

Shands Jacksonville Medical Center, Inc.  
d/b/a UF Health Jacksonville  
Community Health Needs Assessment  
Implementation Strategy

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**Introduction to UF Health Jacksonville's Implementation Strategy:**

UF Health Jacksonville is located in the historic Springfield area of downtown Jacksonville and serves counties in Northeast Florida, including Duval, Clay, Nassau, and Baker counties. It is located in the most densely populated area of the urban core and serves residents of Health Zone 1 (zip codes 32202, 32204, 32206, 32208, 32209, and 32254), Jacksonville's largest indigent, medically needy population.

UF Health Jacksonville is recognized as the region's safety-net provider for Medicaid and uninsured individuals. In each of the past two fiscal years, UF Health Jacksonville has had more than 5,000 self-pay/charity inpatient discharges. This represents about one third of all self-pay/charity discharges for Duval, Baker, Clay, and Nassau counties combined. In addition, the volume of self-pay/charity outpatient visits at UF Health Jacksonville is very high, totaling more than 176,000 encounters over the last two fiscal years. UF Health Jacksonville has therefore developed programs and initiatives to reduce health disparities identified by the United States Centers for Disease Control and Prevention that adversely impact low socioeconomic individuals in Duval County. These include the Community Clinics Department and Community Obstetrics Initiatives, which were designed to improve chronic disease outcomes and decrease infant mortality rates for the large, underserved population in Duval County.

**The Community Clinics Department (CCD):**

The CCD (Figure 1) has improved overall quality of care and reduced health care costs by leveraging the Patient Centered Medical Home Model and the medical and health information technology infrastructure within the UF Health Jacksonville clinics. The CCD provides a variety of services and programs at no cost to patients, including free primary care, medications, self-management support, and care management. The programs are nationally recognized by the Centers for Disease Control and Prevention, National Committee for Quality Assurance, American Diabetes Association, and American Association of Diabetic Educators for their demonstrated ability to improve quality, reduce disparities, and decrease emergency room usage by self-pay patients.

**The Community Obstetrics Initiatives (COI):**

The COI offer comprehensive programs during all phases of pregnancy (including prenatal and postpartum phases) in an effort to reduce infant mortality and improve parent-child development. In addition, they offer programs for infants and children. These programs strive to improve outcomes for approximately 3,000 babies delivered every year. Among the programs are Little Miracles, Healthy Start, and Health Begins Before Birth.

The Little Miracles Program began in 2000 to improve the health of mothers and their babies in Jacksonville. It addresses access to care issues, encourages prenatal care, and provides pregnancy wellness education. Expecting mothers that participate in the program receive the benefits of physicians and the hospital, as well as insurance assistance, access to a 24-hour on-call nurse hotline, direct physician line, enrollment in an incentive-based rewards program, and quarterly baby showers.

The Healthy Start Program was created in 1991 by the Florida Governor in an effort to reduce Florida's high infant mortality rate. UF Health Jacksonville instituted the program in 2001 to meet the specific needs of expectant and new mothers and their babies. The Healthy Start Program at UF Health Jacksonville was the first to offer hospital-based services in Florida. It was also one of the first in Northeast Florida to offer the Nurse Family Partnership, a nationally recognized program that targets low-income, first time, teenage mothers in the urban core and provides in-home case management support until the child is two years old. The Healthy Start Program is unique in that it is offered in the hospital obstetric clinic, antepartum unit, postpartum unit and a dedicated emergency room for women with pregnancy-related emergencies. Additionally, registered nurses make home visits and provide intensive case management services to high-risk patients. Core services provided by the program include prenatal education, nutrition education, education for high-risk pregnancies, childbirth and parenting classes, psychosocial counseling, stress and anger management, smoking cessation, assistance with Medicaid enrollment, and Daddy Boot Camp.

Health Begins Before Birth is a fairly new program that was launched by the Second Harvest North Florida. This unique program was initiated to increase access to healthy foods for families that live in "food deserts." The program provides low-income expectant mothers with nutritious meals during their pregnancy and was designed to reduce infant mortality and premature birth rates. Pregnant women participating in the program receive healthy food items, recipes, prenatal vitamins, and baby supplies, as well as support from a registered dietician.

