



# Lakeside Medical Center

Health Care District Palm Beach County



Owned and Operated by the Health Care District of Palm Beach County

## **2015-18 Implementation Strategy**

Formally adopted by the Lakeside Health Advisory Board on May 1, 2018  
to reflect Board activities and intent as of 2015



**Health Care District**  
PALM BEACH COUNTY

## **Introduction**

Lakeside Medical Center, the only public hospital in Palm Beach County, is a vital component of the health care safety net for the county's rural, western agricultural communities known as the Glades. Owned and operated by the Health Care District of Palm Beach County, Lakeside Medical Center treats over 34,000 patients a year. Located in Belle Glade, Florida, Lakeside Medical Center primarily serves the tri-city region comprised of Belle Glade, Pahokee and South Bay. The Glades is a medically underserved area where the rates of unemployment, uninsured and residents living below the poverty level are significantly higher than the rates elsewhere in the county. The 70-bed, all-private room acute care facility is accredited by The Joint Commission and is among the few rural teaching hospitals in the state of Florida. Lakeside Medical Center is designated as a Statutory Rural Hospital.

One of the mandates of the Health Care District, a special taxing district created by the voters in 1988 and guided by the Palm Beach County Health Care Act 2003-326 FL Law, is to provide medical services to the residents of the Glades. The Health Care District opened Lakeside Medical Center in October of 2009. The more centrally-located hospital replaced the Health Care District's former hospital, Glades General, which was built in the 1940's and ceased operations the day Lakeside Medical Center opened its doors. The closest private hospital is nearly 30 miles away. Lakeside Medical Center is also one of the largest employers in the Glades. The hospital features 16 emergency treatment rooms with innovative digital imaging technologies, six private labor and delivery rooms, 10 postpartum rooms and 2,275-square-feet of community classroom space in the dining area. This meeting space is available to the community and is utilized by the hospital as well to provide wellness education on such topics as diet, exercise and chronic disease control. Outside, a large on-campus helipad with direct access to the Emergency Room allows rapid service by the Health Care District's two Trauma Hawk air ambulances to the region's trauma centers.

## **Mission, Vision and Values**

Our mission at Lakeside Medical Center is to serve as the "Safety Net" for the Glades by providing high quality, patient and family centered services in a safe, teaching environment. Our vision is to be the healthcare "Partner of Choice" for our healthy community. Our values are:

- Compassion
- Accountability
- Excellence
- Collaborative
- Respect

While the hospital is equipped with modern equipment and procedures, the dedicated staff's approach to quality patient care revolves around compassion and understanding. The medical staff at Lakeside Medical Center is trained in a healthcare delivery model that emphasizes relationship, partnership, teamwork and critical thinking in patient care delivery.

In 2017, Lakeside Medical Center received a deficiency-free risk/patient safety survey from the Florida Agency for Healthcare Administration. Also in 2017, the hospital engaged a new Board-certified ED group that is experienced at treating higher acuity patients. In 2018, Lakeside Medical Center was recognized by Florida Blue with a 2018 Blue Distinction® Center for Maternity Care designation, as part of the Blue Cross Blue Shield Association's Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community

## **Services**

Lakeside Medical Center offers both inpatient and outpatient services, obstetrics, pediatrics, general surgery, radiology (including CT, MRI/MRA, nuclear medicine, ultrasound, fluoroscopy and mammography), and respiratory therapy.

**Family Medicine** – Lakeside Medical Center's medical staff includes both primary care physicians and specialists who together provide comprehensive and continuing health care for the individual and the family across all ages. The primary care doctors at Lakeside Medical Center provide care that is based on knowledge of the patient in the context of the family and the community. Lakeside Medical Center's Family Physicians and Chief of Surgery are fluent in English, Spanish and Creole.

