



## Strategic Framework

### Mission

To improve the health of Indian River County residents.

### Vision

An innovative and integrated healthcare network that improves the health of Indian River County residents.

### Strategic Priorities

Overall Impact Indicator: Maintain % of adults who say their overall health is "good" or "excellent" and Adults with good mental health above the State average. (Source: Florida CHARTS)

#### 2022 Data

##### Adults "good" or "excellent"

2019 IRC - 81.4% Florida - 80.3%  
 2016 IRC - 76.7% Florida - 80.5%  
 2013 IRC - 81.7% Florida - 80.5%

##### Adults with "good" mental health

2019 IRC - 89.8% Florida - 86.2%  
 2016 IRC - 88.1% Florida - 88.6%  
 2013 IRC - 88.4% Florida - 87.3%

Additional underlying data

Track by income level

Goal: Narrow the gap between income levels.

##### Adults "good" or "excellent"

###### <\$25,000 annual income

2019 IRC - 70.7% Florida - 63.9%  
 2016 IRC - 49.2% Florida - 65.4%  
 2013 IRC - 74.5% Florida - 66.3%

###### \$25,000 - \$49,999

2019 IRC - 82.6% Florida - 82.2%  
 2016 IRC - 80.3% Florida - 83.2%  
 2013 IRC - 84.5% Florida - 82.2%

###### \$50,000 +

2019 IRC - 90.7% Florida - 91.1%  
 2016 IRC - 91.3% Florida - 91.6%  
 2013 IRC - 91.6% Florida - 91.9%

##### Adults with "good" mental health

###### <\$25,000 annual income

2019 IRC - 85.4% Florida - 79.1%  
 2016 IRC - 84.6% Florida - 82.2%  
 2013 IRC - 84.5% Florida - 79.9%

###### \$25,000 - \$49,999

2019 IRC - 87% Florida - 86.6%  
 2016 IRC - 88.9% Florida - 88.1%  
 2013 IRC - 83.2% Florida - 87%

###### \$50,000 +

2019 IRC - 96.6% Florida - 90.7%  
 2016 IRC - 86.6% Florida - 92.4%  
 2013 IRC - 96.1% Florida - 93.3%

Utilize Life Expectancy as guide and comparison.

Note: Although, there are not "like indicator data" for children, the IRC Hospital Districts goals are the same in addressing children's needs as well as adults.

**1. Focus efforts and investments on programs that strengthen primary care, behavioral health, and prevention.**

*KPI: A minimum of 90% of District program funds are focused on primary care, behavioral health and prevention. (Source: IRCHD) **FY2022-23 Program Budget \$13,003,317 – 97.85%***

**Primary Care – \$ 7,533,786 (57.01%)** Programs and service are focused on the provision of integrated, accessible health care by clinicians who are accountable for addressing a large majority of personal health care needs, developing a sustained partnership with patients, and practicing in the context of family and community. Services include treatment, rehabilitation and palliative care, and are provided as close as feasible to people's everyday environment. **(Includes OB/GYN, Home Health/Hospice, Specialty Care, Dental and vision)**

**Behavioral Health – \$ 3,551,216 (26.87%)** Programs and services focused on the promotion of mental health, resilience and wellbeing, the treatment of mental and substance abuse disorders and the support of those who experience and/or are in recovery from these conditions, along with their families.

**Health Promotion and Disease Prevention – \$ 1,061,920 (8.03%)** Programs and services that enable people to increase control over their own health. They cover a wide range of social and environmental interventions designed to benefit and protect individuals' health and quality of life and reducing the development and severity of chronic diseases.

**Other - \$1,069,442 (8.09%)** Contributes to bettering the health of the community, provides outcome measures to substantiate and community healthcare related activity.

**2. Improve access to healthcare services by reducing financial barriers.**

*KPI: maintain % of adults who could not see a doctor at least once in the past year due to cost below the state average. (Source: Florida CHARTS)*

Enhance the Hospital District's Financial Assistance Database to capture other financial barriers than uninsured and Federal Poverty Level (FPL) and track new & return users in all categories. (Source: IRCHD)

**2022**

**2019 – IRC – 13.2% Florida – 16%**  
**2016 – IRC – 17.5% Florida – 16.6%**  
**2013 – IRC – 14% Florida – 20.8%**

Additional Underlying Data

Adults who have a personal doctor (above the state avg.)

**2019 – IRC – 74.9% Florida – 72%**  
**2016 – IRC – 74.7% Florida – 72%**  
**2013 – IRC – 76% Florida – 73.2%**

Adults who had a medical checkup in the past year (above the state avg.)

**2019 – IRC – 77.3% Florida – 78.8%**  
**2016 – IRC – 77.4% Florida – 76.5%**  
**2013 – IRC – 70% Florida – 70.3%**

Although, there are not "like indicator data" for children, the IRC Hospital Districts goals are the same in addressing children's needs as well as adults.

**3. Identify community-wide healthcare gaps through convening key stakeholders to facilitate collaboration toward potential solutions.**

*KPI: Services/programs/solutions initiated/expanded to meet community health needs efficiently and effectively. (Source: Community Needs Assessments and Surveys)*

Based on discussions at Trustee meetings and information provided by District staff, the following areas have been identified as potential convening opportunities. District staff will advise District Trustees of convening strategies including action plans and timelines for each area as additional information is gathered and/or the areas becomes more critical.

**2022**

Assist in building the continuum of care for Mental Health and Substance Abuse.

Identify the district's role in recruiting and retaining professional healthcare providers.

Help communication between provider to ensure greater access/follow through for specialty services.

Contribute to improving the bandwidth to allow at least 1 well visit/yr. for each member of the community.

**4. The IRC Hospital District commits to being transparent and fiscally responsible for tax dollars spent or invested to include:**

- a. Establishing and monitoring performance metrics consistent with the healthcare provider's patient care objectives and
- b. Conducting audits as appropriate to verify the validity of reported metric and financial numbers of supported healthcare providers.