



Florida Department of Health in Seminole County

BUSINESS PLAN

January 1, 2021 – December 31, 2023



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Table of Contents

Executive Summary	4
History and Operations	5
Mission, Vision, and Values.....	6
Demographics	6
Budget and Revenue	8
Budget and Revenue (Cont'd)	9
Programs and Services	9
Business Planning Methodology	11
Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis	12
Budget Projections for 2021/2022	16
Recommendations	17
Summary and Next Steps	19



Executive Summary

The Florida Department of Health in Seminole County serves the community with a dedicated mission to protect, promote and improve the health of all people in Florida through integrated state, county, and community efforts. Founded in 1941, the Florida Department of Health in Seminole County is rooted in the Central Florida community with three established service locations in Sanford and Casselberry. As a public health leader, the Florida Department of Health in Seminole County's priorities are aligned with the national objectives of Healthy People 2030 to establish and strengthen collaborations across communities and sectors, empower individuals toward making informed health decisions and measure the impact of prevention activities. The Florida Department of Health in Seminole County strives to build aspirational community partnerships with representatives and stakeholders in various sectors beyond healthcare providers, which include businesses, media, schools, community-based organizations, law enforcement, faith-based community, civic groups, public health expert consultants and government agencies.

In furtherance of this goal, the Healthy Seminole collaborative represents diversity within Seminole County through membership that is open to all community partners and stakeholders. Members include community behavioral health and substance abuse disorder (SUD) providers, child welfare partners, food pantries/banks, hospitals, local businesses, law enforcement, healthcare providers, government organizations, local colleges and universities and community resident groups. Key leaders from area partner agencies actively participate in, and are invested in the success of, the collaborative. Broader membership recruitment efforts are always ongoing and efforts to engage additional resident leaders are anticipated. Strong engagement activities have kept the community involved in the Healthy Seminole Collaborative for multiple years. Partners are valued and all voices are equal, regardless of position or employment. The Florida Department of Health in Seminole County is staffed with educated, diverse and culturally competent professionals committed to maintaining strong community partnerships while enhancing services through innovation and collaboration. The Healthy Seminole Collaborative provides opportunities for Seminole County residents to hold authentic leadership roles that are supported by community partners and sustainable through collaboration and ongoing communication. Through the Healthy Seminole Collaborative, identified community priority areas are translated into objectives and action items and quarterly meetings track progress toward goals. This community led process ensures that residents are primary leaders on issues that are most impactful in their communities.

The 2020-2023 Florida Department of Health in Seminole County Strategic Plan includes measurable goals and objectives to ensure the organization continues to accurately identify public health needs and trends, and effectively acquires and allocates resources to achieve our mission and vision. In addition to providing comprehensive health education to the community with the general knowledge necessary for individual and population well-being, the Florida Department of Health in Seminole County commits its resources and expertise to community partners and stakeholders interested in positive health outcomes, which makes up most of the membership for the Healthy Seminole Collaborative. Over the years, the Florida Department of Health in Seminole County has expanded services to meet current trends in public health including disease prevention, promoting healthy lifestyles, reducing health disparities, and advancing health equity within social, environmental and economic health indicators.



History and Operations

Public health touches every aspect of our daily lives.

Public health aims to provide the maximum benefit for the largest number of people. It is what we do collectively to assure conditions in which people can be healthy. Public health is a well-established science that has been in practice for hundreds of years. It is based upon the social, behavioral, environmental, biological, and socioeconomic factors that impact population-wide health.

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles and research for disease and injury prevention. Through research, surveillance, and data analysis, we develop programs and policies that protect the health of the entire community.

The Florida Department of Health in Seminole County was established in 1941 to address public health issues in Seminole County and is an integrated organization under the leadership of the state surgeon general headquartered in Tallahassee, Florida, and is one of 67 counties in Florida tasked with carrying out the core public health services as mandated by Florida Statutes. Specifically, the Florida Department of Health in Seminole County is chartered with helping protect citizens in the community from disease, promoting healthy behaviors, and improving the quality of life in Seminole County.

Under the leadership of present Administrator, Donna Walsh, the Florida Department of Health in Seminole County has been innovative and creative in both working with the community and making efficient use of resources. During an era of declining revenues and staff, her leadership has proven instrumental to keep staff motivated, engaged, and offering quality customer service. The department's leadership and participation in community outreach initiatives has continued to increase the Florida Department of Health in Seminole County's brand awareness and exposure to new grant sources.

