration
- Shelley Canada, Director, Care Management

The HHNAC narrowed down the list to three priority needs:

- Mental Health
- Drug and Alcohol Use
- Community

Available Community Resources

As part of the assessment process, a list of resources or organizations addressing the top needs in the community was created. Although not a complete list, it helped to show where there were gaps in support and opportunities for partnership in the community when the CHNAC chose which priorities to address.

Mental Health

Current Community Programs	Current Hospital Programs
<ul style="list-style-type: none"> • Public, Private and Faith Based service providers (outpatient, inpatient, prevention), including SMA Healthcare, Outreach Community Care Network, Chrysalis and others • Easterseals of Northeast Central Florida • Flagler Cares and One Voice for Volusia • Healthy Start Coalition of Flagler and Volusia Counties, Inc. • Lutheran Services of Florida • NAMI • PACE Center for Girls, Inc. • Volusia-Flagler Behavioral Health Consortium 	<ul style="list-style-type: none"> • ERs treat those wanting to hurt themselves or someone else • Hospital partners with Easterseals to support the P.L.A.Y. Project to expand offering Autism trainings and early intervention programs. The Hospital supports the Family Intensive Training (FIT) program. This program is focused on aiding parents with children on waitlists for services or simply without access to behavioral health services so they can learn some skills to help their child prior to accessing healthcare assistance. • Hospital partners with American Legion Post 187 and other veterans' organizations to provide support and resources to veterans and families. • Hospital partners with Black Homeschoolers of Central Florida, Inc to provide support and resources to the youth and families. Funding provides scholarships to a 6-week Building Blocks workshop Black Homeschoolers serve 40 – 50 homeschooling parents each year. • AdventHealth DeLand Behavioral Health • Hospital partners with Boys and Girls Clubs of Volusia and Flagler counties to provide support and activities for youth • Hospital partners with American Foundation for Suicide Prevention • Hospital partners with Life-Spire Counseling Services • Hospital partners with Upward Trend • Hospital partners with YES (Youth Emotional Support) • Hospital partners with Academic Anglers

Drug and Alcohol Use

Current Community Programs		Current Hospital Programs
<ul style="list-style-type: none"> Public, Private and Faith Based service providers (outpatient, inpatient, prevention), including SMA Healthcare, Outreach Community Care Network, Foundations to Freedom, Renew Recovery, Chrysalis, Break the Cycle and others AA, NA and other peer led groups Coordinated Opioid Recovery (COPe) DART Team Flagler Cares and One Voice for Volusia 	<ul style="list-style-type: none"> Healthy Start Coalition of Flagler and Volusia Counties, Inc. Jail based recovery programs Lutheran Services of Florida PACE Center for Girls, Inc. Recovery Community Organizations (Volusia Recovery Alliance and Flagler OARS) Recovery Residences Volusia-Flagler Behavioral Health Consortium 	<ul style="list-style-type: none"> Hospital partners with Volusia Recovery Alliance for Narcan Distribution and Overdose Response and Reversal Training events. In addition to Flagler OARS (open arms recovery services) Hospital partners with AHEC to provide Tools to Quit Smoking Cessation program The Hospital also supports a youth vaping pilot program in collaboration with AHEC and One Voice for Volusia/ Flagler Cares. AdventHealth New Smyrna Beach is part of the Mayor's Task Force focus on unhoused individuals suffering with substance use Peer Navigators in Emergency Departments AHD, AHFM, AHNSB, AHPC, AHPCP

Community

Current Community Programs	Current Hospital Programs	
<ul style="list-style-type: none"> CareerSource Brevard Flagler Volusia Commission on Homelessness and Housing Community Connector Early Learning Coalition of Flagler and Volusia Flagler Cares and One Voice for Volusia FQHCs (Family Health Source, Aza Health) Free Clinics Housing Providers (Shelters, Housing and Rental Programs, Homeless Prevention) LINC System SOAR Programs Volusia HELPS app 211 system 	<ul style="list-style-type: none"> Whole Health Hub Hospital partners with We Invest in your Needs Projects at Bethune-Cookman University to provide educational health and science information concerning infectious and chronic diseases virtually and locally, promotes preventive behavior and decreases risk of exposure. Hospital partners with the Neighborhood Center of West Volusia to provide services to DeLand community. Multiple hospices for palliative care Senior Care AdventHealth funded SOAR program (assistance with SSI/SSDI) Back to School Drives AdventHealth funded HungerFight meal packing events and meal distribution 	<ul style="list-style-type: none"> Free Student Athlete Sports Physicals Cancer Support Groups Diabetes Support Groups Pastoral Care AdventHealth website AdventHealth Social Facebook AdventHealth sponsorship portal Hospital partners with Backpack Buddies in West Volusia to provide food for students and families in West Volusia. Hospital partners with Food Brings Hope to provide food for students and families in Volusia County and Flagler County. Hospital partners with Provision Packs Pantry to provide food for families in East Volusia. Hospital partners with St. Timothy Episcopal Church — Parent Café's and pantry

