

# UF HEALTH JACKSONVILLE

## UF HEALTH NORTH

### IMPLEMENTATION STRATEGY

#### INTRODUCTION

This report summarizes the plans to develop and collaborate on community benefit programs that address the prioritized needs identified in the 2022-2025 Community Health Needs Assessment for UF Health Jacksonville/UF Health North (“CHNA”). UF Health Jacksonville/UF Health North operate under a single Florida Agency for Health Care Administration license and are referred to collectively in this report as the “Hospital.” This report identifies significant needs the Hospital plans to address through various strategic initiatives and articulates why the Hospital does not plan to address other needs identified in that report. The Hospital provides additional support for community benefit activities in the community, but those additional activities will not be covered in this report.

The Hospital reserves the right to amend this implementation strategy over the next three years as circumstances warrant. Certain community health needs may become more critical and thus necessitate greater efforts toward those strategic initiatives. Alternatively, other organizations may decide to increase resources devoted to addressing one or more of the significant community health needs, or grant funds that support described initiatives may become unavailable, and, as a result, the Hospital may amend its strategies and focus on other identified needs.

#### ABOUT UNIVERSITY OF FLORIDA HEALTH IN JACKSONVILLE

In Jacksonville, University of Florida Health is an enterprise made up of 1) the University of Florida Health Science Center Jacksonville, an education and research complex with UF faculty, residents, fellows, students, staff and administrators associated with the UF Colleges of Medicine, Pharmacy and Nursing co-located with UF Health Jacksonville; 2) a private, not for profit hospital known as UF Health Jacksonville and UF Health North that is operated by Shands Jacksonville Medical Center, Inc.; and 3) University of Florida Jacksonville Physicians Inc. (“UF Jacksonville Physicians”), a network of more than 60 primary and specialty care practices providing patient care from UF faculty physicians based in northeast Florida. UF Health in Jacksonville is a leader in the education of health professionals, a hub for clinical research and a unique provider of high-quality patient care.

UF Health provides a wide range of inpatient and outpatient health care services. In addition to the downtown and north campuses, UF Health and affiliated University of Florida physicians have more than

60 primary care and specialty practices throughout the region. University of Florida physicians collectively offer more than 100 advanced specialty and subspecialty services, including key programs in:

- Cardiology
- Interventional radiology
- Minimally invasive and robotic surgery
- Neurology
- Neurosurgery
- Obstetrics and gynecology
- Oncology
- Orthopedic surgery
- Pediatrics
- Trauma and critical care

Located on the Hospital campus, the UF Health Proton Therapy Institute is one of few facilities in the U.S. equipped to treat cancer with protons. Proton therapy greatly reduces damage to surrounding tissue, which is a significant improvement over traditional radiation therapy.

The Hospital campus is home to facilities and representatives of the UF Colleges of Medicine, Pharmacy and Nursing. The UF College of Medicine’s graduate medical education programs support residents and fellows and host third- and fourth-year UF medical students (M.D. degree) through short-term rotations lasting between two weeks and two months. The UF College of Medicine – Jacksonville also provides required and elective clinical rotations for second-year master’s degree students in the School of Physician Assistant Studies. The UF College of Pharmacy in Jacksonville provides a full four-year curriculum leading to the Doctor of Pharmacy degree and the UF College of Nursing provides of 16-month accelerated program for individuals having a four-year degree in another field, leading to a Bachelor’s of Science in Nursing degree. The College of Medicine is also the sponsoring institution for a number of residency and fellowship training programs as well as postdoctoral dental training programs. Individuals in these programs complete the entire course of their postgraduate education (one to five years) in Jacksonville. In FY 2017-18, there were 369 individuals training in these programs, 22% of whom were graduates of medical schools in Florida.



The Hospital is affiliated with the University of Florida and is part of the Southeast’s most comprehensive academic health center, with campuses in Jacksonville and Gainesville.

