

AdventHealth Carrollwood

2026 – 2028 Community Health Plan



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Acknowledgements

This community health plan was prepared by Alyssa Smith, with contributions from members of the All4HealthFL Collaborative representing health leaders in the community and AdventHealth Carrollwood leaders.

We are especially grateful for the internal and external partners 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.

Executive Summary



Executive Summary

University Community Hospital, Inc. d/b/a AdventHealth Carrollwood will be referred to in this document as AdventHealth Carrollwood or the “Hospital”.

Community Health Needs Assessment Process

AdventHealth Carrollwood in Tampa, Florida, conducted a community health needs assessment in 2025. The assessment identified the health-related needs of the community, including low-income, minority and other underserved populations. The priorities were defined in alignment with Healthy People 2030, the national initiative aimed at improving the health and well-being of people in the United States.

In order to ensure broad community input, AdventHealth Carrollwood participated in the All4HealthFL Collaborative, referred to as the Collaborative, to help guide the Hospital through the assessment process. The Collaborative 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 Collaborative met throughout 2025. The members reviewed the primary and secondary data, helped define the priorities to be addressed and helped develop the Community Health Plan (CHP) to address those priorities. Learn more about Healthy People 2030 at 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 Collaborative and input was received from stakeholders across sectors, including public health, faith-based, business and those 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 defined goals and activities were carefully crafted, considering evidence-based resources and sought to align with AdventHealth’s organizational and strategic plans. AdventHealth Carrollwood is committed to addressing the needs of the community, especially the most vulnerable populations, to bring wholeness to our communities.



Executive Summary

Priorities Addressed

The priorities addressed include:

1. Mental Health
2. Economic Stability
3. Health Care Access and Quality

See page 10 for the defined strategies and next steps for each priority selected to be addressed.

Priorities Not Addressed

The priorities not addressed include:

1. Cancer
2. Heart Disease and Stroke
3. Oral Conditions
4. Nutrition and Healthy Eating
5. Neighborhood and Built Environment

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 and priorities. 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.



Executive Summary

Board Approval

On February 25, 2026, the AdventHealth Carrollwood Board approved the Community Health Plan goals, activities and next steps. A link to the 2026-2028 Community Health Plan was posted at the Hospital's website on May 15, 2026.

Ongoing Evaluation

AdventHealth Carrollwood's fiscal year is January 1 – December 31. For 2026, the Community Health Plan will be deployed beginning February 25, 2026 and evaluated at the end of the calendar year. In 2027 and beyond, the CHP will be evaluated annually for the 12-month period beginning January 1 and ending December 31. 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 Carrollwood adventhealth.com/community-health-needs-assessments.