Initiatives which have been pursued and expanded include:

- Intern fellowship programs
- Community advisory groups
- School Health partnerships
- Collaborations with hospitals
- Health equity
- Diabetes prevention
- Community health events

Since 2014, the Florida Department of Health in Seminole County has experienced a significant reduction in revenue from the Federal Government and the State of Florida, a significant reduction of workforce and organizational restructurings.

These circumstances were caused primarily by the impact of the Affordable Care Act and Managed Medicaid. The public health departments in Florida have moved from a primary care to a population health model which is more preventative in nature.

Mission, Vision, and Values



Demographics



Major findings from the Community Health Needs Assessment for Seminole County include, In 2019:

- Current population - 473,408
- Median household Income - \$66,494
- 8.7% of the population live below the federal poverty level
- 29.4% of the households have incomes under \$50,000
- 74.9% of the population is non-Hispanic and 21.7% is Hispanic

**Population by Age
Seminole County and Florida**

Age Group	County – 2019	State - 2019
	Total Percentage	Total Percentage
Persons under 5 years, percent	5.3%	5.4%
Persons under 18 years, percent	21%	19.9%
Persons 18 – 64 years, percent	58.2%	54.2%
Persons 65 years and over, percent	15%	20.5%

Source: United States Census Bureau

**Race Origin
Seminole County and Florida**

Race and Hispanic Origin	County – 2019	State - 2019
	Total Percentage	Total Percentage
White alone, percent	78.9%	77.3%
Black or African American alone, percent	12.9%	16.9%
American Indian and Alaska Native alone, percent	.4%	.5%
Asian alone, percent	4.9%	3.0%
Native Hawaiian and Other Pacific Islander alone, percent	.1%	.1%
Two or more races, percent	2.7%	2.2%

Source: United States Census Bureau

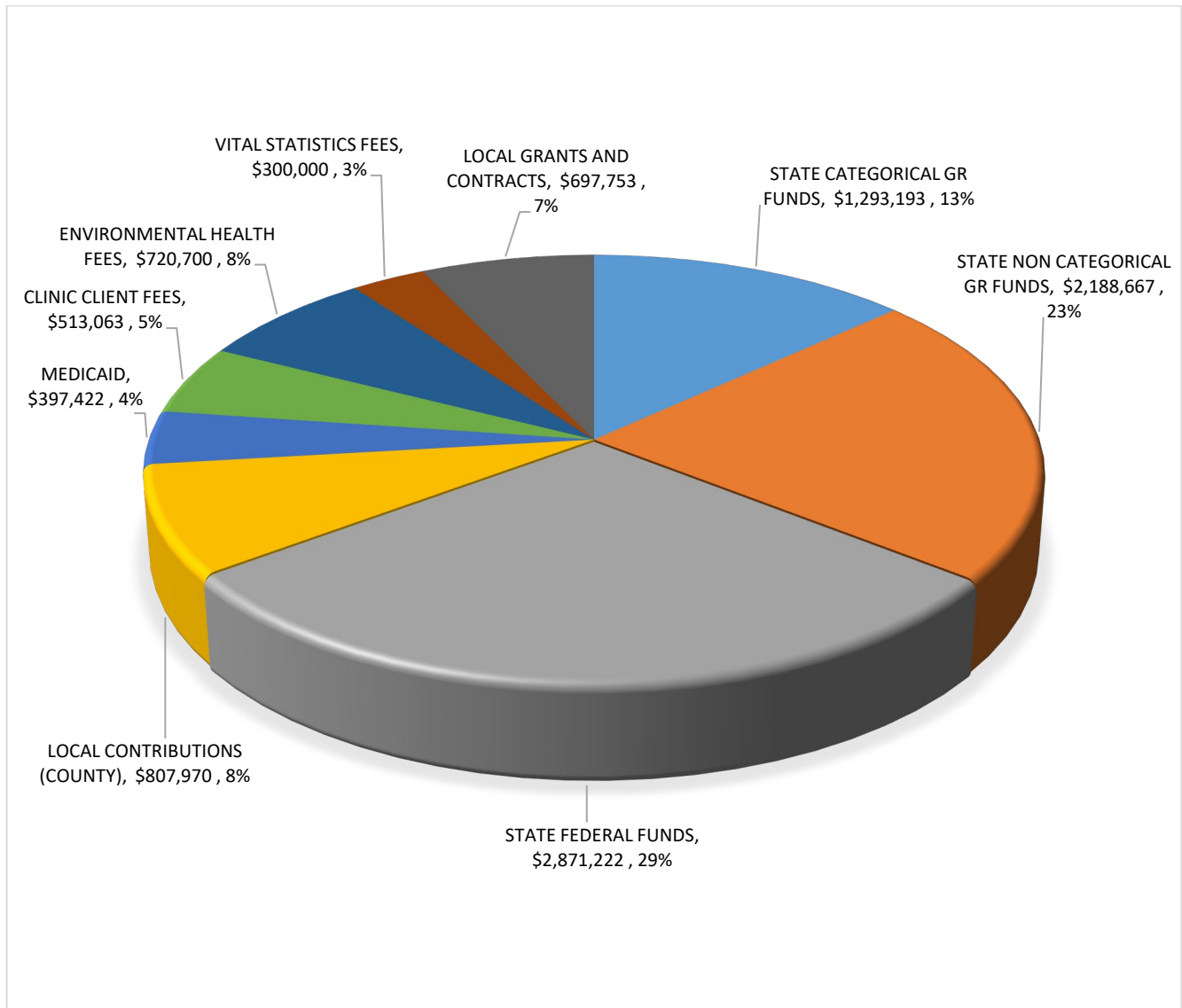
Where we live influences our health. Demographic, socioeconomic, and environmental factors create unique community health service needs. Key characteristics that set Seminole County apart are the natural beauty of the County with a focus on walkable communities and healthy activity options. Seven cities make up Seminole County and multiple dynamic business have their headquarters in Seminole County, such as American Automobile Association (AAA), Scholastic Book Fairs and Sears Home Improvement.