In addition to educating the next generation of health professionals, UF Health in Jacksonville is also a hub for clinical research, providing a venue and resources for leading-edge research studies and protocols conducted by UF faculty that identify new medical treatments and ensuring the safety and

effectiveness of patient care. The campus houses a clinical research unit and several unique research centers, including the UF Center for Health Equity and Quality Research, the Jacksonville Aging Studies Center, or JAX-ASCENT, and the UF Health Proton Therapy Institute. A complete list of clinical trials currently underway can be found at [UFHealthJax.org/Research/ClinicalTrials](https://ufhealthjax.org/Research/ClinicalTrials).

The education and research components make the academic health center a unique provider of high-quality patient care. UF College of Medicine faculty physicians collectively offer services in more than 100 advanced specialties and subspecialties. Key program areas in the region include cardiology, interventional radiology, minimally invasive and robotic surgery, neurology and neurosurgery, obstetrics and gynecology, oncology, orthopaedic surgery, pediatrics, and trauma and critical care. The UF Health Proton Therapy Institute is one of few facilities in the nation equipped to treat cancer with proton therapy. Additionally, the campus is home to the state's first and region's only Level I adult and pediatric trauma program, TraumaOne.

In 2015, UF Health North opened as a six-story, 210,000-square-foot outpatient medical complex in North Jacksonville that includes a 28-bed emergency room, advanced imaging, rehabilitation services and more than 20 specialty services provided by UF and community physicians. A 92-bed patient tower at UF Health North opened in 2017. With nearly 700 beds across hospital locations and 178 individual business locations covering nearly 4 million square feet of building area in the region, UF Health in Jacksonville tallied nearly 1.5 million patient visits across all locations in FY 2017–18. Units of UF Health in Jacksonville have amassed several high-profile awards and recognitions for patient care, including appearances on the “Best Hospitals” lists of both the U.S. News & World Report and Healthgrades. Additional details on individual and unit level awards, recognitions and accreditations can be found at [UFHealthJax.org/about/awards-and-recognition](https://ufhealthjax.org/about/awards-and-recognition).

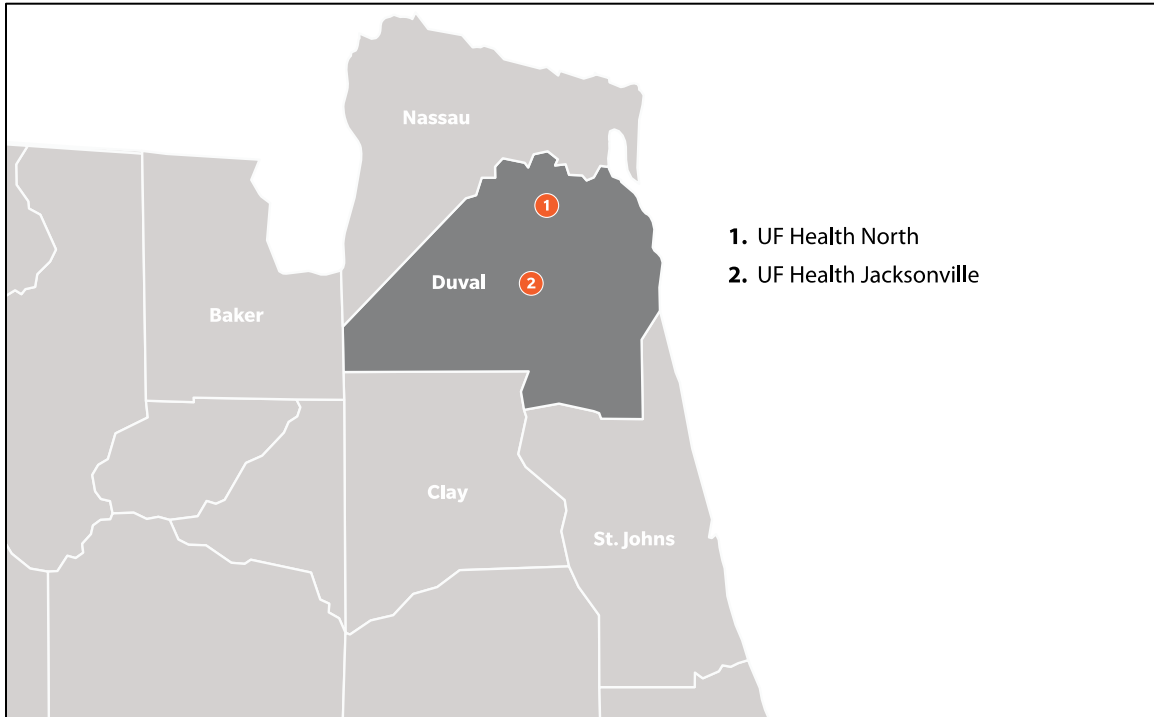
Although the current complex of locations and activity collectively known as UF Health in Jacksonville was only officially established as such in 2013, there is a long history of facilities and affiliations that have been highly influential to its current success. Additional details on this legacy and a timeline of notable firsts and events can be found at [UFHealthJax.org/about/history](https://ufhealthjax.org/about/history). Throughout this history, the activity associated directly and indirectly with UF Health in Jacksonville has been a significant component of the regional economy.

