

UF HEALTH JACKSONVILLE

IMPLEMENTATION STRATEGY

Adopted by the Shands Jacksonville Medical Center, Inc. Board of Directors on Dec. 3, 2018

INTRODUCTION

The Shands Jacksonville Medical Center, Inc. Board of Directors is pleased to share this implementation strategy plan, which follows the development of the 2018 Community Health Needs Assessment, or CHNA. In accordance with requirements in the Affordable Care Act and IRS 990 Section 501(r) requirements, this plan was approved by the Shands Jacksonville Medical Center, Inc. Board of Directors on Dec. 3, 2018. Shands Jacksonville Medical Center, Inc. operates two hospital locations – UF Jacksonville and UF North, which are collectively referred to in this report as the “UF Health Jacksonville” or the “Hospitals.” The implementation strategy describes how UF Health Jacksonville plans to address significant community health needs in calendar years 2019 through 2021.

This report summarizes the plans for UF Health Jacksonville to develop and collaborate on community benefit programs that address the prioritized needs identified in the 2018 CHNA. 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. UF Health Jacksonville provides additional support for community benefit activities in the community, but those additional activities will not be covered in this report.

UF Health Jacksonville 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 UF HEALTH JACKSONVILLE



UF

Health Jacksonville and UF Health North are affiliated with the University of Florida and are part of the Southeast's most comprehensive academic health center, with campuses in Jacksonville and Gainesville.

UF Health Jacksonville is a 603-bed private, not-for-profit hospital located in downtown Jacksonville, Florida.

UF Health Jacksonville is a leader in the education of health professionals, a hub for clinical research and a unique provider of high-quality patient care. Combining its strengths with the UF College of Medicine – Jacksonville, it offers residents in Northeast Florida and Southeast Georgia all the benefits of an academic health center.

In February 2015, the UF Health opened a full-service emergency room and outpatient surgery center under the name UF Health North, on a campus located in North Jacksonville, and in May 2017, a 92-bed inpatient hospital tower was opened on the campus. A medical office building was constructed next to UF Health North, which gave residents in North Jacksonville and surrounding areas more convenient access to advanced specialty services. In addition, the University of Florida opened a birth center on the campus.

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 30 family medicine and pediatric 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 UF Health Jacksonville downtown 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 campus also is home to the state's first and region's only Level I adult and pediatric trauma program, UF Health TraumaOne. The team consists of surgeons, nurses and other health care professionals with extensive training in caring for trauma patients.

Safety net hospitals like UF Health Jacksonville are also important providers of specialty care services for the entire community and shoulder a disproportionate share of health care responsibility. UF Health Jacksonville 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 Jacksonville, visit <https://ufhealthjax.org/>.

DEFINITION OF THE COMMUNITY SERVED

The area served by UF Health Jacksonville and UF Health North includes Duval County and all associated ZIP codes.

