



# **TAMPA GENERAL HOSPITAL IMPLEMENTATION STRATEGY PLAN**

**HILLSBOROUGH COUNTY**



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# INTRODUCTION

**Tampa General Hospital is committed to improving the health and well-being of residents in its service area, which includes Hillsborough County. As a not-for-profit hospital, Tampa General Hospital conducts a Community Health Needs Assessment (CHNA) every three years, as required by Section 501(r)(3) of the Internal Revenue Code. This CHNA identifies the most pressing health needs in the community and helps guide the hospital's efforts to address them.**

The CHNA process includes input from a broad range of community members, including public health experts and representatives of under-resourced populations. This collaborative approach ensures that the assessment reflects diverse perspectives and community experiences.

The findings in the CHNA report informed this hospital implementation strategy plan, which outlines specific strategic actions Tampa General Hospital will take to address identified health needs. The CHNA and hospital implementation strategy plan were approved by the Tampa General Hospital Board of Directors on August 19, 2025. The documents are made publicly available to ensure transparency and accountability.

## About Tampa General Hospital

Tampa General Hospital (TGH) is a private not-for-profit hospital and one of the most comprehensive medical facilities in West Central Florida, serving a dozen counties with a population exceeding 4 million. As one of the largest hospitals in Florida, Tampa General is licensed for 982 beds and, with approximately 15,000 team members and providers, is one of the region's largest employers.

Consistently recognized for world-class care, Tampa General is ranked as the #1 hospital in Tampa Bay by *U.S. News and World Report* for 2025-26 and is nationally ranked among the top 50 hospitals in the nation in six specialties. Additionally, Tampa General is ranked among the top 10% of hospitals in the nation in five specialties and as "High Performing" in 18 procedures and conditions.

For more information, visit the TGH website at <https://www.tgh.org/about-tgh>.



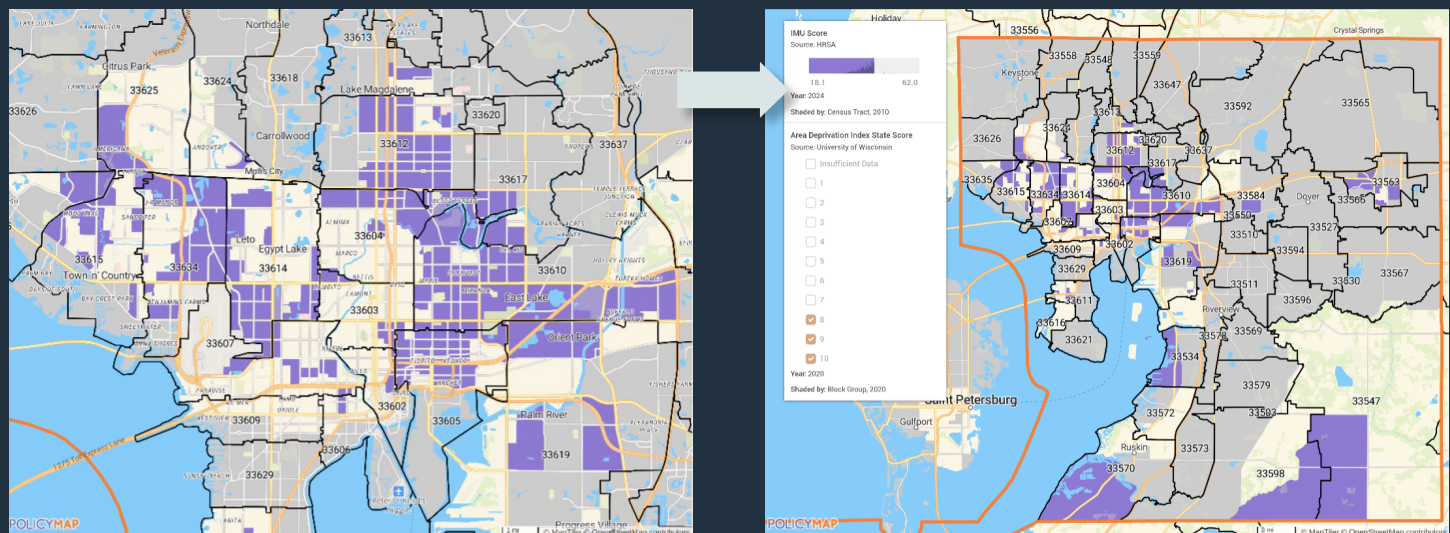
## Service area

The TGH CHNA service area is Hillsborough County. However, Tampa General targets its efforts in the highest-need zip codes in the county.