UF Health Jacksonville has also collaborated with community and healthcare stakeholders to create a Community Advisory Committee that ensures comprehensive delivery of health care services. The Community Advisory Committee is a select group of health care providers and community leaders that meet regularly to discuss issues, program successes, and future program development. Community leaders that participate on the committee include representatives from the City and State government, JEA, Jacksonville Transportation Authority, Jacksonville Sheriff's Office, and local churches.

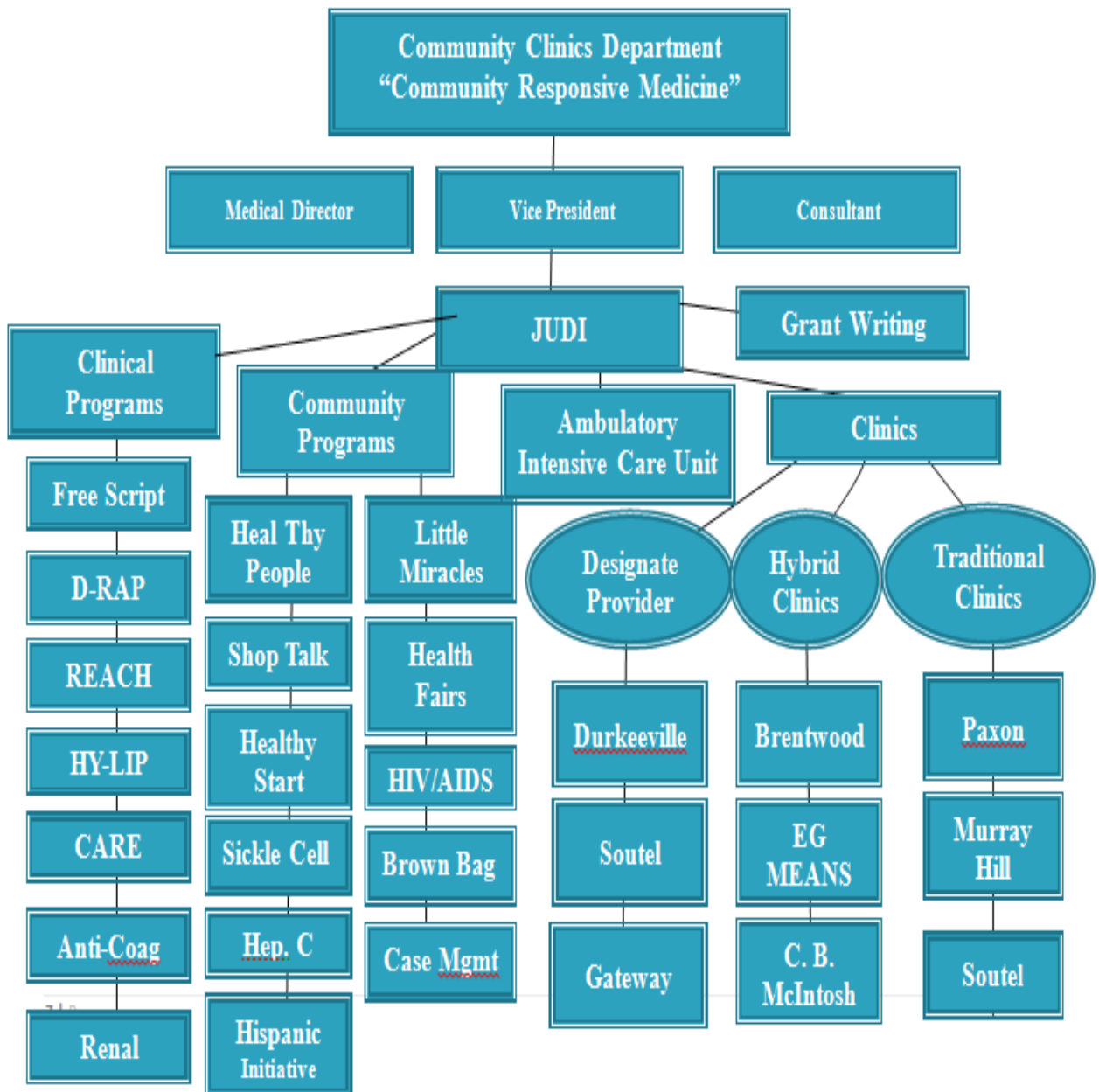


Figure 1: Organizational Structure of the Community Clinics Department (CCD)