Budget and Revenue

Financial resources for the Florida Department of Health in Seminole County are provided through multiple sources. These include fees, grants, and budget allocations from the County, State, and Federal governments. Please see the data below.

**The Florida Department of Health in Seminole County
Revenue Percentage by Source
Fiscal Year 2020-2021**



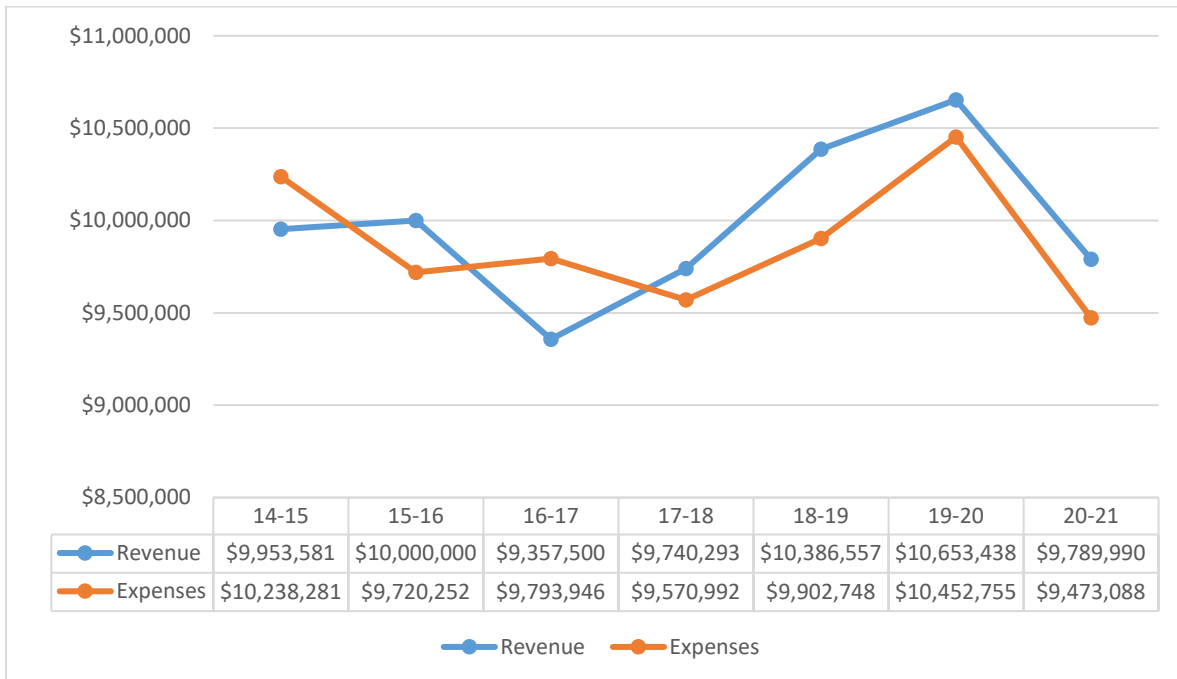
Source: FIRS L3 By Category Fiscal Year Report



Budget and Revenue (Cont'd)

Some of the budget and revenue changes affecting our services and programs in Seminole County include State and Federal fiscal cuts and the emergence of COVID-19. Local response to COVID-19 impacted nearly every Florida Department of Health in Seminole County program. The graph below represents our revenue and expense relationship over the past seven years. The corresponding dashed lines represent the moving average of these values, which smooths out fluctuations in data and shows the pattern or trend more clearly. As illustrated, a decline in revenue was seen beginning in FY2015-16 through FY2017-18. During the same time period, expenses declined slightly but overall resulted in stringent fiscal budgeting to ensure sustainability. In 2019, the increase in revenue was due to additional funds received for special projects. And in 2020, the increase in revenue was due to additional funds received for COVID-19 pandemic operations.