About AdventHealth

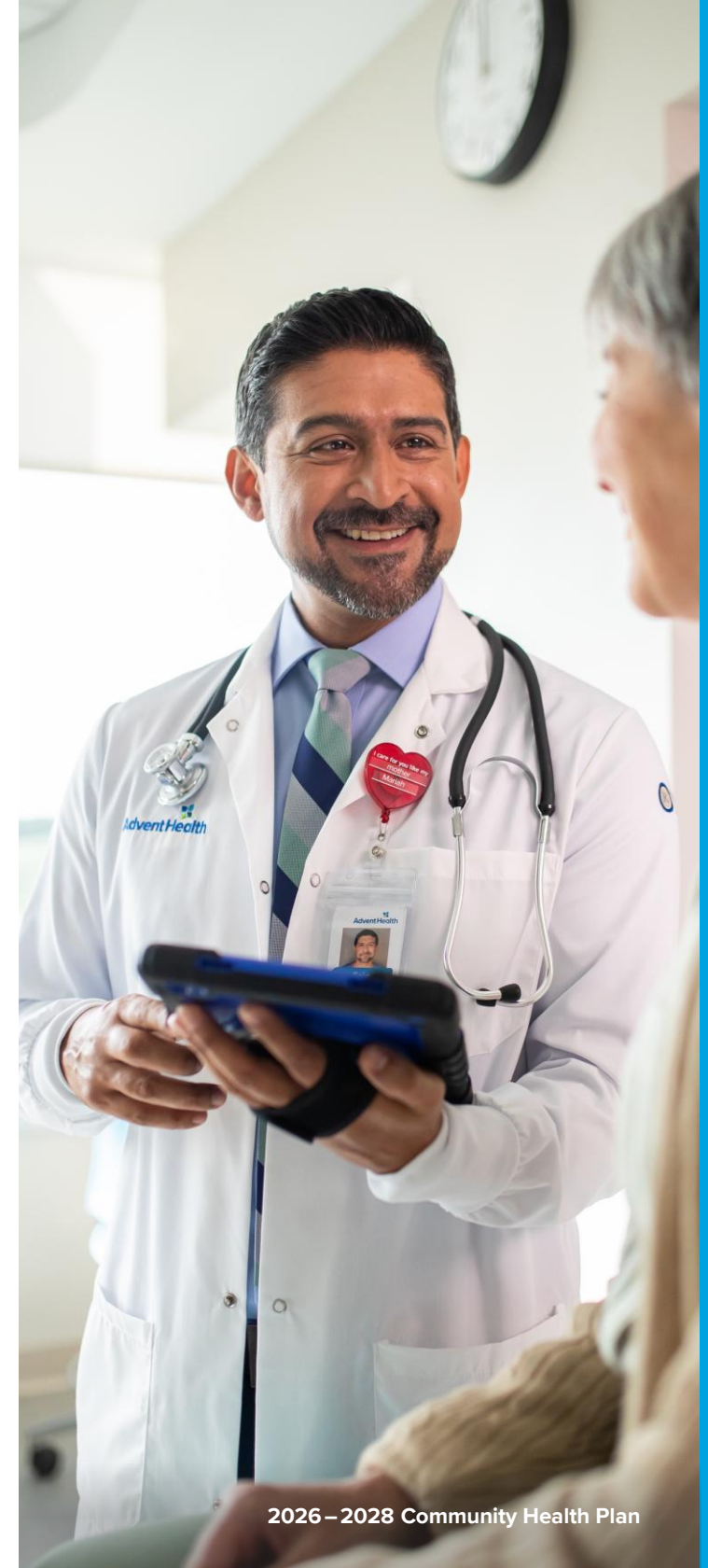


About AdventHealth

AdventHealth Carrollwood 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 holistic 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.



About AdventHealth Carrollwood

AdventHealth Carrollwood is a 119-bed hospital located in West Hillsborough County. The hospital is a member of the faith-based AdventHealth System, providing a connected system of care in nearly a dozen states with over 50 hospitals and hundreds of care sites. The hospital offers nationally recognized and award-winning care, evidenced by earning a 4-Star Rating in Overall Hospital Quality from Centers for Medicare & Medicaid Services (CMS), consecutive “A” Hospital Safety Grades from the Leapfrog Group since 2015, and multiple Joint Commission certifications including Shoulder Replacement, Primary Stroke Center, Advanced Certification for Total Hip and Knee Replacement and Florida’s First Advanced Certification in Spine Surgery. The hospital provides a wide variety of services including heart and vascular care, spine and orthopedics, digestive health, bariatrics, women’s services, wound care, robotic technology, two 24/7 emergency rooms with online scheduling, in Carrollwood and Westchase, and much more. With a focus on whole-person care, skilled and compassionate caregivers provide individualized care for body, mind, and spirit. To learn more about the hospital’s services, visit AdventHealthCarrollwood.com.



Priorities Addressed



Mental Health

Mental health and mental disorders, including behavioral health and substance misuse, were identified as top health needs from the secondary data, community survey, and focus groups. About 28% of survey respondents reported being diagnosed with depression or anxiety. Additionally, focus group participants cited a need for clarity in navigating mental health programming and services. Secondary data showed an increased trend in the percentage of middle school (26.9%) and high-school (41.9%) students who reported using any alcohol or illicit drugs in their lifetime. Nearly 60% of community survey respondents ranked mental health as the most pressing issue to address in the community. Awareness and the need to address mental and behavioral health has been growing in the country and locally. By including mental health as a priority, the Hospital can align to local, state, and national efforts for resource collaboration to influence improved outcomes over the next three years.

Goal

Reduce the impact of mental health and substance use disorders in Hillsborough County.

Activity

Develop and expand continuous partnerships with The Phoenix Tampa to improve access to resources and support for people in recovery from substance use.

Output

- Number of people served
- Number of services provided
- Number of events supported
- Percent of program participants reporting increased knowledge of recovery resources
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, at least 75% of program participants will report an increase in knowledge of recovery resources.

Hospital Contributions

- Cash donations
- Donation of team member time

Community Partnership

- The Phoenix Tampa
- Other community organizations

Mental Health

Goal

Reduce the impact of mental health and substance use disorders in Hillsborough County.

Activity

Establish partnerships with local organizations supporting access to mental health resources.

Output

- Number of people served
- Number of services provided
- Types of services provided
- Number of partnerships
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, partnerships will be formalized with at least three organizations providing mental health resources.

