



Polk County 2016-2020 Community Health Improvement Plan

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IN POLK COUNTY

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Mobilizing for Action through Planning and Partnerships

Mobilizing for Action through Planning and Partnerships (MAPP) is a community-wide strategic planning tool or process for improving community health. MAPP was developed by the National Association of County and City Health Officials (NACCHO) in cooperation with the Centers for Disease Control and Prevention (CDC).

This process includes four community health assessments used to better understand the assets and needs of a community and assist public health system partners as they focus on aligning resources toward improving the health and well-being (quality of life) of the community.

MAPP assessments conducted in 2014 and 2015:

Community Themes & Strengths

Identified issues that interest the community, perceptions about quality of life, and community assets. *This report was compiled from over 3,500 consumer surveys, 9 focus groups comprised of 72 residents and 5 key informant interviews.*

Forces of Change Assessment

Identified forces that are or will be affecting the community or local public health system. *Threats and opportunities were compiled from facilitated discussions with representatives from various organizations in Polk.*

Local Public Health System Assessment

Measured capacity and performance of the local public health system and entities that contribute to the public's health. *Over 80 subject matter experts from a cross section of professional entities participated in a one day workshop to complete this assessment.*

Community Health Status Assessment

Assessed data about health status, quality of life and risk factors in the community.

The results of the MAPP assessments were analyzed and compiled into a report, entitled the **Polk County 2015 Community Health Assessment**.

Key Themes Identified in the Polk County 2015 Community Health Assessment

Access to Care	Crime and Safety	Substance Abuse
Child Health	Health Disparities	Weight
Chronic Diseases	Maternal and Infant Health	
Communicable and Infectious Diseases	Mental Health	



Strategic Priorities Selected for the 2016-2020 Community Health Improvement Plan

Healthy Weight
Child Health
Infant Mortality
Injury Prevention

Background

Upon completion of the Polk County 2015 Community Health Assessment, meetings with community partners were held from July 2015 through June 2016 to review the Community Health Assessment, select strategic priorities and create objectives and measures for the 2016-2020 Community Health Improvement Plan (CHIP).

Teams that worked on the 2012-2015 CHIP reviewed the assessment first. These teams were the **Polk Vision Building a Healthier Polk's Primary Care, School Health, and Worksite Wellness Teams**. Their efforts between 2012 and 2015 were focused on reducing the obesity rate in Polk County. Upon review of the 2015 Community Health Assessment, since obesity is a contributing risk factor to many chronic diseases and because Polk's adult obesity rate is still higher than the state; the **Polk Vision Building a Healthier Polk Teams** decided to continue working on obesity as a strategic priority. As teams reviewed success of the first three year plan, they realized continued collaboration would yield additional progress. In addition, DOH-Polk staff have worked with Polk Vision Teams to incorporate Healthiest Weight Florida deliverables into workplans where efforts are aligned.

Then, the **Building a Healthier Polk School Health Team** chose to build strategies around the Whole School, Whole Community, Whole Child Model. DOH-Polk staff presented the Community Health Assessment to the **Polk County School District School Health Advisory Council**. The leadership of both groups met and they determined Child Health would be a strategic priority and agreed to build capacity to address additional child health measures.

The **Florida Healthy Babies Initiative** began in March 2016 as a coordinated state-wide initiative to positively influence social determinants and reduce racial disparity in infant mortality. Initially, a team of individuals from various agencies examined the infant mortality data within the county. The group also looked at the infant mortality rates by race and ethnicity. This data showed that infants die before their first birthday twice as often in the Black population as in the other populations in the county. The **Florida Healthy Babies Team** used GIS mapping to determine specific census tract areas where infant mortality rates were the highest. In June 2016, a community meeting was then held with 58 participants from 24 different agencies. A facilitated discussion was held to determine possible root causes of the high rates of infant mortality in these areas, with a special emphasis on the social determinants of health. The participants in this meeting identified common root causes including access to care, cultural differences, and stress. An action plan was developed to help intervene against some of these common root causes.