**The Florida Department of Health in Seminole County
Revenue and Expenses 2015 – 2021**



Source: FIRS L3 By Category Fiscal Year Report

Programs and Services

Some of the most effective strategies for improving public health include policies and programs that shape the environment and create opportunities for healthier behaviors. This is the basis for the Florida Department of Health in Seminole County’s commitment to providing the highest standards of public health through the following core functions and services:



Environmental Health

We protect the health of the community by monitoring and regulating environmental activities which may contribute to the occurrence or transmission of disease by ensuring safe drinking water, safe food, proper sewage disposal, clean swimming pools, as well as conducting complaint investigations and enforcing public health laws.

Communicable Disease and Epidemiology

We protect the health of the community through the surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, healthcare acquired infections (HAIs), sexually transmitted infections (STIs) detection and control, AIDS/HIV treatment and education, immunizations, and tuberculosis (TB) control.

Public Health Preparedness

We partner with the local healthcare system, emergency management, government, and the community on preparedness and response to natural and man-made disasters. The preparedness effort focuses on developing critical capabilities necessary for an effective disaster response to keep the community safe and to minimize loss.

Family Planning

We offer education and counseling to help men and women plan their families and improve their reproductive health and birth outcomes.

Community Health Promotion

We plan and implement programs to promote healthy behaviors and reduce chronic disease through education, community outreach, and collaborative partnerships.

Women, Infants and Children (WIC)

We provide nutritional education and counseling, breastfeeding support, and healthy foods to eligible pregnant, postpartum, breastfeeding moms, infants, and children up to age five.

Health Equity

We strive to reach health equity in our county. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities.

School Health

We collaborate with the local school district, charter, and private schools to improve student health by coordinating and increasing access to health resources including health education, immunizations, vision, scoliosis, oral health and hearing screenings, nutrition, referrals and tracking of physical development in all children.

Community Integrated Mobile Health Services (CIMHS)

We provide health screenings, education, and referrals to populations with limited access to care. We hold outreach events to serve the community through education and awareness of chronic disease management strategies to further the vision of the Florida Department of Health to be the healthiest State in the Nation.



Clinical Services

We have a variety of services for infants and toddlers, school-aged children, adolescents, and adults. Our services are provided by highly qualified physicians, nurses, social workers, and other health care providers.

Breast and Cervical Cancer Early Detection Program

Our caring staff screen and refer eligible women aged 50-64 for free pap smears and mammograms to support early detection of life-threatening cancers.

Florida Healthy Babies

We have training and compassionate staff who are focused providing services that will positively influence social determinants and reduce racial disparities in infant mortality.

Refugee Health Program

We have clinically trained staff who conduct refugee health assessments, administer immunizations, and provide any necessary follow-up or referrals to eligible clients within 90 days.

Tuberculosis (TB) Program

We have clinically trained staff who provide TB testing, diagnostic evaluations, treatment and follow-up services for active TB disease and latent TB infection.

Vital Statistics

We maintain Florida birth and death records locally and can assist with birth, death, marriage, and divorce records for all fifty states. Using data collected by our office, we can assist the state with tracking causes of morbidity and mortality - two main indicators of health status.

In addition, the Florida Department of Health in Seminole County works in partnership with IDignity, a non-profit organization serving the Central Florida community. IDignity helps disadvantaged Central Florida residents through the complex process of obtaining legal identification documents such as Florida Identification (ID) cards, licenses, social security cards, replacement citizenship or immigration records or other documents needed to obtain an ID/license.

Business Planning Methodology

The Florida Department of Health in Seminole County Business Plan sets the direction for action for the Florida Department of Health in Seminole County for a three-year cycle. While the Florida Department of Health in Seminole County has a long history of providing quality customer-oriented services, the need to augment operations toward a more entrepreneurial approach has been more evident in recent years. Improving efficiencies, reducing redundancies, securing collaborative multisectoral partnerships and increasing sustainable revenue sources has become critically important to continue the provision of exceptional public health services in a time of economic uncertainty and emerging public health threats, such as COVID-19. In the summer of 2020, Pearl Business Group (Pearl) was engaged by the Florida Department of Health in Seminole County to review operations and recommend a plan to maintain and/or increase sustainable revenue streams.