Safety net hospitals like the Hospital are also important providers of specialty care services for the entire community and shoulder a disproportionate share of health care responsibility. The Hospital provides a significant level of medical care and other health-related services to low-income, uninsured and vulnerable populations. Specifically, the Total Care Clinic (referenced throughout this report) provides comprehensive care to underserved and uninsured Jacksonville community members.

For more information on UF Health, visit <https://ufhealthjax.org/>.

## DEFINITION OF THE COMMUNITY SERVED

The area served by the Hospital includes Duval County and all associated ZIP codes.



2020 Statistics	UF Health Jacksonville	UF Health North
Surgeries, Inpatient	7,133	1,637
Surgeries, Outpatient	9,532	4,389
Newborns	2,843	915
Admissions	14,238	4,379

According to the U.S. Census Bureau’s 2021 population estimates, the Hospital’s service area had a population of 999,935. Residents of 32202, 32206, 32208, 32209, 32211, 32212, 32227, 32234 and 32254 have the highest socioeconomic need of all ZIP codes within the service area, based on indicators of income, poverty, unemployment, occupation, educational attainment, and linguistic barriers.

## COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The CHNA findings were drawn from an analysis of an extensive set of secondary data (over 150 indicators from national and state data sources) and in-depth primary data from over 930 community members, community leaders and health and non-health professionals who serve the community at large, vulnerable populations and populations with unmet health needs.

Through a synthesis of the primary and secondary data, the significant health needs were determined for the Hospital's service area. Synthesizing primary and secondary data ensures a representative and accurate picture of the community's needs.

### PRIORITIES

Once the significant health needs were identified, this list was prioritized for implementation planning and strategizing. To prioritize the significant needs, a workshop was hosted May 11, 2021. Forty-nine community leaders ranked the nine themes in priority order.