2017 Addition to Healthy Weight Strategic Priority: Pedestrian and bicyclist safety is a growing issue of concern in Polk County. In January of 2017, an article published by the National Public Radio ranked the Lakeland-Winter Haven metropolitan service area (MSA) the 6th most dangerous metro area for pedestrians in the country. Between the years of 2006-2015, there were 142 pedestrian and 33 bicyclist fatalities due to traffic crashes in Polk County. Due to these safety concerns, as well as high rates of obesity that are impacted by individuals' ability to go outside and get active, sidewalks have become a priority for Polk County. **Polk Vision's Infrastructure Team** developed a tactical plan focusing on eliminating sidewalk gaps within a one-mile radius of public schools in Polk County. This tactical plan has been added into Polk County's 2017 revised CHIP, as a third strategy under the Healthy Weight strategic priority.

The **Coalition on Injury Prevention of Polk County** was an existing community coalition formed in 2002 to provide injury prevention resources and education throughout the county. In January 2016, Lakeland Regional Health reached out to the Florida Department of Health in Polk County requesting assistance in giving

the group a more action-oriented approach. The group focuses on providing educational programs and resources in the areas of child drowning prevention, adult bicycle and pedestrian safety, and senior falls prevention. The coalition has aligned their goals to the FDOH State Health Improvement Plan as well as the results from the Community Health Needs Assessment performed by Lakeland Regional Health. In May 2018, the group expressed interest in becoming a participating team of FDOH-Polk's Community Health Improvement Plan (CHIP) and agreed to provide trackable goals to be monitored during the next CHIP cycle.

Polk County's 2016-2020 Community Health Improvement Plan	
Strategic Priority 1: Healthy Weight	
Strategic Goal: Reduce the obesity (BMI \geq 30) rate in Polk County to < the state average (2013 data: Polk 36.9%, State 26.4%) by 2030.	
Aligned with: Polk Vision's Building a Healthier Polk Primary Care Team, Polk Vision's Building a Healthier Polk Worksite Wellness Team, Polk Vision's Infrastructure Team, Healthiest Weight Florida Workplan, DOH-Polk Strategic Plan, Polk County 2015 Community Health Assessment, Healthy People 2020.	
Strategy 1: Create continuity of messaging across pediatric settings. (Revised)	
Key Partners: Polk Vision Building a Healthier Polk Primary Care Team	
Short Term Outcome: Increase number of conversations about reducing risk factors for unhealthy BMI between pediatric providers and families.	
Short Term Measurement: <ul style="list-style-type: none"> • Increase participation in 5-2-1-0 prescription program by 2 new practices by July 31, 2020. • Collect at least 3,000 5-2-1-0 goals by December 31, 2018. • Disseminate at least 2,000 5-2-1-0 prescriptions by December 31, 2018. 	
Mid Term Outcome: Promote, provide, and increase preventative health education through community partnerships.	
Mid Term Measurement: <ul style="list-style-type: none"> • Track the number and type of communication methods, including the number of institutions and individuals reached. 	
Strategy 2.1: Support the development and enhancement of worksite wellness programs in local businesses. (Reviewed)	
Key Partners: Polk Vision Building a Healthier Polk Worksite Wellness Team, Polk Wellness Professionals	
Short Term Outcome: Increase in local businesses creating and enhancing wellness programming.	
Short Term Measurement: <ul style="list-style-type: none"> • # businesses completed CDC Worksite Health ScoreCard (goal: 10 CDC ScoreCards) • baseline CDC Worksite Health ScoreCard scores (goal: 10 businesses establish baseline CDC ScoreCard scores) • # of presentations to local businesses and community organizations (goal: 3 presentations/year) • # of in-person consultations with local businesses (goal: consult with 5 new businesses/year) 	