## Highest-need zip codes

The following zip codes have the highest need in Hillsborough County based on the Index of Medical Underservice (IMU)<sup>1</sup> and Area Deprivation Index (ADI)<sup>2</sup>.

Highest-Need Zip Code	Geographic Location
33610	East Tampa
33605	Ybor City
33612	North Tampa
33634	Town 'n' Country



1. Represents areas of highest need by census tract, using the following criteria: Ratio of primary care physicians per 1,000 population, infant mortality rate, percentage of the population with incomes below the poverty level, percentage of the population aged 65 or over, and areas of the highest need have a score between 0 and 62. The lower the score the higher the need. Source: Health Resources and Services Administration (HRSA).

2. ADI ranks neighborhoods (census blocks) based on socioeconomic disadvantage, using the following criteria: Income, education, employment and housing quality. Census blocks are scored from 1 to 10. Higher ADI scores have been shown to correlate with worse health outcomes. Source: Center for Health Disparities Research at University of Wisconsin School of Medicine and Public Health.

# COMMUNITY HEALTH NEEDS ASSESSMENT OVERVIEW

**Tampa General Hospital participated in the All4HealthFL Collaborative Community Health Needs Assessment. Established in 2019, the All4HealthFL Collaborative is a partnership between seven not-for-profit health systems and four county departments of the Florida Department of Health in West Central Florida. The collaborative has a mutual interest in improving health by leading regional, outcome-driven health initiatives that have been prioritized through community health assessments.**

A mixed-methods approach consisting of a combination of primary and secondary quantitative and qualitative research methods designed to evaluate the perspectives and opinions of community stakeholders, especially those from underserved and vulnerable populations, was implemented between September 2024 and February 2025.



Intentional outreach was made to vulnerable populations in the community, such as people of color, persons experiencing homelessness, persons living with behavioral health conditions, caregivers and young families. Focus groups and surveys were available in multiple languages to ensure that community residents were able to participate in the process in their language of choice.

Each activity is described below in more detail.

**Secondary data** provided a critical insight into the demographics of Hillsborough County, social drivers of health and behavioral health-related measures, among many others. The data was mainly collected from the U.S. Census Bureau American Community Survey, United States Centers for Disease Control and Prevention, and FLHealthCHARTS.

**Qualitative research** included 39 one-on-one stakeholder interviews and seven focus groups, speaking with over 60 participants. The primary qualitative data was collected between September 2024 and February 2025 in-person and virtually. Qualitative summaries included in this report are based on the qualitative findings unless otherwise noted.

A **community survey** was conducted via both SurveyMonkey and paper copies in English, Spanish, Haitian Creole, Russian and Vietnamese to evaluate and address health care, housing, employment, and other needs, gaps and resources in the community. A total of 3,592 responses were collected and analyzed. Survey responses are provided for Hillsborough County in this report.

The **needs prioritization process** was conducted on March 18, 2025, with 92 community partners and All4HealthFL Collaborative members. The meeting consisted of a data presentation, discussion of data, community needs and potential strategies. A survey using a modified Hanlon Method was employed to prioritize the needs based on magnitude, severity and feasibility of addressing the need in each county.

## Community needs

Eight community needs were identified for Hillsborough County. After a community-wide needs prioritization process utilizing a modified Hanlon Method, the following top three community priority areas were chosen for Hillsborough County.



**Health Care  
Quality and  
Access**



**Behavioral Health  
(Mental Health and  
Substance Misuse)**



**Exercise,  
Nutrition  
and Weight**

The following section contains key high-level findings for each of the top three priority areas.