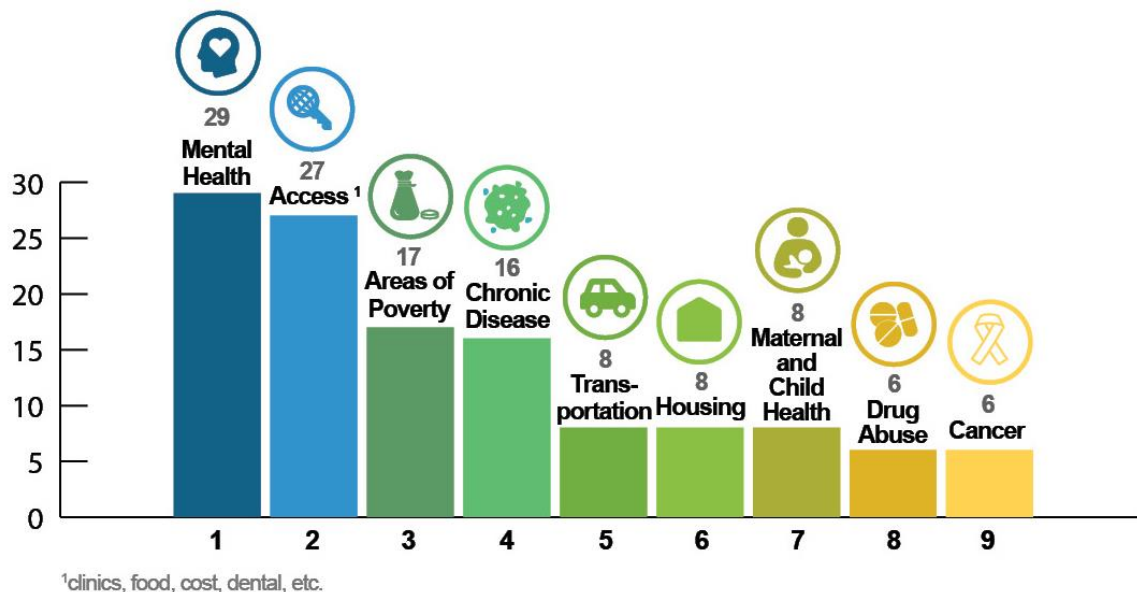
Prioritization participants were asked to consider how each significant need fared against four criteria:

1. Importance of the problem to the community
2. Opportunity to impact multiple problems
3. Opportunity to intervene at a prevention level
4. Ability to address disparities

As a part of the prioritization session, participants were presented findings from the primary and secondary data for each significant health need identified. After each round of voting, participants discussed results and eliminated health topics with no votes or the lowest number of votes.

Nine health and health-related areas were identified as priorities for the community. See Figure 1.1.

Figure 1.1: Prioritized Key Themes



## Prioritized Community Health Needs Identified in 2022 CHNA

### Access (includes access to health care, transportation, safe housing and proper nutrition)

- Shortage of provider that represent the community
- Affordability of care
- Community Clinics in Areas of Needs
- Healthy Food Access
- Broadband Access
- Dental Care Shortage
- Access to active living (parks, trails, playgrounds)

### Mental Health

- Lack of Providers
- Cost
- Stigma
- Youth Mental Health
- Telehealth
- Suicide
- LGBTQ Mental Health

### Cancer

- Lower cancer screenings rates when compared to state averages and when compared between different race/ethnicities.
- There are many behaviors, such as smoking and vaping, contributing to the onset of cancer later in life.

### Chronic Disease

- Food Deserts
- Nutrition
- Adult Obesity
- Childhood Obesity
- Access to Physical Activity
- Indoor Air Quality (asthma)
- Outdoor Air Quality (asthma)

### Maternal & Infant Health

- Highest child mortality rate in northeast Florida, also over state rate
- Disparity in infant mortality rate
- Disparity in neonatal mortality rate

**Poverty**

- Living Wage
- Homelessness
- Living Conditions
- Job Training/Education
- Unemployment
- Job Opportunities

The 2022 CHNA report conducted by the Hospital is available online at [UFHealthJax.org](http://UFHealthJax.org).

**IMPLEMENTATION STRATEGY**

**IMPLEMENTATION STRATEGY DESIGN PROCESS**

The Hospital facilitated the implementation strategy process. The Hospital assembled an internal team of stakeholders and created an inventory of existing programs in the priority areas. The following individuals were involved in the implementation strategy design process:

- Ann-Marie Knight, Vice President Community Engagement
- Robin Bass, Director of Planning
- Mark Fackler, Sr. Planning Analyst
- Ross Jones, MD, Assistant Professor, Department of Community Health and Family Medicine; Medical Director, UF Health Family Medicine and Pediatrics – Elizabeth G. Means Center; Medical Director, UF Health Total Care Clinic – Jacksonville
- Linda Wates, Administrator of UF Health Total Care Clinic – Jacksonville
- Donna Ghanayem, Director of Obstetric Services

A review of the CHNA findings was performed to determine which of the significant health needs the Hospital would address. The following table displays which significant health needs the Hospital plans to address and which health needs it will not address.