<ul style="list-style-type: none"> • # of phone calls and email correspondence with local businesses (goal: follow-up at least once per business)
Mid Term Outcome: Increase use of evidence-based employee health promotion and wellness programs to promote healthy behaviors across participating businesses.
Mid Term Measurement: Increase in average CDC Worksite Health ScoreCard baseline scores across all participating local businesses by 5%.
Strategy 2.2: Continue to support the development of worksite wellness programs in local businesses. (Reviewed)
Key Partners: Polk Vision Building a Healthier Polk Worksite Wellness Team, Polk Wellness Professionals
Short Term Outcome: Develop timeline for cohort of 5 businesses to engage in wellness programming and establish comparative data.
Short Term Measurement: <ul style="list-style-type: none"> • # of businesses committed to cohort • CDC Worksite Health Assessments completed
Mid Term Outcome: Increase use of evidence-based employee health promotion and wellness programs to promote healthy behaviors by 5% across participating businesses by 2020.
Mid Term Measurement: <ul style="list-style-type: none"> • # of businesses committed to cohort • CDC Worksite Health Assessments completed
Strategy 3: Engage local government leaders to prioritize money for sidewalks & in turn ensure the location and placement are on collector roads within a one-mile radius of schools. (Reviewed)
Key Partners: Polk Vision Infrastructure Team
Short Term Outcome: <ul style="list-style-type: none"> • City/County planners utilize GIS map of existing sidewalks within one mile of schools for pro-active planning • City/County planners utilize Safe Routes to Schools and other funding opportunities to fund sidewalk gaps
Short Term Measurement: <ul style="list-style-type: none"> • 100% commitment from all governments on sidewalk priority with an emphasis on high crash areas (additional focus on areas requiring right-of-way purchase or easement) • Create baseline & single database of GIS at BoCC Transportation Planning Organization (TPO) • Complete clearinghouse and provide open access to all appropriate contacts • Establish mid-term measurement (to decrease sidewalk gaps) based upon the results of the TPO study by 9/30/17
Mid Term Outcome: <ul style="list-style-type: none"> • Increase new sidewalks installed within a one mile distance of schools • Increase number of walkers and bicyclists to and from school

Mid Term Measurement:

- GIS data - maps
- School Board data
- Annual survey to calculate funding utilized for sidewalk improvements or additions. Compare grant-funded versus locally allocated
- Decrease sidewalk gaps by xx% (The goal will be established during the short-term phase)

Strategic Priority 2: Child Health

Strategic Goal: Leveraging the school setting and support for local schools to improve child health in Polk County.

Aligned with: Polk Vision's Building a Healthier Polk School Health Team, Healthiest Weight Florida Workplan, DOH-Polk Strategic Plan, Polk County 2015 Community Health Assessment, Polk County School Health Advisory Council (SHAC) Priorities, Healthy People 2020

Strategy 1: Increase Healthy Weight in school-aged children through increased physical activity and nutrition. **(Reviewed)**

Key Partners: Polk Vision's Building a Healthier Polk School Health Team, Polk County School Health Advisory Council (SHAC)

Short Term Outcome: Develop and implement pilot program in 5 schools to improve best practices based on the *Whole School, Whole Community, Whole Child* (WSCC) Model.

Short Term Measurement:

- Establish baseline School Health Index Score for each school and develop workplan for improvement.
- Establish baseline for WSCC Measurements

Mid Term Outcome: Fully integrated WSCC model with all components operational within pilot schools.