**Diabetes**

Chronic Health Disparity - Diabetes			
Goal: Improve clinical outcomes of diabetic patients with Hemoglobin (Hgb) A1C > 9 in Duval County that participate in the CCD programs sponsored by UF Health Jacksonville.			
Objective: By 2015, 85% of identified patients should have Hgb A1C < 9.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>Patients that participate in the UF Health Jacksonville CCD clinical programs with Hgb A1C &gt; 9 (poor control) identified via registries will be enrolled in the Diabetes Rapid Access Program (DRAP). DRAP encourages proactive routine care by providing self-management, nutrition, and behavioral modification education based on the American Diabetes Association and American Association of Diabetes Educators curriculum. The effectiveness of the program is supported by the Nurse Practitioner's ability to titrate or initiate therapy based on the patient's fasting blood glucose levels. Suggested modifications in therapy are sent to the provider before the patient leaves. The provider finalizes the recommendation by accepting, declining, or modifying the recommendations. Using this method, patients may visit the program clinics for free as often as needed until treatment goals are reached.</p>	<p>American Association of Diabetes Educators National Standards for Diabetes Self-Management Education</p> <p>American Diabetes Association 2013 Guidelines</p> <p>American Diabetes Association recognized curriculum</p> <p>National Committee for Quality Assurance Diabetes Recognition Program guidelines</p>	<p>FY 2011-2012 ~ 22% of patients had diabetes.</p> <p>FY 2011-2012 diabetic patients had A1C &gt; 9= 19%</p> <p>Why is this important? UF Health Jacksonville is located in Health Zone 1 of Duval County. The largest population of diabetic patients live in Health Zone 1. Diabetics can experience better outcomes with lifestyle changes and medication adherence.</p>	<p><u>Process evaluation:</u> Track via registries each patient that receives Diabetes Self-Management Education.</p> <p><u>Short term evaluation:</u> Number of patients with poorly controlled diabetes that visit designated provider clinics to receive one-on-one education from a registered nurse educator.</p> <p><u>Long term evaluation:</u> Number of patients enrolled in certified diabetic self-management education program with Hgb A1C &gt; 9 that demonstrate improved clinical outcomes.</p>

**Heart Disease**

Chronic Health Disparity - Heart Disease			
Goal: Improve outcomes for patients with low-density lipoproteins (LDL) > 100 in Duval County that participate in the CCD clinical programs sponsored by UF Health Jacksonville.			
Objective: By 2015, 70% of identified patients will have a LDL < 100.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>Patients that have a LDL &gt; 100 will be identified via registries and will be enrolled in behavior modification and disease management education. Patients will participate in the hyperlipidemia program (HY-LIP) at no cost and have frequent follow up visits with the registered nurse educator. Educational curriculum will include disease information, nutrition, and physical activity.</p>	<p>Therapeutic lifestyle changes based on the guidelines for the National Cholesterol Education Program Expert Panel on Detection, Evaluation, and Treatment of High Blood Cholesterol in Adults (Adult Treatment Panel III).</p>	<p>FY 2011-2012~ 60% of patients had hypertension</p> <p>FY 2011-2012~ 32% of patients had blood pressure &gt; 140/90</p> <p>FY 2011-2012~ 38% of patients had hyperlipidemia</p> <p>FY 2011-2012~ 32% of patients had LDL &gt; 100</p> <p>Why is this important? Hyperlipidemia is recognized as a significant risk for morbidity and mortality. Lowering LDL will decrease the risk of heart attack and stroke.</p>	<p><u>Process evaluation:</u> Track via registries each patient with diagnosis of Coronary Artery Disease, Hypertension, or Diabetes Mellitus.</p> <p><u>Short term evaluation:</u> Number of patients with poorly controlled Diabetes Mellitus that visit designated provider clinics for one-on-one self-management support from a registered nurse.</p> <p><u>Long term evaluation:</u> Number of patients with elevated LDLs that receive self-management education and demonstrate improved clinical outcomes.</p>