**Teaching Hospital** – In July 2011, the hospital established a Family Medicine Residency Program to train 15 resident physicians to serve rural communities. The hospital serves as the main clinical training site along with the Health Care District's Federally Qualified Health Centers, the C. L. Brumback Primary Care Clinics, which have two sites in the Glades: one providing adult and pediatric medical and pharmacy services and the other dental services. Planning is underway for the Primary Care Clinics to relocate to the hospital to provide medical, dental, pharmacy and behavioral health services under one roof and decrease utilization of the hospital ER for primary care. In 2013, the program graduated its inaugural class and June 2018 will mark the program's sixth annual graduation ceremony. The goal of the Residency Program is to cultivate family physicians who will continue to practice in the Glades after graduation.

**Women's Health** – Lakeside Medical Center offers enhanced Women's Health Services, including primary care, maternal and childcare, and bone densitometry to help women through all stages of their personal health. The hospital offers technologically advanced digital mammography screenings for earlier detection of breast cancer.

**Neonatal and Pediatrics** – Lakeside Medical Center has a dedicated team of specialists who provide neonatal (newborns up to 28 days old) and pediatric (infants, children and adolescents) hospitalist services on site, 24 hours a day, 365 days a year.

## **Governance**

The hospital is guided by the Lakeside Health Advisory Board (LHAB), which is comprised of Glades community leaders who serve on a voluntary basis. LHAB's responsibilities include evaluating community health needs through District-supported needs assessments and serving as health advocates for the Glades community. LHAB reports to the Health Care District of Palm Beach County's Board of Commissioners (d/b/a District Hospital Holdings, Inc.) Three Health Care District Board of Commissioners are appointed by the Governor of Florida, three by the Palm Beach County Board of Commissioners, and one is a representative of the State Department of Health. One of the seats appointed by the Palm Beach County Board of Commissioners is held by a representative of the Glades communities.

## **Community Health Needs Assessment**

At the request of the Health Care District of Palm Beach County and the Florida Department of Health in Palm Beach County, the Health Council of Southeast Florida (HCSEF) developed the 2016 Palm Beach County, Florida Glades Region Health Assessment, a subset of the overall Palm Beach County Community Health Needs Assessment. The Health Care District Board and the LHAB had discussed the assessment during a joint workshop in November 2015 and at a joint Board meeting in May 2016. The focus of the assessment was identifying health indicators within the Glades region that present areas of concern, gaps in care or services and opportunities for improvement.

During strategic planning sessions of the Health Care District Board in September 2016, the Health Care District Board approved a strategy to develop relationships with external partners countywide and in the Glades in order to expand the health care safety net, increase access to care, and improve health outcomes for residents who lack access to needed services. The tactics included issuing an RFP to select community partners who share the District's mission to receive funding as a sponsored program that would deliver needed services without duplicating other local, State or Federal programs. The Glades Region Health Assessment was released in December 2016. The Glades Region Health Assessment credits the members of the Lakeside Health Advisory Board for their dedication and participation.<sup>1</sup>

## **Service Area**

The Glades region is a rural agricultural area in western Palm Beach County bordering the southeastern shores of Lake Okeechobee. The area is comprised of the communities of South Bay, Belle Glade, Canal Point, and Pahokee. Belle Glade is the largest city with an estimated population of more than 19,130.<sup>2</sup> For the year 2014, as outlined in the 2016 Glades Region

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<sup>1</sup> Health Council of Southeast Florida, 2016 Palm Beach County, Florida Glades Region Health Assessment

<sup>2</sup> United States Census Bureau, Quick Facts, retrieved on April 20, 2018 from population estimates, July 1, 2016 (v2016) <https://www.census.gov/quickfacts/fact/table/bellegladecityflorida,palmbeachcountyflorida/PST040217>

Health Assessment, there were approximately 34,509 individuals residing in the Glades, representing 2.5% of Palm Beach County's total population of 1,359,074.<sup>3</sup>