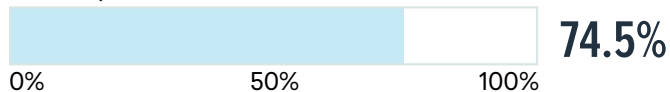
## PRIORITY AREA: HEALTH CARE QUALITY AND ACCESS

### Key findings

Total Population Without Health Insurance



Adults Who Received an Annual Medical Checkup in 2022

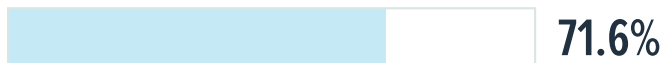


**747:1** | Primary Care Physician Ratio  
(People per Provider)

**2,736:1** | OBGYN Provider Ratio  
(People per Provider)

### Births with Prenatal Care in the First Trimester

White



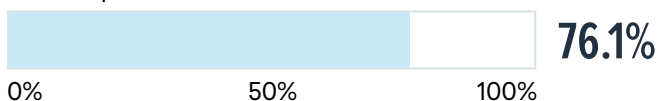
Black



Hispanic

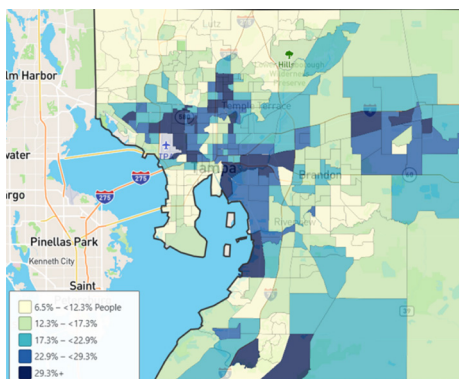


Non-Hispanic



For more data, please visit the 2025 Community Health Needs Assessment

### Lack of Health Insurance Among Adults, 2022



Source: CDC, n.d. BRFSS Places, 2022.

### Key qualitative findings

“

Florida is the largest state for Affordable Care Act enrollment. And when the increased subsidies expire at the end of 2025, I fear we are going to be back in a worse situation with the number of people who are uninsured. And Hillsborough County might even lead, it's either first or second in the state for the number of ACA enrollees too. So it's not just the statewide level, but it's certainly going to be impacting us here potentially, unless some of those get extended.”

— Stakeholder Interview

### Additional Themes Identified

Availability of providers, especially specialists

Transportation to appointments

Ability to pay, including insurance barriers

### Community survey

**15.6%**

Adults Needed Mental Health Care in the Past 12 Months, but Did Not Receive It

### Top Reasons for Not Receiving Care:

Unable to schedule an appointment when needed

Unable to afford to pay for care

Cannot take time off work

# PRIORITY AREA: BEHAVIORAL HEALTH

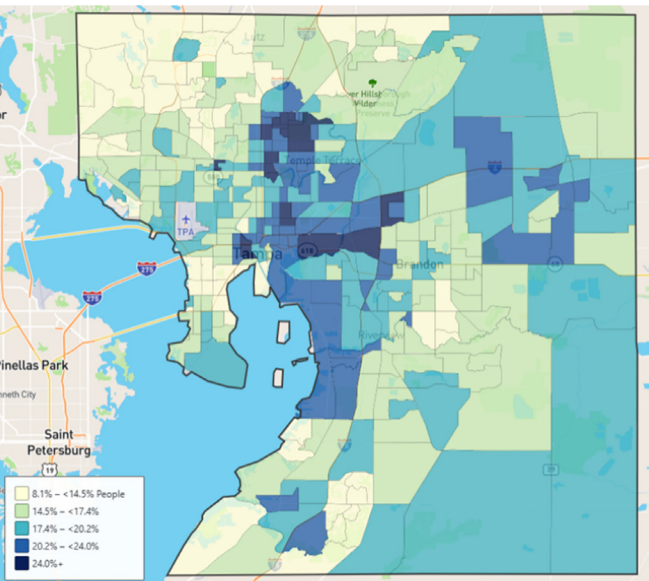
## Key findings



- 721:1 | Mental Health Provider Ratio (People per Provider)
- 14.2 | Suicide Rate, 2021-2023 (per 100,000 People)
- 911.9 | Emergency Department Visits for Mental Health Conditions, 2021-2023 (per 100,000 people)

For more data, please visit the 2025 Community Health Needs Assessment

## Poor Mental Health Among Adults, 2022



Source: CDC, n.d. BRFSS Places, 2022.

## Key qualitative findings

“We know the science of trauma and brain development of young kids. The social determinants of health and situational trauma can very much impact the development of children. We don’t see any services in our communities to make sure our kids don’t end up in the gutter. It’s really important to have services to help our children.”

— Stakeholder Interview

Additional Themes Identified
Availability of providers
Transportation to appointments
Ability to pay, including unaffordable copays
Insurance barriers

## Community survey

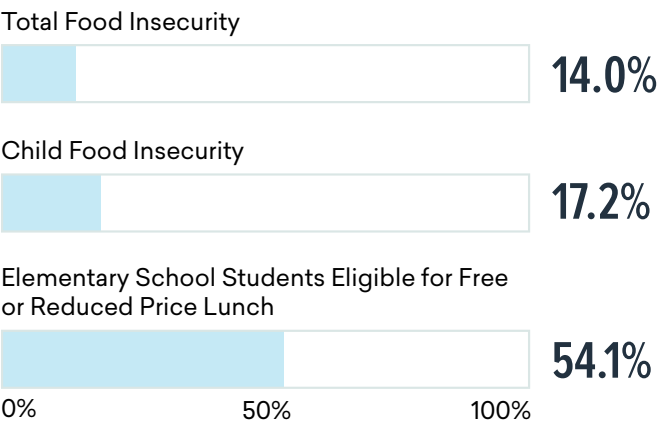
14.0% Adults Needed Mental Health Care in the Past 12 Months, but Did Not Receive It