Pearl was provided with multiple documents and sources of information to perform reviews, including:

- Review of program initiatives and allocated resources,
- Review of strategies and objectives that are in line with the major strategic focus areas,



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

- Review of current collaborations and strategic partnerships with other organizations,
- Review of response to community health needs and the perspectives of diverse internal and external stakeholders,
- Research of federal, state, and local laws, regulations and funding streams which impact the delivery of services to the community,
- A review of demographic and population health outcome data related to the focus areas of the strategic plan and their impact.

The Florida Department of Health in Seminole County staff, at all levels, were made available to Pearl for interviews and focus groups. Information gleaned from these interviews and focus groups included:

- Assessment of health of the organization from the perspective of staff at all levels,
- Identification of internal/external concerns and challenges as well as strengths, opportunities, strategies, and processes which could enhance the organization's ability to sustain itself over the next several years,
- Analysis of current financials for trends and opportunities to improve performance.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

In early 2020, the Florida Department of Health in Seminole County completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis included the identification of internal and external trends, events, and other factors that may impact community health or the health department.

The strengths, weaknesses, opportunities and threats identified below are being explored in several Florida Department of Health in Seminole County accreditation documents including the 2020-2023 Strategic Plan, the 2020-2023 Performance and Quality Improvement Plan, the 2020-2023 Community Health Improvement Plan and the 2020-2023 Workforce Development Plan. And, while every structured business plan must address the fiscal impact of employee recruitment, retention, turnover and employee satisfaction, those topics will not be discussed in this document as they are being addressed in the 2020-2023 Florida Department of Health in Seminole County Workforce Development Plan.



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths (Internal)

We want to maintain and leverage strengths.

Agency Infrastructure:

- Beautiful facility
- Established location in County

Capacity:

- Compassionate & motivated staff
- Staff passion and commitment to public health
- Strong leadership
- Diverse staff

Emerging Trends:

- Focus on innovation
- Focus on community connections and partnerships

Opportunities (External)

We want to invest in opportunities.

Agency Infrastructure:

- Academic Health Department
- Internships

Capacity:

- Recruitment through community partnerships
- Communication with community partners

Emerging Trends:

- Innovation Lab
- Accessibility
- Streamline processes

Weaknesses (Internal)

We want to minimize weaknesses.

Agency Infrastructure:

- Staffing Levels
- Funding

Capacity:

- Growth Opportunities
- Training

Emerging Trends:

- Marketing
- Communication

Threats or Challenges (External)

We want to identify threats or challenges that need to be addressed and understand their potential impact.

Agency Infrastructure:

- Lack of Staff Development
- Lack of Funding

Capacity:

- Public Perception of State Agencies – Lack of Trust
- Lack of Relevant & Current Policies

Emerging Trends:

- Limited Ability to Plan for Unknown Public Health Crises

Annually, all Florida Department of Health in Seminole County program managers prepare and present program specific strengths, weaknesses, opportunities, and threats to the executive leadership team. During this meeting, the program manager is expected to present an overall summary of program operations, any ongoing or planned special projects, current staffing levels, training needs and other program needs. Additionally, goals, concerns and recommendations are presented.

The following page contains a summary of common themes identified throughout all Florida Department of Health programs in 2020.



Strengths, Weaknesses, Opportunities and Threats
(SWOT) Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Good inter-departmental collaboration • Good working relationships with community partners • Experienced and knowledgeable staff 	<ul style="list-style-type: none"> • Insufficient or lean staffing • Frequent staff turnover • Unpredictable funding streams • Reduced or limited revenue due to COVID-19 	<ul style="list-style-type: none"> • Expand referral network • Increase community awareness of services that are available • Engage community participation in program efforts through education and other avenues • Identify and increase training opportunities to include cross-training of staff 	<ul style="list-style-type: none"> • Reduced clientele due to COVID-19 • Reduced staffing • Reduced revenue • Competing priorities • Fiscal restraints

Goals	Recommendations
<ul style="list-style-type: none"> • Improve efficiencies • Increase staff credentialing and/or training • Increase collaborative opportunities and participation with community partners • Identify and obtain additional sources of revenue 	<ul style="list-style-type: none"> • Clarification of policies and procedures • Cross-train staff to make up for reduced staffing COVID-19 impact on all aspects of operations, including reduced clientele and revenue.