A majority of the Glades' residents identified as Black or African American and Non-Hispanic or Latino.<sup>4</sup> Of the Glades' residents that identified as foreign-born, most were from Latin America, the Caribbean, and Central America. Poverty and socioeconomic status often hinders access to many services including medical care and nutrition and ultimately negatively affect health outcomes. During this time, the percentage of residents below the poverty level was more than double in the Glades' communities than in the county.<sup>5</sup> In 2014, the highest percentage of residents in the Glades who lived in poverty were female.<sup>6</sup> Also in 2014, residents of Belle Glade, Pahokee and South Bay that identified as Black or African American experienced higher rates of poverty (27% below the poverty level) than residents that identified as White (11.5 % below the poverty level.)<sup>7</sup> All communities in the Glades region had higher rates of families living below the poverty level when compared to the rate in Palm Beach County during the same time.<sup>8</sup>

The 2014 per capita income in the Glades (\$13,641 in Belle Glade and \$6,187 in South Bay) is less than half of that of the county (\$33,072).<sup>9</sup> Family income for the Glades in 2014 was also considerably lower than Palm Beach County.<sup>10</sup> All four Glades communities had higher percentages of households with food stamps/SNAP benefits when compared to the county's 9.7%; the highest percentage was in Belle Glade at 34.0%.<sup>11</sup> In 2014, the rate of unemployment was significantly higher in all Glades communities (the highest in Pahokee at 25.7%) than in Palm Beach County (10.8%).<sup>12</sup> The Glades region has been denoted as a state-designated priority rural area. South Bay, Belle Glade, and Pahokee are also designated rural areas of critical economic concern by the state.<sup>13</sup>

In 2014, the college enrollment rate was lower in the Glades communities than in the county. In fact, in 2014 the Glades had a higher percentage of individuals 25 years and over with less than a 9<sup>th</sup> grade education than the county.<sup>14</sup> From 2011 through 2015, the Glades communities consistently had lower graduation rates than Palm Beach County.<sup>15</sup> For the 2015-2016 school year, the graduation rate in the Glades region was 62.5%. During the same period, Palm Beach County experienced a graduation rate of 82.3%.<sup>16</sup>

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<sup>3</sup> Health Council of Southeast Florida, 2016 Palm Beach County, Florida Glades Region Health Assessment

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Ibid

<sup>7</sup> Ibid

<sup>8</sup> Ibid

<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> Ibid

<sup>12</sup> Ibid

<sup>13</sup> Ibid

<sup>14</sup> Health Council of Southeast Florida, 2016 Palm Beach County Florida Glades Region Health Assessment

<sup>15</sup> Ibid

<sup>16</sup> Ibid

Among the twelve medically underserved areas/populations in Palm Beach County, the Glades holds the third lowest score.<sup>17</sup> In 2014, the Glades had a high percentage of civilian, noninstitutionalized residents who were uninsured with the highest percentage of uninsured, 26.8%, living in Belle Glade followed by 23.8% in Pahokee. In 2014, those who identified as Hispanic or Latino (of any race) were more likely to be uninsured.<sup>18</sup>

Transportation challenges can restrict residents' access to care. In 2014, Belle Glade had the highest percentage of households with no vehicle available (20.2%) compared to 6.6% in the county. Language is often a barrier to health care access. In 2014, over one-third of residents living in the Glades region spoke a language other than English. Of those individuals, over half (57.6%) were reported to speak English less than "very well." Of the residents that reported speaking a language other than English, 76.9% reported speaking Spanish or Spanish Creole at home.<sup>19</sup>

## **Health Disparities**

In 2014, the diabetes death rate for all Blacks in Palm Beach County was 32/100,000 while it was just 10/100,000 for all Whites.<sup>20</sup> The most common cause of death in the Glades in 2015 was malignant neoplasm (cancer), responsible for 54 deaths, followed by heart disease, responsible for 49 deaths, and unintentional injury, responsible for 26 deaths, cerebrovascular diseases, responsible for 23 deaths and diabetes mellitus, responsible for 16 deaths.<sup>21</sup>