Prioritized Community Health Needs Identified in 2022 CHNA	Intend to Address (Yes/No)
Access	No
Cancer	No
Chronic Disease	Yes
Housing	Yes*
Maternal and Child Health	Yes
Mental Health	Yes
Poverty	Yes*
Transportation	Yes*

\*Consolidated into Social Determinants of Health

For each of the prioritized significant health needs that the Hospital intends to address, the following implementation strategy describes: (1) the programs, actions and resources the Hospital intends to commit; (2) the anticipated impact of these actions and the plan/metrics for evaluating these actions; and (3) any planned collaborations between the hospital and other organizations.

For prioritized significant health needs that the Hospital does not intend to address, justification is provided at the end of this implementation strategy plan.

**PRIORITY AREA: CHRONIC DISEASE**

**GOAL**

Decrease diabetes, hypertension and obesity through education and increased access to fresh food and vegetables for the most vulnerable in the community.

**STRATEGIES**

**Food Pharmacy Program** - This program provides access to fresh food and vegetables for food insecure members of the community who have chronic levels of diabetes, hypertension and/or obesity. The program is designed to increase access to food in the most food insecure neighborhoods as well as provide nutritional education to contribute to provide skills to assist self-management techniques to



reduce disease. The program is open to community members who visit the Total Care Clinic or wellness centers. The Total Care Clinic and wellness centers provide care to underserved and uninsured community members who qualify for City Contract coverage.

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## ANTICIPATED IMPACT

### Objectives:

- By the end of the program, participants will have an improved knowledge of their diabetes and methods of disease self-management.
- By the end of the program, participants will demonstrate improved diabetes self-management skills by assessment in lifestyle/behavior change around nutrition, physical activity and medication adherence.
- By the end of the program, participants will show improved control over their diabetes through the biannual evaluation of clinical indicators – HgbA1C and lipid values.

### Evaluation Metrics:

- The impacts of the Food Pharmacy Program will be assessed as part of the Hospital's next Community Health Needs Assessment.
- Pre-test and provider assessment of the following metrics (throughout the program entirety)
  - Improved knowledge of diabetes
  - Better self-management skills
  - Record of maintaining good control (HgbA1C and lipid values through bi-annual clinical data)
- Long Term
  - Age-adjusted death rate due to diabetes (*Florida Department of Health, Bureau of Vital Statistics*)
  - Age-adjusted [ER/Hospitalization] rate due to long-term complications of diabetes (*Florida Agency for Healthcare Administration*)
  - Age-adjusted [ER/Hospitalization] rate due to short-term complications of diabetes (*Florida Agency for Healthcare Administration*)
  - Age-adjusted [ER/Hospitalization] rate due to uncontrolled complications of diabetes (*Florida Agency for Healthcare Administration*)

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## SYSTEM RESOURCES

The Hospital commits to providing the physical location and operational FTE support and resources through its Total Care Clinic. Food products are provided through grants.

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## COLLABORATORS

At the time of this report, the Hospital is the only organization across the state with a Food Pharmacy prescriptive program. Collaborators include UF College of Medicine, UF College of Nursing, Florida Blue Foundation and HUMANA Foundation.

## PRIORITY AREA: MATERNAL AND CHILD HEALTH

### GOAL

These programs are designed to improve access to health care and pregnancy outcomes, as well as support early childhood development.

### STRATEGIES

1. **Little Miracles** – Community program that provides pregnancy tests, prenatal and infant care access assistance and maternity and childbirth education. Nurses schedule first prenatal and newborn care appointment within the UF Health network.
2. **Healthy Start** – Community based, nurse led, prenatal case management for high-risk women. Inter-conception case management for three to six months post-delivery. Program provides childbirth classes, breastfeeding classes, parenting classes and assistance with Medicaid enrollment.
3. **Nurse Family Partnership** – Evidence-based program that provides nurse-led, prenatal case management, infant health and development home visitation until child turns two.
4. **Trauma Prevention Program** – Community program that educates children and parents in the Jacksonville community on important safety topics in an effort to reduce the number and severity of injuries.