Mid Term Measurement:

- Annual comparison of the School Health Index Score to baseline for each school and develop workplan for improvement.
- Annual comparison of WSCC Measurements

Strategy 2: Establish a fully integrated, working *Whole School, Whole Community, Whole Child* (WSCC) Model within the School Health Advisory Council (SHAC). **(Reviewed)**

Key Partners: Polk Vision's Building a Healthier Polk School Health Team, Polk County School Health Advisory Council (SHAC)

Short Term Outcome:

- By 2018, increase Polk County Schools Healthy District Score by 5%
- By 2018, create SHAC committee representing 5 of 10 components of the WSCC model

Short Term Measurement:

- Healthy District Award Score

<ul style="list-style-type: none"> Established Committee workplans
Mid Term Outcome: <ul style="list-style-type: none"> By 2020, increase Polk County Schools Healthy District Score 5% for a total 10% improvement By 2020, create SHAC committees (2) representing all 10 components of the WSCC model
Mid Term Measurement: <ul style="list-style-type: none"> Healthy District Award Score Established Committee Workplans

Strategic Priority 3: Healthy Babies

Strategic Goal: By June 30, 2020, reduce the three-year rolling average of black infant mortality rate from 17.3 (2014-2016) to 16.0 per 1,000 live births

Aligned with: FDOH – State Health Improvement Plan, FDOH – Agency Strategic Plan, FDOH-Polk Strategic Plan, FDOH-Polk Community Health Improvement Plan, Polk County 2015 Community Health Assessment, Healthy Start Coalition Goals and Healthy People 2020.

Strategy 1: Promote and increase participation in and collaboration between Healthy Start and WIC programs. **(Revised)**

Key Partners: Healthy Start and WIC

Short Term Outcome: By June 30, 2019, increase the percentage of women participating in Healthy Start and WIC programs by 2.5%.

Short Term Measurement:

- Participation rates in Healthy Start and WIC clients seen (number of unique clients and number of shared clients).
- Customer Satisfaction surveys for Healthy Start and WIC programs.

Mid Term Outcome:

- By June 30, 2020, increase the percentage of women participating in Healthy Start and WIC programs by 5%.

Mid Term Measurement:

- Participation rates in Healthy Start and WIC clients seen (number of unique clients and number of shared clients).
- Customer Satisfaction surveys for Healthy Start and WIC programs.

Strategy 2: Promote safe sleep practices. **(Revised)**

Key Partners: Child Abuse Death Review Committee, Children's Home Society, Fetal Infant Mortality Review Team, Healthy Start, Heartland for Children, Lakeland Regional Health, Safe Kids Suncoast Coalition, WIC, Winter Haven Women's Hospital.

Short Term Outcome: By June 30, 2019, reduce the number of sleep-related deaths from 23.3% (2017) to 13.0%.

Short Term Measurement:
<ul style="list-style-type: none"> Polk Maternal & Child Health Death Review Data
Mid Term Outcome: By June 30, 2020, reduce the number of sleep-related deaths from 23.3% (2017) to 16.0%.
Mid Term Measurement:
<ul style="list-style-type: none"> Polk Maternal & Child Health Death Review Data

Strategy 3: Promote breastfeeding initiation among women enrolled in WIC in Polk County. (Revised)
Key Partners: Lakeside Pediatrics, Polk County Breastfeeding Network, WIC
Short Term Outcome: By June 30, 2019, increase the percentage of mothers who are breastfeeding from 84.1% (2017) to 84.6%.
Short Term Measurement:
<ul style="list-style-type: none"> Percentage of WIC infants and children <24 months who were ever breastfed in Polk County (WIC Quarterly Reports) Number of non-Hispanic Black WIC infants and children <24 months who were ever breastfed in Polk County (WIC Quarterly Reports)
Mid Term Outcome: By June 30, 2020, increase the percentage of mothers who are breastfeeding from 84.1% (2017) to 85.0%.
Mid Term Measurement:
<ul style="list-style-type: none"> Percentage of WIC infants and children <24 months who were ever breastfed in Polk County (WIC Quarterly Reports) Number of non-Hispanic Black WIC infants and children <24 months who were ever breastfed in Polk County (WIC Quarterly Reports)

Strategy 4: Promote community advocacy within Polk zip codes with the highest risk of infant mortality. (Revised)
Key Partners: Healthy Start, community gatekeepers
Short Term Outcome: By June 30, 2019, coordinate a community empowerment event to garner community buy-in.
Short Term Measurement: Community Empowerment Event
Mid Term Outcome: By June 30, 2020, work with community members to create an intervention plan targeting communities with a high rate of infant mortality.
Mid Term Measurement: Community Intervention Plan

Strategic Priority 4: Injury Prevention

Strategic Goal: Prevent and reduce unintentional deaths in Polk County in the areas of child drowning prevention, adult bicycle/pedestrian safety, and senior falls prevention.
Aligned with: FDOH – State Health Improvement Plan, FDOH-Polk Community Health Improvement Plan, and Healthy People 2020.