To address the identified opportunities and threats, several initiatives were implemented. Through the Healthy Seminole Collaborative, community members and service providers work cooperatively to address health priorities in Seminole County. The current priority areas are as follows:

Priority Area 1: Health Equity - Improve access to care for identified Seminole County residents who are less likely to receive quality and affordable services. Provide culturally and linguistically relevant health education and service awareness to Seminole County adults who are at high risk for developing chronic diseases and have limited access to appropriate health information and health services navigation.

Priority Area 2: Behavioral Health (Includes Mental Illness and Substance Abuse) - Promote mental and emotional well-being for all Seminole County residents. Improve community awareness and engagement in mental health and substance abuse services.

Priority Area 3: Healthy Weight, Nutrition and Physical Activity - Strengthen the capacity of local agencies and health and human services providers to identify and refer Seminole County residents to services which promote healthy weight, nutrition, and physical activities. Improve healthy weight, nutrition, and physical activities for Seminole County residents.

The Healthy Seminole Collaborative is comprised of approximately 200 community partners separated into three subcommittees, one for each priority area. During each quarterly meeting the Collaborative members break into the three subcommittees, each led by a community Chair. The subcommittees discuss progress toward strategic goals, remedy any barriers, explore new ideas and initiatives, and share activities that all of the community partners are involved in.



Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

In 2020-2021, the Florida Department of Health in Seminole County Workforce Development (WFD) Taskforce was created to address workforce related issues. In its first year, the WFD Taskforce initiated the Seminole Mentorship Program to support professional development of the Florida Department of Health in Seminole County 's workforce. During the inaugural cohort, mentors and mentees were assessed and paired and have been diligently working on individualized professional development goals. Additionally, a comprehensive employee satisfaction process, including a robust employee satisfaction survey and nine employee focus groups, garnered workforce feedback and viable solutions to address primary workforce concerns.

As the COVID-19 pandemic continues, fiscal implications will remain a threat that must be carefully addressed. Weekly Incident Management Team (IMT) meetings are held to address the impact of the pandemic on the Florida Department of Health in Seminole County operations, fiscally and programmatically. And while addressing the everchanging challenges of the COVID-19 pandemic remains on the forefront, the Florida Department of Health in Seminole County never ceased or limited service provision. However, as noted previously, a fiscal decline in some program services was a natural consequence of the pandemic.



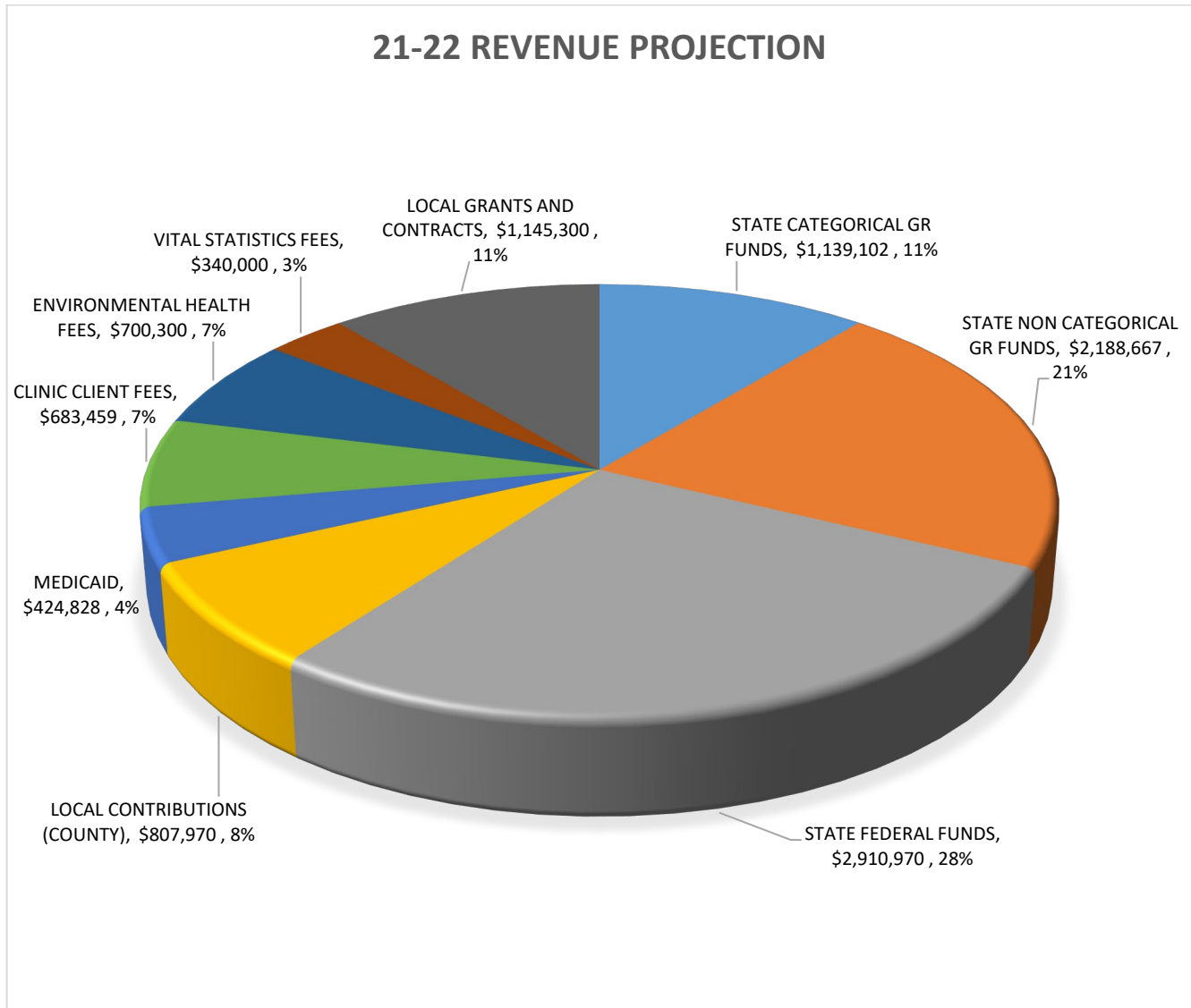
Florida Department of Health in Seminole County, one of nine employee satisfaction focus groups.