**Stroke**

Chronic Health Disparity - Stroke			
Goal: Decrease cardiac risk factors for patients at risk for stroke.			
Objective: By 2015, 70% of patients in Duval County that participate in the CCD clinical programs sponsored by UF Health Jacksonville will have systolic blood pressure (SBP) < 140/diastolic blood pressure (DBP) < 90.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>Patients within clinical programs that have SBP &gt; 140 and DBP &gt; 90 as identified via registries will be enrolled in behavior modification and disease management education. Patients will participate in the Review Evaluate and Control Hypertension (REACH) program at no cost and have frequent visits with a registered nurse educator. Educational curriculum will consist of disease information, nutritional influence, and physical activity. A random sample of 100 patient charts will be reviewed for outcomes.</p>	<p>The Seventh Report of the Joint National Committee (JNC) on Prevention, Detection, Evaluation, and Treatment of High Blood Pressure standards (JNC 7).</p>	<p>FY 2011-2012~ 38% with hyperlipidemia</p> <p>FY 2011-2012~ 32% with LDL &gt; 100</p> <p>Why is this important? Less than 30% of patients with access to a traditional family practice meet goals as indicated in the guidelines of JNC 7. High blood pressure is a modifiable risk factor for patients with heart disease.</p>	<p><u>Process evaluation:</u> Track via registries each patient with a diagnosis of Coronary Artery Disease, Hypertension, or Diabetes Mellitus.</p> <p><u>Short term evaluation:</u> Number of patients that receive one-on-one education from a registered nurse educator at the designated provider clinic.</p> <p><u>Long term evaluation:</u> Number of patients that receive support from a self-management education program. Number of patients with SBP &gt; 140 and DBP &gt; 90 that demonstrate improved clinical outcomes.</p>



**Childhood Obesity**

Chronic Health Disparity - Childhood Obesity			
Goal: Establish early intervention screenings and promotional guidelines for children in Duval County that participate in the CCD clinical programs sponsored by UF Health Jacksonville.			
Objective: By 2015, increase the number of children in Duval County that practice healthy eating habits, healthy lifestyles, and physical activity.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>The “Keep it Movin’” program is designed to make activities fun. It includes exercise, tutoring, music therapy, and psychological evaluation. It is a non-traditional approach that reduces morbidity caused by diabetes and hypertension. “Keep it Movin’” includes primary clinical care for patients, mental health assessment and access to a psychologist, academic tutoring, case management support, nurse monitoring of patient’s progress, and assistance with the referral process. In addition, electronic medical records are used to facilitate greater communication between primary-care providers and specialists. Weekly activities include an organized sporting event with lunch, health education, and tutoring.</p>	<p>Guidelines and recommendations provided by the following organizations:</p> <ul style="list-style-type: none"> <li>American Academy of Pediatrics</li> <li>Institute of Medicine</li> <li>Endocrine Society</li> <li>Centers for Disease Control and Prevention</li> <li>International Obesity Task Force</li> </ul>	<p>More than 1,000 at-risk children for obesity-related diseases were identified within the UF Health Jacksonville Clinics.</p> <p>Why this is important? Obesity is a major modifiable risk factor of chronic diseases, such as hypertension and diabetes.</p>	<p><u>Process evaluation:</u> Track via registries each patient with a Body Mass Index (BMI) between the 85<sup>th</sup> and 95<sup>th</sup> percentile. Track patients with a BMI &gt; 25.</p> <p><u>Short term evaluation:</u> 50% of identified patients will be enrolled in the program within six months of the query.</p> <p><u>Long term evaluation:</u> Enrollment in the program promotes decreased BMIs, reducing the risk of developing chronic diseases associated with obesity.</p>