Strategy 1: Reduce the rate of drowning fatalities in children <5. (Added)

Key Partners: Abby Grace's Hope, Inc., Children's Home Society, Citizen CPR, Inc., City of Lakeland Parks & Rec, Department of Children and Families, FDOH – Polk, Healthy Start Coalition of Polk, Highlands, and Hardee, Lakeland Regional Health, Johns Hopkins All Children's Hospital, Polk County Fire Rescue, and Safe Kids Suncoast.

Short Term Outcome: By December 31, 2018, decrease the rate of all drowning death among children <5 from 7.6 (2012-2014) to 6.0.

Short Term Measurement:

- Drowning death rate among children ages 0-5 (FLCHARTS)

Strategy 2: Reduce the rate of pedestrian and bicycle fatalities. (Added)

Key Partners: Bartow Police Department, FDOH – Polk, FDOT, Florida Southern College, Lakeland Police Department, Lakeland Regional Health, Polk County School Board, and Polk Transportation Planning Organization.

Short Term Outcome: By December 31, 2018, decrease the rate of all Pedestrian and Bicycle Fatalities and Serious Injuries from an average of 67.4 (2016) to 60.0.

Short Term Measurement:

- Rate of Pedestrian and Bicycle Fatalities and Serious Injuries (FDOT Annual Report)

Strategy 3: Reduce the rate of falls-related deaths among adults aged 65+. (Added)

Key Partners: CATT-Rath Center, FDOH – Polk, FDOT, Florida Presbyterian Homes, Lakeland Regional Health, Senior Connection Center, and Senior Helpers.

Short Term Outcome:

- By December 31, 2018, decrease the rate of all falls-related deaths among children 65+ from 47.3 (2012-2014) to 44.0.

Short Term Measurement:

- Falls death rate among adults ages 65+ (FL CHARTS)

Participating Community Partnersⁱ

Name	Agency	Name	Agency
Addie Javed	City of Haines City	Brenda Torres	Polk Vision
Aisha Alayande	Drug Free Highlands	Brent Lacy	VHB
Aleda Johnson	Polk County Schools	C.L. Boyd	Polk County Schools
Alexis Bautz	Florida Presbyterian Homes	Carol Fox	Lakeland Regional Health
Alison Kennedy	Florida Presbyterian Homes	Carole Saavedra	Polk Vision
Andrea Nikolai	UF/IFAS Extension Polk County	Carolyn Espina	New Life Center
Andreina Aguirre	Polk County Sheriff's Office	Catalina Mondragon	Florida Department of Health in Polk County – HIV Outreach
Andy Palmer	City of Winter Haven	Cathy Boeck	Polk County Schools
Angela Cox	Florida Department of Health in Polk County – School Health	Charlene Edwards	Healthy Start Coalition of Hardee, Highlands, and Polk
Ann Brice	Florida Department of Health in Polk County	Chase Webber	Heartland for Children
Anne Yasalonis	UF/IFAS Extension Polk County	Cheryl Marino	Polk County Schools
Audrey Kelly-Fritz	Polk County Schools	Christine Smith	Florida Department of Health in Polk County – WIC
Belinda Rieger	Heart of Florida Regional Medical Center	Christy Olson	Polk County Schools
Bethany Brown	Lakeland Regional Health	Chuck Barmby	City of Lakeland
Beverly Dodson	Florida Department of Health in Polk County – Quality Improvement	Cindy Jantomaso	Haines City Economic Development Council