### STRATEGY 1: LITTLE MIRACLES

#### Activities:

- Patient advocates who assist with enrollment in childbirth education classes/resource and application to Medicaid.
- Schedule the baby's first pediatric appointment via Little Miracles nurse before discharge from the Hospital.
- Track number of women seen by Little Miracles and resources accessed.

### STRATEGY 2: HEALTHY START

#### Activities:

- Provide risk assessment and screenings for all mothers and their infants delivered at the Hospital.
- Enroll expectant mothers into the Healthy Start program and provide caseworker for at least nine months for ongoing care coordination.
- Offer a range of services, from outreach and engagement to care coordination for moderate-risk obstetric patients, as well as case management for high-risk obstetric patients.
- Host educational series on maternity, nutrition, childbirth, parenting and breastfeeding.
- Provide smoking cessation counseling, inter-conception education and community referrals for additional services needed by the family.

- Track patients through Well Family System: Florida Healthy Start web-based case management system that is required to document, code and/or transfer case information.
- Conduct fetal infant and mortality review factors: contributing factors, determined after infant death case reviews, to have been underlying causes.

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### STRATEGY 3: NURSE FAMILY PARTNERSHIP

#### Activities:

- Identify high-risk communities (geographic assessment for low-income areas).
- Trained nurses provide comprehensive education and support to first-time mothers, empowering them to become responsible parents who are prepared to give their babies the best possible start in life.
- Continue assessment throughout life of program (domestic violence, breastfeeding rates, babies placed on back while sleeping).

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### ANTICIPATED IMPACT

#### Objectives:

- Through the above initiatives, the Hospital anticipates increased access to prenatal and infant care within Jacksonville.
- Through the above initiatives, the Hospital anticipates a reduction in infant mortality Jacksonville to 7.5 percent.
- The Hospital anticipates improved pregnancy outcomes, improved child health and development, increased family and child safety procedures, and increased economic self-sufficiency of the family for women and children who receive services through the above initiatives.
- Through the Healthy Start program, the Hospital expects the percent of women with an inter-pregnancy interval of at least 18 months to increase to 70%.
- Through the Healthy Start program, the Hospital anticipates the prenatal screening rate will increase to 70%.
- Through the Healthy Start program, the Hospital anticipates the infant screening rate will increase to 85%.

#### Evaluation Metrics:

- Percent of baby's first Little Miracles pediatric appointments kept following discharge
- Assess Healthy Start program retention at six-months, one-year and two years post delivery
- Number of attendants at each childbirth class
- Prenatal screening rate
- Infant screening rate
- Initiation of breastfeeding
- Long Term
  - Mothers who received early prenatal care (*Florida Department of Health, Bureau of Vital Statistics*)
  - Infant mortality rate (*Florida Department of Health, Bureau of Vital Statistics*)

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## SYSTEM RESOURCES

The Hospital commits to funding its Little Miracles and Trauma Prevention Program and providing the resources and personnel necessary for their implementation and continuation. The Hospital commits to providing the office space and supplies necessary to run Healthy Start and the Nurse Family Partnership. Healthy Start is funded by a grant through the Healthy Start Coalition; this grant was awarded for program execution by the Hospital.

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## COLLABORATORS

The Nurse Family Partnership, will collaborate with the Hospital to provide coordinated care for babies, children and mothers in Northeast Florida. Other collaborating organizations include the Florida Healthy Start Coalition.

## PRIORITY AREA: MENTAL HEALTH

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## GOAL

Improve awareness of the importance of securing medication and firearms in the home to limit access by youths.

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## STRATEGY

1. Educate families (particularly those with children high risk for suicide attempt) on lethal means safety in the home
2. Train mental health providers on lethal means counseling

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## ANTICIPATED IMPACT

### **Objective:**

Decrease in suicide attempts amongst the highest risk adolescents.