**Mammogram Screening**

Preventive Health Care - Mammogram Screening			
Goal: Increase the number of patients in Duval County referred for Mammogram screenings.			
Objective: By 2015, 50% of women in Duval County that participate in the CCD clinical programs will be referred for a Mammogram screening.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>UF Health Jacksonville is equipped to provide comprehensive preventive, diagnostic, and treatment services for women. The Touch of Life is a program dedicated to increasing breast cancer awareness and promoting optimal breast health for women in Duval and surrounding counties. Initially, Shop Talk – The Touch of Life’s targeted population was African-American women of all ages. The program has evolved into a multi-cultural and intergenerational group. The program utilizes the American Cancer Society’s Triple Touch goals to focus on three educational components of a comprehensive breast health care plan: breast self-examination, clinical breast examination, and Mammography. Shop Talk – The Touch of Life program was initially presented to beauty salon owners to educate them about the importance of good breast health. The program is presented throughout the community at health fairs, local churches, Sisters Network programs, sororities/fraternities, and informational seminars. All CCD practices in Duval County have implemented a policy that mandates every female patient &gt; 40 years of age identified via registries is questioned about her last Mammogram. Women that require services are educated about community resources for free or low-cost mammograms.</p>	<p>Guidelines and recommendations for mammogram screenings are provided by the following organizations:</p> <ul style="list-style-type: none"> <li>American Medical Association</li> <li>National Cancer Institute</li> <li>American Congress of Obstetricians and Gynecologists</li> <li>American Cancer Society</li> </ul>	<p>FY 2011-2012~ 8% of women &gt; 40 were referred for mammograms</p> <p>FY 2012-2013 Goal was 50%</p> <p>Why is this important? UF Health Jacksonville is located within Health Zone 1 of Duval county. This health zone houses the largest underserved population in Jacksonville.</p>	<p><u>Process evaluation:</u> Track via registries patients that receive a Mammogram referral.</p> <p><u>Short term evaluation:</u> Female patients’ health maintenance record will be reviewed at each visit to determine need for referral.</p> <p><u>Long term evaluation:</u> All female patients &gt; 40 years old will be referred for a mammogram per practice guidelines.</p>

***Cervical Cancer Screening***

Preventive Health Care - Cervical Cancer Screening			
Goal: Increase access to timely cervical cancer screenings for female patients.			
Objective: By 2015, 65% of all new adult female patients in Duval County that participate in the CCD clinical programs will have a pap smear completed within one year of their initial visit.			
Strategy:	Best Practices:	Indicator:	Evaluation:
Implement policy that every new adult female patient identified via registries is interviewed concerning her last pap smear screening and results. Obtain documentation of results or schedule initial appointment for screening. If appointment is not scheduled, send reminder letter for pap smear screening and document in the electronic medical record.	<p>Guidelines and recommendations provided by the following:</p> <p>American Congress of Obstetricians and Gynecologists</p> <p>National Comprehensive Cancer Network</p>	<p>FY 2011-2012~ 57% of new age appropriate female patients received a pap smear screening within one year of their initial visit.</p> <p>FY 2012-2013 goal is 100%</p> <p>Why is this important? UF Health Jacksonville is located within Health Zone 1 of Duval county. This health zone houses the largest underserved population in Jacksonville.</p>	<p><u>Process evaluation:</u> Track via registries female patients' last visit and health maintenance note.</p> <p><u>Short term evaluation:</u> Number of female patients scheduled for cervical cancer screening appointments.</p> <p><u>Long term evaluation:</u> Number of female patients that receive cervical cancer screenings as recommended by the American Congress of Obstetricians and Gynecologists and National Comprehensive Cancer Network.</p>