Priorities Addressed

The priorities to be addressed include:



Mental Health

In the Hospital's community, 17.2% of adults reported having poor mental health on 14 or more of the past 30 days, while 18.8% reported having a depressive disorder. According to the community survey, mental health was the number one health concern among respondents and mental health and substance use ranked among the top five health issues identified through key leader interviews.

Awareness and the need to address mental health disorders has been growing in the country. Including mental health as a priority, the Hospital can align to local, state and national efforts for resources and to create better outcomes opportunities over the next three years.



Drug and Alcohol Use

In the Hospital's community, the drug poisoning death rate was 62.2 per 100,000 which was significantly higher than the state rate. According to the community survey, drug abuse was the second highest health concern among respondents and substance use treatment ranked second as a service that is hard to obtain in the community. Stigma was noted as a significant barrier to treatment of substance use disorder among focus group participants and key leaders interviewed.

The Hospital selected behavioral health during the last needs assessment, addressing drug and substance use. Prioritizing drug and alcohol use allows the Hospital to continue collaborations with community organizations to expand access to effective treatment and promote a culture that normalizes seeking help for individuals on the path to recovery.



Community

In the Hospital's community, key leaders interviewed identified a number of barriers to accessing care, including the lack of awareness of existing resources, services and programs. The assessment data underscored the complexity of navigating the healthcare system, even for those within the industry. Stakeholders frequently noted the fragmentation within the system, which results in poor care coordination among providers and limited community awareness of available services and resources.

The Hospital selected this priority and aims to enhance community health by fostering greater engagement, raising awareness of health-improving resources and services, and connecting residents to these essential supports through collaborations with individuals, businesses, schools and other organizations.



Priorities Not Addressed

The priorities not to be addressed include:



Health Communication

Understanding health information and being able to act on it are important components of health. Focus group participants cited language as a barrier to accessing health care. In the Hospital's community, non-English speaking individuals have greater difficulty finding and accessing health services. Focus group participants recommended a better sharing of health information to ensure all community members have equitable access to care.

While health communication is an important need to address, the HHNAC determined that achieving a measurable impact on this issue within the three-year timeframe of the Community Health Plan would not be feasible given the current resources available to the community and the Hospital.



Preventive Care

Primary and preventive care was identified as a key gap through stakeholder interviews. Access to preventive care such as routine screenings are important components of health. Stakeholders indicated access to basic primary care is limited in the community affecting routine and preventative health measures.

While health communication and preventive care is essential, the HHNAC determined that achieving a measurable impact on this issue within the three-year timeframe of the Community Health Plan would not be feasible given the current resources available to the community and the Hospital.





Economic Stability

According to the community survey, respondents expressed struggles with being able to afford basic needs. Additionally, secondary data showed 11% of households in Volusia County are below the poverty line and 33% of households were below the ALICE threshold (Asset Limited, Income Constrained, Employed).

The Hospital did not select economic stability as a priority. It has been a growing concern across the country; however, the Hospital did not perceive the ability to have a measurable impact on the issue within the three years allotted for the Community Health Plan with the current resources available to the community and the Hospital at this time.



Health Care Access and Quality

In the Hospital's community, 15.9% of community members aged 18–64 were found to lack health insurance. According to the community survey, respondents reported that access to healthcare was the most important feature of a healthy community. Several focus group participants cited cost as a primary barrier, noting that healthcare services are expensive, and their insurance may not cover the full amount.

While there is a need for access to care, due to existing resources, scope and ability to have a measurable impact within the three years allotted for the Community Health Plan, this priority was not selected.



Neighborhood and Built Environment— Food Security

The lack of affordable housing and transportation barriers were themes revealed through focus groups and the community survey. Transportation was a particularly important issue among those living in more rural areas without access to public transportation. Public transportation is limited in Volusia county, and many need a car in order to get around and attend doctor appointments.

The built environment's impact on community health is significant, but the HHNAC did not perceive the ability to have a measurable impact on the issue within the three years allotted for the Community Health Plan with the current resources available to the community and the Hospital at this time.