Figure 1. Map of UF Health Jacksonville and UF Health North

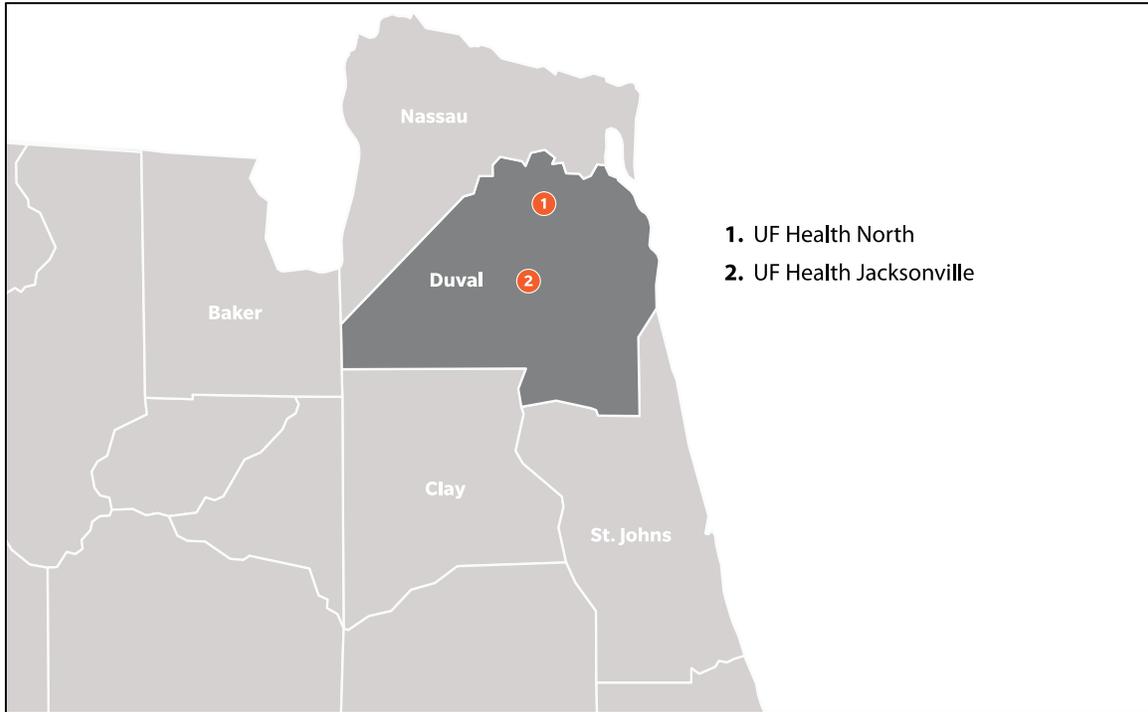


Table 1. 2017 Discharges by County for UF Health Jacksonville and UF Health North Hospitals

UF Health Jacksonville and UF Health North	Baker	Clay	Duval	Nassau	St. Johns	Total Discharges	% of 5 Counties
	99	673	9,041	234	738	11,365	94.9%

According to the U.S. Census Bureau’s 2016 population estimates, UF Health Jacksonville and UF Health North’s service area had a population of 926,255. 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 UF Health Jacksonville'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, 68 community members engaged in three rounds of voting and discussion on May 17, 2018. In the first round, prioritization participants had three votes; in the second round, two; and in the third and final round, one.

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.

Seven health and health-related areas were identified as priorities for the community, which are summarized in the box on the next page.

Prioritized Community Health Needs Identified in 2018 CHNA

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

- There is a lack of adults with a usual source of health care in the service area.
- There is a deficit of mental health services in the service area, with access being nearly impossible for those who are underinsured or uninsured.
- There are language barriers and barriers due to transportation issues that affect access.

Behavioral Health (Mental Health & Substance Abuse)

- Despite the emergence of other drugs, alcohol use continues to negatively affect the region.
- Stigma related to mental health and substance abuse often prevents those affected from seeking help and improving their health.
- Depression and substance abuse issues among seniors in the region are growing.
- Deaths due to drugs are a concern in the region due in part to the emerging opioid crisis, which often leads to accidental or unintentional use and poisoning.

Poverty

- Poverty issues include unaffordable and substandard housing, food insecurity and unemployment.
- The lack of persons in the civilian labor force and the minimal positive employment change in the region indicate that many persons are unable to work to stay out of poverty.
- Low-wage earners living paycheck to paycheck are threatened by any health complication that affects their ability to pay rent and be food-secure.
- Poverty is one of the biggest drivers in health disparities and education levels.

Obesity & Physical Activity

- There is limited access to safe outdoor exercise opportunities.
- Access and availability of healthy foods (i.e. grocery stores) is a concern for low-income adults and those living in both rural and urban parts of the service area.
- Lack of knowledge about healthy lifestyle behaviors, especially around proper nutrition, leads to obesity as well as diabetes.

Maternal, Fetal & Infant Health

- There are high rates of adverse health outcomes in UF Health Jacksonville's service area.
- A large proportion of mothers do not receive early prenatal care.
- Adverse birth outcomes are prevalent as a result of substance abuse among pregnant women.

Cancer

- Cancer screenings are not prioritized or known about, with the percent of persons having received screenings much lower for most tests across the region than the overall state average.
- Most counties in the region fail to meet the Healthy People 2020 targets for death rates due to various cancers.
- There are many behaviors, such as smoking and vaping, contributing to the onset of cancer later in life.

Vulnerable Populations

The following populations were identified and prioritized during the CHNA:

- | | |
|---|-----------------------------|
| • African Americans | • Low-income |
| • Children | • Older Adults |
| • Hispanic/Latinx | • Persons with Disabilities |
| • Homeless | • Veterans |
| • Lesbian, Gay, Bisexual, Transgender, Queer or Questioning (LGBTQ) | |

The 2018 CHNA report conducted by UF Health Jacksonville will be available online at UFHealthJax.org Jan. 1, 2019.