Participating Community Partners Continued

Name	Agency	Name	Agency
Cindy Thomas	Heart of Florida Regional Medical Center	DeeDree Zerfas	Florida Department of Health in Polk County – Healthy Start
Coleen Pizzuti	United Way of Central Florida/Family Fundamentals	Denise Atwell	Polk County Schools
Colleen Mangan	Florida Department of Health in Polk County – Community Health Planning	Denise Marini	Florida Department of Health in Polk County – Dental
Corlis Johnson	My Nature's Delight	Denise Sepulveda	Polk County Schools
Courtney Kaylor	Florida Department of Health in Polk County – School Health	Diana Degroot	Lakeland Regional Health
Crystal Williams	Florida Department of Health in Polk County – School Health	Donna Harvard	Polk County Schools
Cynthia Zorn-Shaw	Lakeland Housing Authority	Donna Swygert	InnerAct Alliance/StandUP Polk
Daniel Haight, MD	Lakeland Regional Health	Dora Sanders	East Coast Migrant Head Start
Danielle Drummond	Lakeland Regional Health	Elaine Pachal	Nurse Family Partnership
David Acevedo	Children's Home Society	Eric Labbe	City of Winter Haven
Deanna Kirkland	Florida Department of Health in Polk County – School Health	Ermelinda Centeno	Central Florida Health Care
Debbie Zimmerman	Polk County Schools	Esperanza de Jesus	Polk County Schools
Deborah Reyes	Polk County Schools	Gabi Knight	Lakeland Regional Health
DeeDee Wright	Polk County Schools	Gayle Hernandez	Redlands Christian Migrant Assoc.

Participating Community Partners Continued

Name	Agency	Name	Agency
Georgiana Goodson	Senior Helpers	Jenna Levine	Florida Department of Health in Polk County – Community Health Planning
Gordon Green	Patel, Greene, & Associates	Jennifer Codo-Salisburg	Central Florida Regional Planning Council
Gretchen Cabranes	Polk County Schools	Jennifer Harris	Polk County Sheriff's Office
Gwen Parish	Florida Department of Health in Polk County – School Health, Head Start	Jim Maxwell	Polk County Schools
Gwendolyn Winkfield	Florida Department of Health in Osceola County	John Bohde	Polk County Board of County Commissioners
Hal Coffman	Madrid Engineering Group	Joy Jackson, MD	Florida Department of Health in Polk County – Director
Heather Riley	Heart of Florida Regional Medical Center	Juli Davis	Florida Department of Health in Polk County – Tobacco Prevention
Holly Parker	Healthy Start Coalition of Hardee, Highlands, & Polk	Julia Davis	Polk Transportation Planning Organization
Jacquelyn Rawlings	Tri-County Human Services	Julia Hermelbracht	Florida Department of Children & Families
Jason Lewis	Kimley-Horn	Julie Foster	Heart of Florida Regional Medical Center
Jeff Kincart	A-C-T Environmental & Infrastructure	Karen Kopp	Polk County School
Jeff Schmucker	Central Florida Regional Planning Council	Karen Moore	Peace River Center
Jenna Kaczmariski	Polk County Schools	Kathleen Wright	Polk County Schools