Top Reasons for Not Receiving Care:
Unable to schedule an appointment when needed
Unable to afford to pay for care
Cannot take time off work



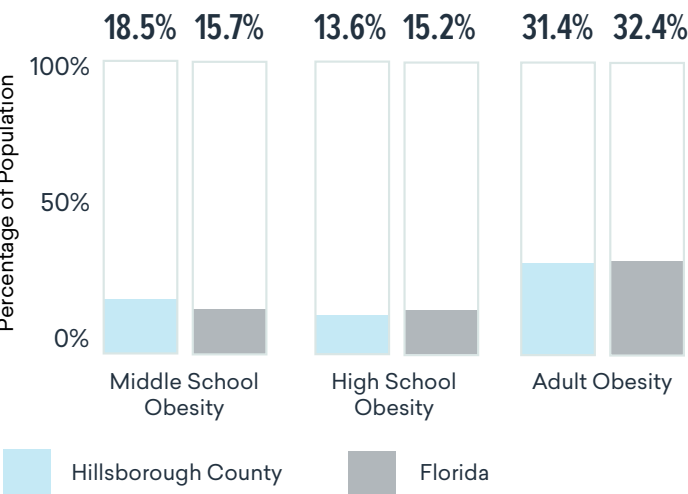
PRIORITY AREA: EXERCISE, NUTRITION AND WEIGHT

Key findings



For more data, please visit the 2025 Community Health Needs Assessment

Adolescent and Adult Obesity, 2022



Source: FLHealthCHARTS, 2022

One in three adults is obese in Hillsborough County.

Key qualitative findings

“Depending on where you live, it’s sometimes up to 15 miles for a person to get low-cost health foods.”

— Stakeholder Interview

Additional Themes Identified
Food insecurity
Increased food costs and inflation
Low-quality food options at food pantries
Cooking and nutrition classes
Food deserts and swamps
Lack of transportation

Community survey

30.2% Respondents Reported Experiencing Food Insecurity

Food insecurity was **highest** in the lowest-income brackets.

# IMPLEMENTATION STRATEGY PLAN METHODOLOGY

Tampa General Hospital developed this implementation strategy plan through a structured, multi-phase process that integrated data analysis, evidence-based research and stakeholder engagement to identify and address community health priorities.

## Prioritization of community health needs

An in-person county needs prioritization session was conducted with the All4HealthFL Collaborative and community partners from throughout Hillsborough County. During the session, participants used a modified Hanlon Method approach<sup>3</sup> to discuss and prioritize community needs.

Following this structured process, the top eight needs were ranked in the following order:

Rank	Community Need	Score
1	Health Care Quality and Access	7.84
2	Behavioral Health	9.11
3	Economic Stability	11.39
4	Exercise, Nutrition and Weight	11.88
5	Neighborhood and Built Environment	15.97
6	Heart Disease and Stroke	16.89
7	Dental	17.39
8	Cancer	19.62

3. The Hanlon Method is an evidence-based approach approved by the National Association of County and City Health Officials (NACCHO). Source: National Association of County and City Health Officials (2023) Guide to Prioritization Techniques. <https://www.naccho.org/uploads/downloadable-resources/Guide-to-Prioritization-Techniques.pdf>

## Development of strategies and actions

### Development of strategy options

To formulate effective strategies for prioritized health needs, Tampa General undertook the following steps:

- **All4HealthFL Collaborative:** The All4HealthFL Collaborative partners work together, when possible, to address the top needs in each county through collaboration.
- **Best practices literature review:** Conducted a comprehensive review of current best practices and evidence-based interventions related to behavioral health; exercise, nutrition and weight; and health care quality and access.
- **Review of existing hospital programs:** Assessed current Tampa General programs and initiatives addressing the identified needs to pinpoint opportunities for enhancement and alignment with best practices.

## Definition of terms

To ensure clarity and consistency throughout the implementation strategy plan (ISP), the following terms are defined. These terms describe how the hospital organized its approach to addressing community health needs, setting goals and identifying strategies and actions for the 2025-2028 planning cycle.