**Smoking Cessation**

Preventive Health Care – Smoking Cessation			
Goal: Increase the number of African American men that have access to free smoking cessation programs.			
Objective: By 2015, increase access to smoking cessation programs for African American men in Duval County that participate in the CCD clinical programs.			
Strategy:	Best Practices:	Indicator:	Evaluation:
African American male smokers will be enrolled in behavior modification smoking cessation programs coordinated by a clinical pharmacist.	<p>Guidelines and recommendations provided by the following:</p> <p>National Cancer Institute</p> <p>American Lung Association</p>	<p>The largest ethnic group in Health Zone 1 is African Americans (80%). 63% of tobacco cancer-related deaths are among African American men. This is the highest cancer mortality rate of any gender-ethnic group.</p> <p>Why is this important? Smoking among African Americans is a serious problem, as this population suffers disproportionately from diseases associated with smoking.</p>	<p><u>Process evaluation:</u> Track each patient’s personal smoking habits.</p> <p><u>Short term evaluation:</u> Number of African American male patients that attend smoking cessation classes.</p> <p><u>Long term evaluation:</u> The number of African American male patients that quit smoking after attending the class.</p>

**Unintentional Injuries**

Preventive Health Care – Unintentional Injuries			
Goal: Decrease the number and severity of injuries in children in the Duval County and UF Health Jacksonville trauma service areas through education and training initiatives.			
Objective: By 2015, reduce the number of children injured in bicycle accidents, pedestrian accidents, and assaults.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>All children ages 0-15 that are entered into UF Health Jacksonville's trauma registry will be reviewed quarterly by Jacksonville Pediatric Injury Control System's review committee. The committee is a multidisciplinary team of healthcare, Emergency Medical Services, Department of Health, hospital, and community members that are responsible for reviewing data and implementing programs that reduce incidents.</p>	<p>Guidelines and recommendations provided by:</p> <p>Injury Free Coalition</p> <p>Centers for Disease Control and Prevention</p>	<p>Trauma remains the leading cause of death for individuals 1-44 years of age. Children account for the highest incidence of traumatic brain injuries, mostly due to automobile accidents, pedestrian accidents, and assaults.</p> <p>Why is this important? UF Health Jacksonville serves as the only Trauma Center in Northeast Florida. All patients sustaining traumatic injuries are entered into the trauma registry. The Trauma Program reviews data entered in the trauma registry, including causes and outcomes of the injury, and implements preventive measures, such as helmet fittings, walk to school safe days, and education on shaken baby syndrome.</p>	<p><u>Process evaluation:</u> Track all pediatric trauma events through the trauma registry database at UF Health Jacksonville.</p> <p><u>Short term evaluation:</u> Number of children entered into the trauma registry due to traumatic brain injuries.</p> <p><u>Long term evaluation:</u> Number of children entered into the trauma registry due to traumatic brain injuries.</p>

**Nutrition**

Preventive Health Care - Nutrition			
Goal: Educate patients about healthy food choices that are low cost and culturally sensitive.			
Objective: By 2015, provide nutritional education to 50% of patients with chronic diseases in Duval County that participate in the CCD clinical programs.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>Patients diagnosed with diabetes, hypertension, or hyperlipidemia as identified via registries will be enrolled in behavior modification and disease management education. Patients will participate in the programs at no cost and have frequent follow-up visits with a registered nurse educator. These patients will be registered in monthly classes with a registered dietitian, where they will learn how to prepare healthy meals and make better nutritional choices.</p>	<p>American Diabetes Association Guideline Standards 2013</p> <p>The Eighth Report of the Joint National Committee on Prevention, Detection, Evaluation, and Treatment of High Blood Pressure standards (JNC 8).</p>	<p>236.9 out of every 100,000 people in Health Zone 1 are diagnosed with heart disease.</p> <p>116 out of every 100,000 people in Health Zone 1 are diagnosed with diabetes.</p> <p>The largest ethnic group in Health Zone 1 is African Americans (80%).</p> <p>Why is this important? Better nutritional practices lead to improved health care outcomes and lower health care costs.</p>	<p><u>Process evaluation:</u> Track patients that receive Diabetes Self-Management Education via registries.</p> <p><u>Short term evaluation:</u> Patients that have attended class will demonstrate healthier choices in their food logs at the educational sessions with a registered nurse educator.</p> <p><u>Long term evaluation:</u> Assess the impact of education on clinical outcomes for patients with diabetes mellitus or heart disease.</p>