Florida Department of Health in Seminole County receiving the Partner of the Year Award from Orlando Health.



Budget Projections for 2021/2022



More than half (60%) of the Florida Department of Health in Seminole County budget projections for 2021/2022 are from State Categorical GR funds, State Non-Categorical GR funds and State Federal funds. Projected revenue from program fees equates to approximately 17% and another 4% in Medicaid payments is projected. The remaining 19% is anticipated revenue from local grants, contracts and contributions.



Recommendations

Continued focus on community partnerships to leverage future funding opportunities

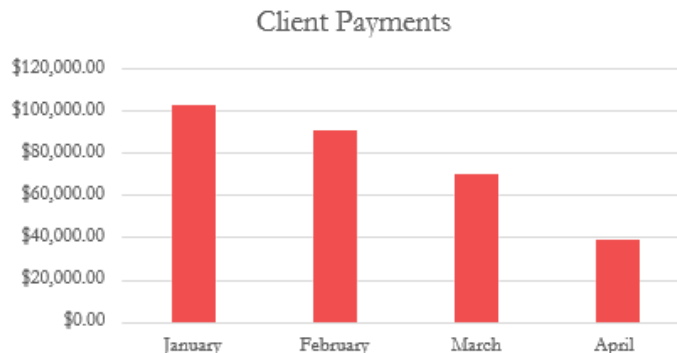
Under the direction of the Administrator, the Florida Department of Health in Seminole County has greatly expanded their local community involvement. Building and leveraging strategic partnerships with over 60 local organizations and agencies has resulted not only in greatly increasing the awareness of the Health Department’s role in serving the community but has also led to several grant opportunities and will continue to be a source of future funding. The Florida Department of Health in Seminole County has increased their public value and perception to be a recognized leader in the Central Florida Health Care market standing shoulder to shoulder with other community health care leaders.

The Florida Department of Health in Seminole County is continually assessing the community’s health needs, in partnership with multiple community partners, as evidenced by the production, and continual updating, of community health initiatives including:

- Community Health Improvement Plan
 - Community Health Needs Assessment
 - Local Public Health System Assessment
 - 2020-2023 Strategic Plan
 - Community health events
- ✓ Through ongoing assessment of community needs, the Florida Department of Health in Seminole County is well positioned to seek, and apply for, grant opportunities which provide needed services in the community.

Medicaid, ACA Funding

As Florida lawmakers prepared to start the 2020 legislative session in January, the state was confronted with a \$70.4 million loss in Medicaid funding. While the Florida Department of Health in Seminole County has been focused on the COVID-19 pandemic response in 2020, and some operations saw a decline in revenue, there is an opportunity to readdress the Medicaid funding issue in 2021. The graph below shows the loss in Clinic revenue from January through April 2020 and illustrates a downward trend in clinic revenue which persisted throughout the summer and into the early Fall of 2020.