Term	Definition
Priority Areas	Selected community health needs for the 2025-2028 ISP
Goal	Future desired result of each priority area, written as a SMART goal statement
Objective	What the hospital is doing to reach the priority area goal
Action	Approximately 1-5 for each strategy, though not all strategies may have actions
Initiative	Programs or initiatives offered by TGH or community partners

## Hospital response to top regional needs

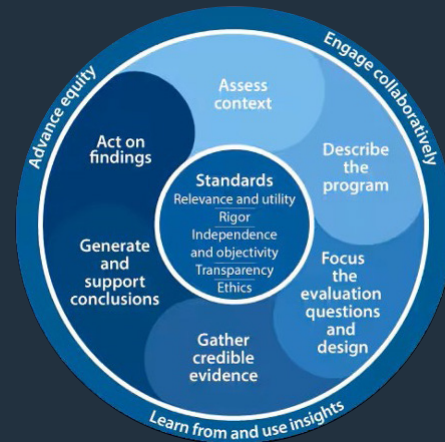
Health Need Identified by Community in CHNA	Hospital's Response
<b>Health Care Quality and Access</b>	This category has been identified as a priority health need. See page 15 for our plan to address it.
<b>Behavioral Health</b>	This category has been identified as a priority health need. See page 18 for our plan to address it.
<b>Economic Stability</b>	This category has been identified as a priority health need. It will be intertwined with the other three priority health needs.
<b>Exercise, Nutrition and Weight</b>	This category has been identified as a priority health need. See page 21 for our plan to address it.
<b>Neighborhood and Built Environment</b>	TGH did not identify this category as a priority health need, due to resource constraints. TGH will continue providing individuals with referrals to local nonprofit organizations that provide services to address this category.
<b>Heart Disease and Stroke</b>	This category has been identified as a priority health need, and it has been included with exercise, nutrition and weight.
<b>Dental</b>	TGH did not identify this category as a priority health need, due to relative lack of expertise or competencies to effectively address the need. TGH will continue to identify opportunities to refer individuals to dental providers.
<b>Cancer</b>	TGH did not identify this category as a priority health need, as other facilities or organizations in the community are addressing the need. TGH will continue providing cancer care at the TGH Cancer Institute and partner with both the American Cancer Society and Cologuard to offer screenings and education to the community.

## Evaluation plan

Evaluation of any implementation strategy plan (ISP) is just as critical as the implementation of strategies, programs and initiatives. To measure the progress of goals, Tampa General will utilize the Centers for Disease Control and Prevention (CDC) Program Evaluation Framework (2024). The three foundational principles of this framework are engage collaboratively, advance equity, and learn from and use insights.

The framework includes six steps to complete a successful evaluation:

1. Assess the context
2. Describe the program
3. Focus the evaluation question and design
4. Gather credible evidence
5. Generate and support conclusions
6. Act on findings



Tampa General will evaluate the progress on each goal on an annual basis. Starting at Year 0, TGH will determine the baseline for each goal. Each year after Year 0, the progress will be measured against the baseline. Whenever possible, TGH will use local, state and national benchmarks, such as Healthy People 2030 or County Health Rankings, as additional benchmarks to measure against each year.

The evaluation of the ISP should include both quantitative and qualitative assessments, as not every goal can be successfully measured quantitatively. It is important to learn qualitative findings, such as the human stories behind each goal.



# IMPLEMENTATION STRATEGY PLAN SUMMARY

This summary outlines Tampa General's strategic goals and actions to enhance community health in Hillsborough County by 2028, focusing on behavioral health; exercise, nutrition and weight; and health care quality and access.

## Health care quality and access summary

- **Health care quality and access enhancement:** The plan will focus on increasing health care access points via telehealth, mobile services and coordinated programs addressing social determinants of health (SDoH), alongside health literacy education and navigation services.
- **Community partnerships and resource support:** Collaboration with community organizations will support education, awareness and social service navigation, with financial backing for programs that eliminate health care disparities and systemic barriers.

## Priority area 1: Health care quality and access

**Goal:** Promote and support services that connect individuals with quality health and social programs in Hillsborough County by 2028.