Hospital Contributions

- Cash donations
- Donation of team member time

Community Partnership

- National Alliance on Mental Illness (NAMI)
- Metropolitan Ministries
- Non-profit organizations providing mental health resources to Hillsborough County residents

Economic Stability

Economic stability impacts an individual’s physical and mental health. In the Hospital’s community, 35% of residents are housing cost burdened, or paying over 30% of their income to housing costs. In Hillsborough County, 13.2% of residents are living below the federal poverty level and 31% fall into the ALICE (Asset Limited, Income Constrained, Employed) household category. ALICE households are those earning above the federal poverty level but still struggling to afford necessities for optimal quality of life. In Hillsborough, 12.7% of residents are food insecure and community survey respondents ranked access to low-cost, healthy food as one of the most important factors to improve quality of life. The Collaborative chose this as a priority to address since economic stability impacts multiple aspects of health.

Goal

Prevent homelessness and increase access to attainable housing in Hillsborough County.

Activity

Support programs addressing attainable housing and preventing homelessness.

Output

- Number of people served
- Number of families served
- Number of people who received financial assistance
- Number of people who received employment support
- Number of people who received housing support
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, develop and expand continuous partnerships with at least three community organizations committed to addressing attainable housing.

Hospital Contributions

- Cash donations
- Board service
- Donation of team member time

Community Partnership

- Dawning Family Services
- Metropolitan Ministries
- WellBuilt Cities
- Tampa Housing Authority

Economic Stability

Goal

Prevent homelessness and increase access to attainable housing in Hillsborough County.

Activity

Expand partnership with Service and Love Together (SALT) to support access to health resources for people experiencing homelessness.

Output

- Number of people served
- Number of services provided
- Type of services provided
- Number of referrals to community services
- Percent of people receiving referrals to community services
- Amount of funding

Outcome

By December 31, 2028, at least 75% of SALT program participants will receive referrals to community services.

Hospital Contributions

- Cash donations
- Donation of team member time
- Community partner collaborations

Community Partnership

- Service and Love Together (SALT)
- Family Healthcare Foundation
- Metropolitan Ministries

Economic Stability

Goal

Enhance opportunities to foster economic vitality and resilience for all people in Hillsborough County.

Activity

Support programs addressing nutrition and food resource management.

Output

- Number of people served
- Pounds of produce donated in community
- Number of Hospital-sponsored class series
- Percent of class participants who reported an improvement in fruit and vegetable consumption
- Percent of class participants who reported an improvement in food resource management practices
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, at least 75% of program participants will report an increase in food resource management practices.

Hospital Contributions

- Cash donations
- Fresh produce donations
- Donation of team member time

Community Partnership

- Feeding Tampa Bay
- UF/IFAS of Hillsborough
- Tungett Produce and Citrus
- Other community partners

Economic Stability

Goal

Enhance opportunities to foster economic vitality and resilience for all people in Hillsborough County.

Activity

Donate food in low income, low access communities, including ALICE populations.

Output

- Number of people served
- Pounds of produce donated in community
- Bags of produce/food
- Amount of funding
- Number of team members hours donated

Outcome

By December 31, 2028, increase the pounds of produce and food distributed to low-income and ALICE populations through community partnerships by 10%.

Hospital Contributions

- Cash donations
- Fresh produce and food donations
- Donation of team member time

Community Partnership

- Community Food Pantry
- Feeding Tampa Bay
- UF/IFAS of Hillsborough
- Tungett Produce and Citrus
- Other community partners

Economic Stability

Goal

Enhance opportunities to foster economic vitality and resilience for all people in Hillsborough County.

Activity

Establish strategic partnerships with local non-profit organizations to address social determinants of health.

Output

- Number of people served
- Number of families served
- Number of services provided
- Number of partnerships
- Which social determinants being addressed
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, new partnerships and relationships will be formalized with at least five organizations providing economic self-sufficiency programs.

Hospital Contributions

- Cash donations
- Board service
- Donation of team member time
- Collective impact goal setting with partner organizations

Community Partnership

- Corporation to Develop Communities of Tampa (CDC of Tampa)
- Dawning Family Services
- Family Healthcare Foundation
- Metropolitan Ministries
- Other community partners

Health Care Access and Quality

Access to quality health care was ranked number one in the prioritization session amongst the other identified health needs affecting Hillsborough County. An important factor in access to care involves having an adequate number of providers in a community. The ratio of people to primary care providers in Hillsborough County is 747:1 which is better than that of the state 858:1. Hillsborough County has a ratio of people to dental providers of 1,738:1 compared to Florida at 1,686:1, performing worse than the state. Similarly, the ratio for people to mental health providers in Hillsborough County is 721:1 compared to the Florida at 693:1. Inadequate health insurance coverage is one of the largest barriers to health care access and the unequal distribution of coverage contributes to disparities in health. The percentage of adults ages 19-64 that do not have health insurance coverage in Hillsborough County is 16.1%, slightly lower than the state of Florida at 17.5%. By focusing on access to care, the Hospital will align local efforts and resources to create targeted strategies to improve access for Hillsborough County residents.