Next Steps

The Collaborative will work with the Hospital and other community partners to develop a measurable Community Health Plan for 2026 – 2028 to address the priority needs. For each priority, specific goals will be developed, including measurable outcomes, intervention strategies and the resources necessary for successful implementation.

Evidence-based strategies will be reviewed to determine the most impactful and effective interventions. For each goal, a review of policies that can support or deter progress will be completed with consideration of opportunities to make an impact. The plan will be reviewed quarterly, with an annual assessment of progress. A presentation of progress on the plan will also be presented annually to the Hospital board.

A link to the Community Health Plan will be posted on AdventHealth.com prior to May 15, 2026.



Community Health Plan

2023 Community Health Plan Review

The Hospital evaluates the progress made on the implementation strategies from the Community Health Plan annually. The following is a summary of progress made on our most recently adopted plan. The full evaluation is available upon request.



Priority 1: Behavioral Health — Drug and Substance Use

During the 2022 CHNA, the Hospital selected behavioral health as a priority with the intent to specifically address drug and substance use. Data showed fentanyl deaths in Volusia County increased 2.5% from 2013 to 2019, and opioid-related deaths doubled from 2019 to 2020 despite decreasing statewide. 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.

Since adopting the plan, the Hospital partnered with Volusia Recovery Alliance (VRA) to increase awareness, reduce stigma and connect people in need to outreach, and education. VRA is a nonprofit 501(c)(3) organization focused on coordinating peer-driven services that provide substance use recovery resources to the local community. By the end of 2024, the Hospital hosted ten Narcan Education and Distribution events with over 6,000 individuals receiving education and relevant resources.



The Hospital evaluates the progress made on the implementation strategies from the Community Health Plan annually.



Priority 2: Early Childhood Education

The Hospital also selected early childhood education as a priority to address during the 2022 CHNA. Data showed that the percentage of youth ready for kindergarten at entry has declined in Volusia County, although it is still higher than that of the state. According to public data, only 50.2% of toddlers in the community 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.

The Hospital partnered with the Early Learning Coalition of Flagler and Volusia Counties (ELCFV) to hold educational events on early learning. ELCFV works to enhance children's school readiness by providing opportunities for quality early learning, while strengthening family stability for a healthy community. The Hospital in collaboration with the ELCFV distributed 3,600 summer take home bags for every VPK student enrolled in Volusia County Schools. The summer take home bags included storybooks, toys for development, a tracker to help parents view brain development milestones, and community resource information to help support parents. It also included information on local library locations, screen time guidelines, and healthy lifestyle advice.

The Hospital also formed a partnership with the Easterseals Northeast Central Florida to increase the proportion of children with a developmental delay who receive special services to meet their developmental needs by 48 months of age. The Hospital worked with the organization to offer two information sessions on The P.L.A.Y. Project which is an Autism training and early intervention program. Easterseals offer P.L.A.Y. therapy at their Autism Center of Excellence (A.C.E.) and partner donations allow them to serve more children ages 18 months to 6 years with gaining language and social skills.



Priority 3: Community Engagement in Available Resources and Services

The final priority selected during the 2022 CHNA was 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. The Hospital focused on improving the health of the community by increasing community engagement and awareness of the resources and services available and connecting residents to them.

The Hospital partnered with Flagler Cares, a local nonprofit, to provide access to a SOAR Processor (SSI/SSDI Outreach, Access, and Recovery) to assist eligible Community Care patients to apply for and obtain SSI/SSDI benefits (including income and Medicaid/Medicare). Flagler Cares aspires to be a driving force behind bold innovations and community improvement creating a coordinated safety net of health and social care services. The Hospital also provided mentorship/education and funding to the Boys and Girls Clubs of Volusia/Flagler Counties, an organization that inspires and enables all young people to reach their full potential. In total \$4,000 was donated to the organization to fund the purchase of healthy snacks for children. The Hospital partnered with Food Brings Hope to provide food to 1,800 children facing food insecurity. Finally, to increase awareness and inspire workforce development, the Hospital partnered with Volusia County Schools and nonprofits like Pace Center for Girls to provide education and career exploration opportunities.



2022 Community Health Needs Assessment Comments

We posted a link to the most recently conducted CHNA and the most recently adopted implementation strategy, 2023 Community Health Plan on our hospital website as well as on [AdventHealth.com](https://www.adventhealth.com) prior to May 15, 2023 and have not received any written comments.



Southwest Volusia Healthcare Corporation dba AdventHealth Fish Memorial

CHNA Approved by the Hospital board on: April 17, 2025

For questions or comments, please contact
EFD.CommunityAdvocacy@AdventHealth.com