**Behavioral Health**

Acute Health Disparity - Behavioral Health			
Goal: Provide behavioral health resources that target patients with depression and anxiety in Health Zone 1 of Duval County.			
Objective: By 2015, patients in Health Zone 1 that participate in the CCD clinical programs will have increased access to behavioral health programs.			
Strategy:	Best Practices:	Indicator:	Evaluation:
All initial patients will be assessed with a depression and anxiety survey tool. Results will be evaluated and patients will be referred to a clinical psychologist.	Guidelines and recommendations provided by the following organizations:  American Psychiatric Association (APA)  U.S. Preventive Services Task Force	Depression and anxiety disproportionately affect the African American population.  In a national survey by APA, African Americans face the greatest barriers to mental healthcare and receive adequate treatment only half as often as Caucasians.  Why is this important? UF Health Jacksonville is located within Health Zone 1 of Duval County. The largest ethnic group in the community of Health Zone 1 is African Americans (80%).	<u>Process evaluation:</u> Track the number of patients receiving anxiety and or depression resources.  <u>Short term evaluation:</u> Quarterly productivity reports of patients seen and services provided.  <u>Long term evaluation:</u> Number of patients that have participated in treatment for anxiety and depression.

**Infant Mortality**

Acute Health Disparity - Infant Mortality			
Goal: Decrease infant mortality rate in Duval County’s urban core.			
Objective: By 2015, decrease infant mortality rates among the African American population in Duval County.			
Strategy:	Best Practices:	Indicator:	Evaluation:
Identify at-risk pregnant women and infants. Reduce barriers to early prenatal care by offering “presumptive Medicaid.” Provide high risk case management and care coordination by registered nurses. Educate pregnant women about risk factors, reduction of modifiable risk factors, and signs and symptoms of preterm labor. Advise women on what to do if they experience preterm labor. Coordinate and provide comprehensive services.	Guidelines and Recommendations provided by American Congress of Obstetricians and Gynecologists.	Duval County's infant mortality rate is the highest in Florida (7.2% in 2012). The rate for Non-Caucasians was 11.7% in 2012.  Why is this important? UF Health Jacksonville is located within Health Zone 1 of Duval County. The largest ethnic group of Health Zone 1 is African Americans (80%).	<u>Process evaluation:</u> Tracking the number of initial contacts and services provided.  <u>Short term evaluation:</u> Quarterly productivity reports of patients seen and services provided.  <u>Long term evaluation:</u> Tracking infant mortality rates of patients that participate in the program. Compare the data to national and state benchmarks.



**Access to Food**

Built Environment - Access to Food			
Goal: Increase access to food for children and families in Health Zone 1 of Duval County.			
Objective: By 2015, increase access and sources of nutritious food for children and families in Health Zone 1 of Duval County.			
Strategy:	Best Practices:	Indicator:	Evaluation:
<p>Increase availability of healthy food options for individuals in Health Zone 1 of Duval County.</p> <p>Continue partnership with Jacksonville Children’s Commission and the Florida Department of Agriculture and Consumer Services to serve as a Summer BreakSpot site for students 18 years of age and younger.</p> <p>Continue partnership with Second Harvest North Florida for the Health Begins Before Birth Program. Provide 70 pounds of healthy food, as well as nutritional education, and case management support, to pregnant women and their families. Includes food deliveries every two weeks, lasting until two months post-partum.</p>	<p>Guidelines and recommendations provided by the United States Department of Agriculture’s Summer Food Services Program and the Florida Department of Agriculture and Consumer Services.</p> <p>2008 Jacksonville Children’s Commission Infant Mortality Study.</p>	<p>More than 50% of children that live in Health Zone 1 of Duval County receive free or reduced lunch.</p> <p>Why is this important? Children and families benefit heavily from access to nutritious food options.</p>	<p><u>Process Evaluation:</u> Track the number of children and families that receive food and nutritional support.</p> <p><u>Short term evaluation:</u> Number of children that receive food from Summer BreakSpot. Number of pregnant women and their families that participate in the Health Begins Before Birth Program.</p> <p><u>Long term evaluation:</u> Number of children and families that have access to healthy food options. Number of babies born with birth weight &gt; 5.6 pounds.</p>