Recommendations

The Dental Care Program provides services to children and limited urgent services for adults. Services may include exams, x-rays, cleanings, sealants, fillings, extractions and more. Payment options include Medicaid and self-pay. The dental practice suffers from many of the same issues as seen with the clinic. Patients with appointments who do not show up are the largest single causes of lost revenue. Fees for not showing up are not an option and the only remedy to restrict service after two no-shows has not proven to be effective. There is not enough volume to block schedule or over-book patients. This issue not only impacts revenue but the servicing of other patients.

Insurance reimbursements are also extremely low. The three HMOs with whom the dental practice has contracted agreements often reimburse less than Medicaid.

- ✓ Approximately 81.4% of the Florida Department of Health in Seminole County's funding is from Medicaid. Exploration of methods to increase Medicaid funding sources, in all applicable departments, will infuse additional revenue into the county health department to further support fiscal sustainability.
- ✓ In addition, implementation of a comprehensive contract review across all departments to include all insurance, agencies, and relationships would ensure all potential funding sources are explored and enhanced.

Workforce Enhancement

Establishing and maintaining a competent workforce is essential to any business and is especially critical during a public health pandemic. Investing in the Florida Department of Health in Seminole County's workforce to address everchanging duties and responsibilities is a large part of a sustainable business model. According to Columbia Mailman School of Public Health, for every dollar spent on public health, \$14.30 is saved on health care and related costs (source: [Columbia](#)). The Florida Department of Health in Seminole County understands the importance of community intervention and proactive healthcare. In March 2021, the President signed into law the American Rescue Act of 2021 to provide relief to public health, state, tribal, local and territorial (STLT) government. In turn, the Centers for Disease Control and Prevention (CDC) awarded funding to eligible jurisdictions, in the amount of \$2,000,000,000 to establish, expand and sustain the public health workforce (source: [COVID-10 Public Health Workforce Supplemental Funding](#)). These sources underscore the growing focus on workforce sustainability in public health and the impact on fiscal sustainability. The Florida Department of Health in Seminole County will continue to implement innovative solutions to expand the knowledge, skills and abilities of the workforce to ensure continued high quality public health services despite ongoing fiscal constraints. Professional development remains a consistent need for all health departments, including the Florida Department of Health in Seminole County. Clear and consistent expectations, defined by regularly reviewing policies and procedures, promote workforce competency and growth.

- ✓ Exploration of methods to invest in the professional development in The Florida Department of Health in Seminole County should include, at minimum, identification of key staff who are responsible for staff training and policy review. Optimally, creation of a Training and Policy



Department would support fiscal sustainability through a highly skilled and competent workforce.

Clinical Intern Program - “Academic Health Department”

One of the most significant programs and accomplishments of the Florida Department of Health in Seminole County is the intern program created by Dr. Joseph. This award winning* program brings 60-75 future nurse practitioners annually to the Florida Department of Health in Seminole County every year. The interns leave the program with raving reviews on the clinical experience and training they receive. This is a wonderful service for the community, the interns and the schools who send the interns.

This program is provided at no charge to the surrounding colleges and universities. It is supported by 35-40 universities across the country whose nurse practitioner programs are always looking for internships including locally the University of Florida, Florida State University, University of Central Florida, Seminole State College and health organizations such as Orlando Health and Advent Health. The Florida Department of Health in Seminole County has agreements with the participating universities, but no compensation or honorariums are exchanged. This program does require significant resources from several departments within the Florida Department of Health in Seminole County. An untapped financial resource is perhaps negotiating an endowment from the college or university for each internship.

- ✓ Negotiation of an endowment or small institution fee per student (\$500 - \$1,000) could potentially generate \$30,000 to \$65,000 annually and help pay for the resources utilized in the effort.

Summary and Next Steps

The Florida Department of Health in Seminole County is committed to providing exceptional services that are aligned with the Community Health Needs Assessment. In addition to the recommendations noted above, the Florida Department of Health in Seminole County will focus on the following key areas of local public health enhancement.

- Through continued community engagement and outreach, the Florida Department of Health in Seminole County will expand collaborative relationships which will increase funding opportunities to deliver needed local services that are not funded by traditional funding sources.
- The Florida Department of Health in Seminole County has made significant strides to improve workforce development activities to ensure a competent workforce is available and able to provide quality public health services. The Florida Department of Health in Seminole County will continue to enhance workforce development initiatives to focus on retention of competent and experienced staff and reduce the burden and cost of onboarding and training new staff.



Summary and Next Steps

- Finally, the Florida Department of Health in Seminole County's executive management team will meet on at least a monthly basis to review operational expenses, explore alternative funding opportunities and prioritize local initiatives to meet the everchanging public health needs of the community.