	Actions	Initiatives	Dedicated Resources	Potential Partners
<b>Objective 1</b>	<b>Provide social services, health literacy education and navigation services that address SDoH.</b>			
<b>Action 1.1</b>	Increase health care access points.	<ul style="list-style-type: none"> <li>• Telehealth &amp; mobile services</li> <li>• Wound care services</li> <li>• Coordinated Regional Harm Reduction Continuum (CRHRC)</li> <li>• Street Medicine Program</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	University of South Florida, CAN Community Health, Grace Community Health Center, Hillsborough County Public Schools, Tampa Hope, Independent Community Provider Practices
<b>Action 1.2</b>	Use SDoH platforms to connect individuals to programs and services.	<ul style="list-style-type: none"> <li>• Unite Us</li> <li>• Find Help</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> </ul>	Unite Us, Find Help, Social Service and Community Organizations
<b>Action 1.3</b>	Provide support and social services to individuals impacted by SDoH.	<ul style="list-style-type: none"> <li>• Marketplace enrollment</li> <li>• Navigation services</li> <li>• Community partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> </ul>	Senior Connection, Hillsborough County Department of Health, CAN Community Health, Grace Community Health Center, Specially Fit
<b>Action 1.4</b>	Collaborate with community partners on initiatives and referral processes to organizations that address issues related to SDoH.	<ul style="list-style-type: none"> <li>• Open enrollment education workshops</li> <li>• Health literacy education</li> <li>• Social service programs</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	Senior Connection, Hillsborough County Department of Health, CAN Community Health, Ybor Youth Clinic, Metro Health, Grace Community Health Center, Tampa Hope, Tampa Family Health Centers, Independent Community Provider Practices

Chart continues on following page.

<b>Objective 2</b>	<b>Increase health literacy and health navigation through education and awareness.</b>			
<b>Action 2.1</b>	Expand services and education to individuals.	<ul style="list-style-type: none"> <li>• Telehealth &amp; mobile services</li> <li>• Health literacy education</li> <li>• Stop the Bleed</li> <li>• Social service programs</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	Social Service and Community Organizations
<b>Action 2.2</b>	Use SDoH platforms to connect individuals to programs and services.	<ul style="list-style-type: none"> <li>• Unite Us</li> <li>• Find Help</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> </ul>	Unite Us, Find Help, Social Service and Community Organizations
<b>Action 2.3</b>	Collaborate with community partners on education and awareness campaigns that address health literacy and education on available social services in the community.	<ul style="list-style-type: none"> <li>• Health literacy education</li> <li>• Social service programs</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	All4Health Florida, Unite Us, Find Help, social service and community organizations
<b>Objective 3</b>	<b>Increase social and economic investments in the community.</b>			
<b>Action 3.1</b>	Provide financial support and resources to community partners to support programs focused on health care quality and access, and programs that eliminate disparities and systemic barriers to care.	<ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Health professions education</li> <li>• Recruiting health care providers</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Health professions education</li> <li>• Recruiting health care providers</li> </ul>	University of South Florida, CAN Community Health, Tampa Family Health Center, Hillsborough County Department of Health, B.E.S.T. Academy, Grace Community Medical Center, Specially Fit

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## Behavioral health summary

- **Behavioral health awareness and stigma reduction:** The plan will aim to improve mental health awareness and reduce stigma and substance misuse among adults and youth through training, education and community collaboration. Evidence-based programs like Mental Health First Aid and Question, Persuade, and Refer (QPR) will be implemented and expanded. Behavioral health screenings and mobile services will be provided to the community.
- **Community training and partnerships:** Service providers and community members will be equipped with skills to identify and respond to behavioral health concerns through evidence-based programs, instructor training, and partner collaboration involving organizations such as Directions for Living and Tobacco Free Florida.
- **Access to behavioral health services:** Efforts will reduce stigma by increasing access to education, training and navigation services, including harm-reduction initiatives like needle exchange and wound care programs, which are supported by partners such as the University of South Florida and CAN Community Health.
- **Social and economic investments in behavioral health:** Financial support and resources will be provided to nonprofits and community partners to expand behavioral health services, including sponsorships, health profession education and provider recruitment.

## Priority area 2: Behavioral health (including substance use)

**Goal:** To improve mental health awareness, and reduce stigma and substance misuse in adults and youth in service areas by 2028 in Hillsborough County.