Participating Community Partners Continued

Name	Agency	Name	Agency
Katie Taylor	Polk County Schools	Lauren Shinholster	All Children's Hospital
Kellie Beckett	Florida Department of Health in Polk County – School Health	Leah Millette	Baycare
Kelly Andrews	Florida Southern College	Lesli Ahonkhai	Florida Department of Health in Orange County
Kezia Elfils	Central Florida Health Care	Linda Hawbaker	Florida Department of Health in Polk County – Community Health Planning
Kim Eubanks	Polk Health Care Plan	Lisa Butchee	Polk County Schools
Kim Long	Polk Vision	Liz Antaya	Stahl & Associate Insurance
Kimberly Warren	Atkins	Luz Husereau	Florida Department of Health in Polk County – Healthy Start
Kylia Carswell	United Way of Central Florida/Family Fundamentals	Lynne Martin	Florida Department of Health in Polk County – School Health
Larry Madrid	Madrid Engineering Group	Mahmud Osmani	Head Start Parent
Laura Pellegrini	Winter Haven Women's Hospital	Marisol Padilla	Florida Department of Health in Polk County – Healthy Start
Laurel Smith	Polk State College	Matt Mouncey	Southeast Environmental Solutions, Inc.
Lauren Hinton	Florida Department of Health in Polk County – Finance & Accounting	Megan Leary	City of Winter Haven Parks & Recreation
Lauren Nederveld	LifeChoice Pregnancy Center	Melanie Peter	Polk County Schools

Participating Community Partners Continued

Name	Agency	Name	Agency
Melinda Thomas	Florida Department of Health in Polk County – Community Health Outreach	Paula McGhee	Polk Health Care Plan
Melvin Jenkins	New Beginnings High School	Penny Borgia	United Way of Central Florida
Mia Branch	Heart of Florida Regional Medical Center	Pat Steed	Central Florida Regional Planning Council
Michael Smith	Healthy Families	Pete Padron	Lakeland Regional Health
Michelle Drawdy	Nurse Family Partnership	Petula Williams	Home To Stay
Michelle Shiver	Citizen CPR, Inc.	Philip D. Wegman	Furr & Wegmen Architects, PA
Mike Britt	City of Winter Haven	Richard Perez	City of Lakeland
Mindi Fitch	City of Lakeland Parks & Recreation	Robbin Chapman	Polk County Schools
Myrna Martinez	Florida Department of Health in Polk County – School Health	Roselyn Smith	Florida Department of Health in Polk County – Healthy Start
Nancy Zachary	Redlands Christian Migrant Assoc.	Ruth Livingston	LifeChoice Pregnancy Center
Nick Nicholas	DSM	Ryan Kordek	Polk Transportation Planning Organization
Nicole Riley	Florida Department of Health in Polk County – Communications	Sairah Chachad, MD	Lakeside Pediatrics
Nora Smith, MD	Pediatric Partners of Winter Haven	Sapna Amin, MD	Central Florida Health Care
Oleda Johnson	Polk County Schools	Sara Roberts	Polk Vision
Pam Luce	Polk County Schools	Sarah Cheney	Student Intern

Participating Community Partners Continued

Name	Agency	Name	Agency
Schatzie Haines	Lanier Upshaw Insurance	Teah Butler	Head Start Parent
Shandi Rock	Healthy Families	Tequila Harris	Florida Department of Health in Hillsborough County
Sherry Scott	Polk County Schools	Timothy Starnes	Florida Department of Children & Families
Sheryl Cooper	Florida Department of Health in Polk County – Health Promotions & Preparedness	Tom Deardorff	Polk County Board of County Commissioners
Steven Shealey	Envisors	Tom Phillips	Citrus Connection
Susan Larson	Learning Resource Center	Tonya Akwetey	Healthy Start Coalition of Hardee, Highlands, & Polk
Susan Rexroat	Polk County Schools	Tracy Garcia	Central Florida Development Council
Suzanne Wright	Florida Department of Health in Polk County – WIC	Tracy Mouncey	Tracy Mouncey & Associates
Sylvia Holmes	Head Start	Tracy Mullins	Polk County Parks & Recreation
Sylvie Grimes	Florida Department of Health in Polk County – Quality Improvement	Virginia Robinson	Paul A. Diggs Neighborhood Association
Tammy Durden	Florida Department of Health in Polk County – Community Health Services	Yajaira Martinez-Gonzalez	Florida Department of Health in Polk County – Healthy Start
Taylor Freeman	Florida Department of Health in Polk County – Community Health Planning		

ⁱ Partners and the organizations with whom they were affiliated during their time of participation in the plan.