### **Evaluation:**

The impacts of the above initiatives will be assessed as part of the Hospital's next Community Health Needs Assessment. The following metrics will be assessed:

- Total number of families who participate in educational sessions
- Individuals trained by month
- Rates of intentional firearm injuries and/or overdose in the community

Education: (1) The Hospital and UF Health College of Medicine psychiatrists will facilitate provider, patient and community training. (2) The Hospital host educational forums and online social media campaign.

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## COLLABORATORS

Planned collaborators include UF College of Medicine, UF Child and Adolescent Psychiatry Clinic, Gateway Addiction Center.

## PRIORITY AREA: HOUSING, POVERTY AND TRANSPORTATION

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## GOAL

Decrease social determinant of health factors impeding longevity.

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## STRATEGIES

**Blue Zones® Initiative** – Blue Zones uses over 20 years of research and scientifically proven lessons of longevity, health, and happiness from the longest-lived cultures in the world to transform community environments so healthy choices are the easiest to make. There is a proven history of improving well-being for entire populations.

To boost the well-being of entire communities, Blue Zones take a systems approach developing a plan to make lasting changes in all the places and spaces people live, work, learn, and play. These changes to our surroundings and systems collectively nudge people to move naturally, eat wisely, develop the right outlook, and connect with each other.

The goal is to build a culture of well-being not only means healthier and happier people; it also means a better and more productive workforce and a more vibrant economy. The primary focus areas are:

- Sustainable community vitality
- Improved well-being
- Civic pride and economic development
- More productive, less costly populations

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## ANTICIPATED IMPACT

### Objectives:

Blue Zones adopts measures and value assessments to include the following:

- Measure of risk reduction with the Gallup Well-Being Index and survey elements tied to overall well-being improvement.
- Improvement in community and organizational metrics as prioritized and reported by the community.
- Enhance community brand and marketing value associated with billions of positive media impressions and thousands of published stories.

### Evaluation Metrics:

The impacts of the above initiatives will be assessed as part of the Hospital's next Community Health Needs Assessment over the next two CHNA cycles. While specific measures were not available at the time of this report, the process of defining, measuring and evaluating current state and guided by the

community will yield evaluate measures and therefore updated on an annual basis through the Implementation Strategy updates

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## SYSTEM RESOURCES

The Hospital has committed \$1,000,000 in funding the Blue Zones® initiative over the next five years. The Hospital is also providing support through steering committee participation, patient/staff engagement.

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## COLLABORATORS

Planned collaborators include Baptist Health, Brooks Rehabilitation, Jaguars Foundation, Mayo Clinic and Blue Zones®.

## NEEDS THE HOSPITAL WILL NOT ADDRESS

No entity can address all of the health needs present in its community. The Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. This implementation strategy does not include specific plans to address the following health priorities that were identified in the 2022 Community Health Needs Assessment.

## ACCESS

The Hospital provides access to a wide array of health care services for uninsured, Medicaid, and other patients and will continue to provide such access as resources permit. The Hospital is recognized as the region's safety-net provider for Medicaid and uninsured individuals, and operates the Community Clinics Department (which provides a variety of services and programs including free/low-cost primary care, medications, self-management support and care management), the Community Obstetrics Initiatives (which strive to improve birth outcomes), the Telemedicine Clinic, and others programs and services. While many of the programs and initiatives described above improve the access for vulnerable populations, this implementation strategy does not include specific access-related initiatives because the availability of future resources to support them is highly uncertain.

## CANCER

Preventive screenings serve as one of the most effective ways to mitigate the most prevalent and preventable cancers, such as breast and prostate cancer. The Hospital provides access to and closely monitors prevention screenings through the Total Care Clinic, which is dedicated to the most vulnerable members of the community, and in collaboration with UF Jacksonville Physicians. Prevention outreach tactics will continue to educate and encourage screening across the community. This implementation strategy does not include specific cancer-related initiatives due to the uncertainty of future resources to support activities.

## IMPLEMENTATION STRATEGY ADOPTION

It is requested that the Shands Jacksonville Medical Center, Inc. Board of Directors review and adopt this implementation strategy for the Hospital during the June 29, 2022 Board Meeting.