	Actions	Initiatives	Dedicated Resources	Potential Partners
<b>Objective 1</b>	<b>Equip service providers and community members with training to develop the knowledge and skills needed to identify and respond to behavioral health concerns in their specific communities.</b>			
<b>Action 1.1</b>	Implement evidence-based training and education programs.	<ul style="list-style-type: none"> <li>• Mental Health First Aid (MHFA)</li> <li>• Tools to Quit &amp; Quit Smoking Now</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	Directions for Living, Hillsborough County Department of Health, Tobacco Free Florida, University of South Florida AHEC, Gulf Coast North AHEC
<b>Action 1.2</b>	Expand the reach of existing evidence-based interventions and education programs	<ul style="list-style-type: none"> <li>• Instructor training</li> <li>• Community partner collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	All4Health Florida, Directions for Living, Hillsborough County Department of Health, Ybor Youth Clinic, Metro Clinic, Home Base, Tobacco Free Florida, University of South Florida AHEC, Gulf Coast North AHEC
<b>Action 1.3</b>	Collaborate with community partners to support behavioral health initiatives.	<ul style="list-style-type: none"> <li>• Youth &amp; Teen Mental Health First Aid</li> <li>• Tools to Quit &amp; Quit Smoking Now</li> <li>• Question, Persuade, and Refer (QPR)</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	All4Health Florida, Directions for Living, Hillsborough County Department of Health, Ybor Youth Clinic, Metro Clinic, Home Base, Tobacco Free Florida, University of South Florida AHEC, Gulf Coast North AHEC
<b>Action 1.4</b>	Provide behavioral health screenings, education and related services to the community.	<ul style="list-style-type: none"> <li>• Mobile and telehealth services</li> <li>• Community workshops</li> <li>• Navigation and referral services</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	Directions for Living, Hillsborough County Department of Health, Tobacco Free Florida, University of South Florida AHEC, Gulf Coast North AHEC
<b>Action 1.5</b>	Launch evidence-based programs that address identified concerns.	<ul style="list-style-type: none"> <li>• Question, Persuade, and Refer (QPR)</li> <li>• Other behavioral health interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	QPR Institute, Directions for Living, Hillsborough County Department of Health, University of South Florida

Chart continues on following page.



<b>Objective 2</b>	<b>Reduce stigma by increasing access to education, awareness, training and navigation to equitable behavioral health services.</b>			
<b>Action 2.1</b>	Implement evidence-based training and education programs.	<ul style="list-style-type: none"> <li>• Mental Health First Aid</li> <li>• Tools to Quit &amp; Quit Smoking Now</li> <li>• Question, Persuade, and Refer (QPR)</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	University of South Florida, CAN Community Health, The Salvation Army, Metropolitan Ministries
<b>Action 2.2</b>	Collaborate with community partners to support behavioral health initiatives.	<ul style="list-style-type: none"> <li>• Youth &amp; Teen Mental Health First Aid</li> <li>• Tools to Quit &amp; Quit Smoking Now</li> <li>• Question, Persuade, and Refer (QPR)</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	All4Health Florida, QPR Institute, Directions for Living, Hillsborough County Department of Health, Tobacco Free Florida, Home Base, University of South Florida AHEC, Gulf Coast North AHEC, QPR Institute, Independent Community Provider Practices
<b>Action 2.3</b>	Provide services through the Coordinated Regional Harm Reduction Continuum (CRHRC) and Street Medicine Program.	<ul style="list-style-type: none"> <li>• Needle exchange program</li> <li>• Wound care services</li> <li>• Nutrition education</li> <li>• STI education</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	University of South Florida, CAN Community Health, The Salvation Army, WellFed, Feeding Tampa Bay
<b>Action 2.4</b>	Provide behavioral health screenings, education and related services to the community.	<ul style="list-style-type: none"> <li>• Mobile and telehealth services</li> <li>• Community workshops</li> <li>• Navigation and referral services</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	University of South Florida, CAN Community Health, Home Base, The Salvation Army, Hillsborough County Department of Health, Faith-based Community Partners
<b>Objective 3</b>	<b>Increase social and economic investments in the community.</b>			
<b>Action 3.1</b>	Provide financial support and resources to nonprofit organizations and community partners focused on the expansion and enhancement of behavioral health and substance misuse prevention, education, treatment, and recovery services.	<ul style="list-style-type: none"> <li>• Sponsorship funding</li> <li>• Health professions education</li> <li>• Provider recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Cash &amp; in-kind donations</li> <li>• Clinical rotation &amp; training site</li> <li>• Tools and technology, human resources, physical materials</li> <li>• Space</li> </ul>	University of South Florida, CAN Community Health, Tampa Family Health Center, Hillsborough County Department of Health, The No More Foundation, American Foundation for Suicide Prevention, Independent Community Provider Practices

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## Exercise, nutrition and weight summary

- **Exercise, nutrition and weight initiatives:** The plan will target food insecurity, heart health and physical activity through systems and policy changes addressing social determinants of health (SDoH), including screening and referral processes for economic stability and health programs.
- **Built environment and obesity reduction:** Collaboration with community partners will promote physical activity, nutrition education, and access to healthy foods through cooking classes, community gardens and disease-specific self-management programs.
- **Investments in exercise and nutrition programs:** Financial and resource support will be extended to organizations addressing obesity, food access and physical activity disparities, with partners including YMCA, Feeding Tampa Bay and the American Heart Association.