Goal

Improve access to high-quality health care services for uninsured and underinsured population in Hillsborough County.

Activity

Establish and develop continuous partnerships with Judeo Christian Health Clinic to provide services such as imaging and specialty care.

Output

- Number of unduplicated patients served
- Number of office visits
- Number of services provided
- Number of visits where patient indicated they would have used ED if not for the program
- Percent of visits where patient indicated they would have used ED if not for the program
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, at least 2,000 health care visits at Judeo Christian Health Clinic will be provided for uninsured patients.

Hospital Contributions

- Cash donations
- Donation of team member time
- Donation of supplies

Community Partnership

- Judeo Christian Health Clinic (free clinic)
- Other community partners and health care entities

Health Care Access and Quality

Goal

Improve access to high-quality health care services for uninsured and underinsured population in Hillsborough County.

Activity

Establish partnerships with local organizations supporting access to health services.

Output

- Number of people served
- Number of services provided
- Type of service provided
- Number of partnerships
- Amount of funding
- Number of team member hours donated

Outcome

By December 31, 2028, partnerships will be formalized with at least three organizations providing access to care for uninsured/underinsured patients.

Hospital Contributions

- Cash donations
- Donation of team member time

Community Partnership

- Family Healthcare Foundation
- Tampa Family Health Centers
- Non-profit organizations providing health care services to Hillsborough County residents

Priorities Not Addressed



Priorities Not Addressed

AdventHealth Carrollwood also identified the following health needs during the CHNA process. In reviewing the CHNA data, available resources and ability to impact, the Hospital determined these needs will not be addressed.

Cancer

Cancer is the second leading cause of death in Hillsborough County with a death rate of 164.5 per 100,000 population. However, the Collaborative did not choose cancer as a priority to address, instead focusing on issues that can prevent cancer or increase early detection through screenings and medical care. By addressing these other priorities, the Collaborative aims to increase its impact on overall health outcomes, including cancer rates.

Heart Disease and Stroke

Heart Disease and Stroke as a topic on its own did not come through as one of the top three issues to be addressed. In Hillsborough County, it is the leading cause of death and 32.1% of survey respondents reported being told by a medical provider that they have hypertension and/or heart disease. The Collaborative decided that addressing preventative factors that affect heart disease, such as access to care, would be a more effective strategy to address heart disease and stroke.

Oral Conditions

Throughout the assessment, access to care was identified as a top issue, but specifically access to dental care was noted as a common concern among community members. In the community survey, 19.8% of survey respondents reported that they needed dental care and did not receive it within the past 12 months, citing reasons such as inability to afford care and schedule appointments when needed. Hillsborough County has a ratio of people to dental providers of 1,738:1 compared to Florida at 1,686:1. While the Collaborative agreed that oral conditions is an important issue to address, they felt that prioritizing access to care, inclusive of dental care access, was the most impactful option.

Nutrition and Healthy Eating

In Hillsborough County, 30% of adults are obese, which is slightly higher than the state at 28%. According to Feeding America, food insecurity is when people cannot access the food they need to live healthy and good quality lives. The food insecurity rate in Hillsborough County is 12.7% according to Feeding America's 2022 data. In Hillsborough County, 74% of survey respondents stated that they do not eat at least three servings of fruits and vegetables every day. The Collaborative chose not to focus on this priority as access to food and basic needs is encompassed in economic stability.

Neighborhood and Built Environment

Hillsborough County has a projected population growth of 18% from 2020 to 2032. During the assessment, transportation was cited as a barrier to accessing care and the projected population growth could further strain current public transportation systems. In Hillsborough County, 5.8% of households do not own a vehicle. This can make transportation and accessing resources difficult. Poor access to transportation significantly limits access to health and health care, and while this is an issue, the Collaborative felt addressing other needs were more feasible.



**University Community Hospital, Inc. d/b/a
AdventHealth Carrollwood**

CHP Approved by the Hospital Board on: February 25, 2026

For questions or comments please contact:
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