According to the Centers for Disease Control and Prevention, 30.3 million US adults have diabetes, and 1 in 4 of them do not realize they have it. Diabetes is the seventh leading cause of death in the US and the number one cause of kidney failure, lower-limb amputations, and adult-onset blindness. In the last 20 years, the number of adults diagnosed with diabetes has more than tripled as the American population has aged and become more overweight or obese.<sup>22</sup>

## **Implementation Strategies**

In January 2017, the 2016 Palm Beach County Community Health Needs Assessment was presented to the LHAB at its meeting and the LHAB began the process of identifying initiatives that could be funded through Sponsored Programs to address areas of unmet

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<sup>17</sup> Ibid

<sup>18</sup> Ibid

<sup>19</sup> Ibid

<sup>20</sup> Florida Department of Health, Florida Community Health Assessment Resource Tool Set (CHARTS) retrieved on April 18, 2018 from

<http://www.flhealthcharts.com/charts/DataViewer/DeathViewer/DeathViewer.aspx?indNumber=0090>

<sup>21</sup> Health Council of Southeast Florida, 2016 Palm Beach County Florida Glades Region Health Assessment

<sup>22</sup> Centers for Disease Control and Prevention (CDC) "Diabetes by the Numbers" retrieved from <https://www.cdc.gov/diabetes/basics/diabetes.html>

health care needs. At an LHAB meeting in May 2017, the Glades Region Health Assessment was reviewed with the LHAB members and the top five causes of death in the Glades community were identified. Among these were heart disease, cerebrovascular disease and diabetes. Discussions ensued about adopting one of the conditions and the LHAB unanimously approved a motion for staff to develop an initiative to address diabetes in the Glades community.

During the Lakeside Health Advisory Board meeting in July 2017, representatives of the Palm Health Care Foundation provided a presentation on the “Healthier Together” project. The Glades cities of Belle Glade, Pahokee, and South Bay were among the six regions supported by the project. It was noted that residential participation was integral to the process and upcoming initiatives referred to as “community conversations” were identified. The speakers were advised that the LHAB had selected diabetes intervention and education as a focus area.

At the LHAB’s October 2017 meeting, the Executive Director of the Diabetes Coalition of Palm Beach County delivered a presentation about the 50-member organization, which is comprised of representatives of local hospitals, universities, the general public, free clinics and Federally Qualified Health Centers. Lakeside Medical Center has been a long-standing partner in the Coalition’s initiatives, annually participating every November as a screening site for patients during the organization’s countywide Diabetes Awareness Month initiatives. The LHAB Board Chair suggested the need to provide education and tools for prevention to the Glades community. The LHAB unanimously approved directing staff to work with the Diabetes Coalition and its Executive Director to select a program to implement in the Glades.

During the joint meeting of the LHAB and the Health Care District Board in November 2017, the District Board approved the recommendation of the Sponsored Programs RFP selection committee for program awards. One of the criteria for ranking the proposals was how closely the proposed services aligned with Priority Areas and Objectives identified in the 2016 Palm Beach County Community Health Improvement Plan. Several of the agencies selected for awards actively provide services to Glades residents related to the LHAB’s diabetes initiative, including the Diabetes Coalition of Palm Beach County, South Florida Hunger Coalition, and Healthy Mothers, Healthy Babies. Funding for the 17 proposing organizations as approved by the Health Care District Board totaled \$1.4 million.

### **Next Steps**

Services to Glades residents with limited health care access are currently being provided through the community partnerships outlined above. Plans are underway for Lakeside Medical Center to collaborate with the Diabetes Coalition of Palm Beach County to educate residents and promote wellness, nutrition, and fitness in the Glades. In addition, Lakeside Medical Center’s newly Certified Lactation Consultant is working with local providers in the Glades to teach expectant mothers about the importance of breastfeeding in the first six months of a child’s life. As outlined in the Glades Region Health Assessment, breastfeeding improves health outcomes for both mother and baby.