## Priority area 3: Exercise, nutrition and weight (including heart disease and stroke)

**Goal:** Implement initiatives that address food insecurity, heart health and physical activity in Hillsborough County by 2028.

	Actions	Initiatives	Dedicated Resources	Potential Partners
<b>Objective 1</b>	<b>Develop and implement systems of change and policy that address SDoH initiatives related to exercise, nutrition and weight, including those that focus on heart disease and stroke.</b>			
<b>Action 1.1</b>	Implement a process to identify and refer individuals to programs and services related to economic development and stability.	<ul style="list-style-type: none"> <li>Food insecurity and SDoH screening for individuals</li> </ul>	<ul style="list-style-type: none"> <li>Human and financial resources</li> <li>Tools, technology and physical materials</li> <li>Space</li> </ul>	Social service and community organizations, Feeding Tampa Bay, Home Base
<b>Action 1.2</b>	Implement a referral process to evidence-based programs that address health conditions related to exercise, nutrition and weight, including those that focus on heart disease and stroke.	<ul style="list-style-type: none"> <li>Epic integration for referring individuals to programs</li> </ul>	<ul style="list-style-type: none"> <li>Human and financial resources</li> <li>Tools, technology and physical materials</li> </ul>	Epic, YMCA, Feeding Tampa Bay, social service, Home Base and community organizations
<b>Objective 2</b>	<b>Support local policies and programs that address the built environment and impact obesity, inadequate access to healthy food and physical activity disparities.</b>			
<b>Action 2.1</b>	Collaborate with community partners on initiatives related to the built environment, exercise, nutrition and weight, including those that focus on heart disease and stroke.	<ul style="list-style-type: none"> <li>Physical activity and nutrition education</li> <li>Cooking classes</li> <li>Opportunities to access healthy foods</li> </ul>	<ul style="list-style-type: none"> <li>Human and financial resources</li> <li>Tools, technology and physical materials</li> <li>Space</li> </ul>	All4Health Florida, YMCA, Where Love Grows, WellFed, University of South Florida, American Diabetes Association, American Heart Association, Home Base, Feeding Tampa Bay Specially Fit, Hillsborough County Parks and Recreation, City of Tampa
<b>Action 2.2</b>	Implement evidence-based programs that address health conditions related to exercise, nutrition and weight, including those that focus on heart disease and stroke.	<ul style="list-style-type: none"> <li>Disease-specific self-management programs</li> <li>Physical activity, nutrition education</li> </ul>	<ul style="list-style-type: none"> <li>Human and financial resources</li> <li>Tools, technology and physical materials</li> <li>Space</li> </ul>	YMCA, Where Love Grows, WellFed, University of South Florida, American Diabetes Association, American Heart Association

Chart continues on following page.

<b>Action 2.3</b>	Support initiatives that address the built environment and impact obesity, inadequate access to healthy food, and physical activity disparities, including those that focus on heart disease and stroke.	<ul style="list-style-type: none"> <li>• Food pantry</li> <li>• Community garden</li> <li>• Cooking classes</li> <li>• Nutrition, disease-specific education</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	All4Health Florida, Tampa Well, YMCA, Where Love Grows, Goodr, University of South Florida, Feeding Tampa Bay, American Diabetes Association, American Heart Association
<b>Objective 3</b>	<b>Increase social and economic investments in the community.</b>			
<b>Action 3.1</b>	Provide financial support and resources to nonprofit organizations and community partners focused on expansion and enhancement of programs and services that address the built environment and impact obesity, inadequate access to healthy food and physical activity disparities, and also address key risk factors for heart disease and stroke and related social and economic determinants of health.	<ul style="list-style-type: none"> <li>• Sponsorship funding</li> <li>• Health professions education</li> <li>• Provider recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Human and financial resources</li> <li>• Tools, technology and physical materials</li> <li>• Space</li> </ul>	YMCA, Where Love Grows, WellFed, Goodr, University of South Florida, Girl Scouts of West Central Florida, Feeding Tampa Bay, American Diabetes Association, Breakthrough T1D, American Heart Association, Specially Fit, Independent Community Provider Practices