IMPLEMENTATION STRATEGY

IMPLEMENTATION STRATEGY DESIGN PROCESS

In August 2018, UF Health Jacksonville contracted with Conduent Healthy Communities Institute, or HCI, to facilitate the implementation strategy process. UF Health Jacksonville 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:

- 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
- Cheryl Kinson, Director of Community Clinics
- Linda Wates, Administrator of UF Health Total Care Clinic – Jacksonville
- Odille Thomas, Nurse Educator at UF Health Total Care Clinic – Jacksonville and Soutel Wellness
- Donna Ghanayem, Director of Obstetric Services
- Claudette Christopher, Quality Assurance Educator
- Alicia Hinte, Manager of Employee Wellness
- Jennifer Duncan, Clinical Pharmacist at UF Health C.B. McIntosh Center – Jacksonville
- Jessica Peters, Nurse Clinical Educator

- Adam Chaifetz, Multiple Sclerosis Clinical Coordinator at UF Health Neurology – Jacksonville
- Tiara Cohen, Nurse Educator at UF Health Family Medicine – Soutel Plaza and Durkeville Wellness
- Janet McDonald, Healthy Start Nurse Educator
- Barbara Dew, Supervisor at UF Health Total Care Clinic – Jacksonville

The internal team reviewed the CHNA findings and determined which of the significant health needs UF Health Jacksonville would address. The following table displays which significant health needs UF Health Jacksonville plans to address and which health needs it will not address.

Prioritized Community Health Needs Identified in 2018 CHNA	Intend to Address (Yes/No)
Access	No
Behavioral Health (Mental Health & Substance Abuse)	Yes
Poverty	Yes
Obesity & Physical Activity	Yes
Maternal, Fetal & Infant Health	Yes
Cancer	Yes
Vulnerable Populations	Yes

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

PRIORITY AREA: BEHAVIORAL HEALTH

GOAL

Increase the connection of Jacksonville community members with mental health needs to mental health resources.

STRATEGY

1. **Mental Health First Aid** – Mental Health First Aid, or MHFA, is an evidenced-based training to give non-mental health professionals practical training on how to identify, communicate with and connect people suffering with mental health issues to local resources. The training teaches the skills needed to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis.

STRATEGY 1: MENTAL HEALTH FIRST AID

Activities:

- Connect with community organizations to provide Mental Health First Aid trainings.
- Assign community trainers to organizations that request Mental Health First Aid classes.
- Ensure that trainers have all necessary supplies and materials to facilitate classes by providing necessary resources.
- Assist in the coordination of program evaluations by checking that program trainers have entered in evaluation components.
- UF Health Jacksonville representative will sit on Jacksonville Nonprofit Hospital Partnership to assist in implementation of MHFA and review quarterly reports.

ANTICIPATED IMPACT

Objectives:

- Through the Mental Health First Aid program, UF Health Jacksonville anticipates that 10,000 Northeast Florida residents will have received Mental Health First Aid training.

Evaluation:

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

- Total number of individuals trained by month
- Total number trained by group (community member, hospital, Jacksonville Sheriff's Office)
- Total trained by county [percent] (Baker, Clay, Duval, Nassau, St. John's, other)
- Long Term
 - Age-adjusted ER rate due to mental health (*Florida Agency for Health Care Administration*)
 - Age-adjusted ER rate due to suicide and self-inflicted injury (*Florida Agency for Health Care Administration*)

UF HEALTH JACKSONVILLE RESOURCES

UF Health Jacksonville has donated approximately \$5,000 for books, \$2,500 for copying/printing of training supplies and the time of Robin Bass, Director of Planning for UF Health (approximately 40 hours to date).

COLLABORATORS

Planned collaborators include members of the Jacksonville Nonprofit Hospital Partnership, which is made up of representatives from Baptist Health, St. Vincent's HealthCare, Mayo Clinic Florida, and Brooks Rehabilitation.

PRIORITY AREA: CANCER

GOAL

Decrease the percent of employees and Jacksonville community members who smoke, which can lead to cancer and have other negative health effects.

STRATEGIES

- 1. Tobacco Cessation Program** – This program provides education about health promoting behaviors, assists with food insecurity and provides job training resources. The program is offered through the Total Care Clinic, which provides comprehensive care to underserved and uninsured Jacksonville community members.
- 2. Employee Smoking Cessation Program** – This program's purpose is to help employees, spouses and dependents over 18 stop smoking by providing resources, free cessation counseling and prescription medication consultations. While focused on employees, this education benefits the community at large, as households in the community enhance their understanding of smoking related risks and understand better how to stop smoking.
- 3. Big Step** – This program is a four-week smoking cessation program open to the public. Some topics include yoga, relaxation and meditation as aids to smoking cessation.
- 4. Smoke-Free UF Health** – UF Health Jacksonville will maintain all of its facilities as smoke-free.

STRATEGY 1: TOBACCO CESSATION PROGRAM

Activities:

- Implementation of a referral program for community members visiting the Total Care Clinic, or TCC, to be referred to program administrators.
- Program administrators contact the individual to provide resources, education and a pharmaceutical consultation.
- Pharmacist meets with the individual to identify the treatment plan (medication).
- Individual is then referred to Florida Quitline.
- Program follows individual through treatment administration.

STRATEGY 2: EMPLOYEE SMOKING CESSATION PROGRAM

Activities:

- Implementation of a referral program for UF Health Jacksonville employees to be referred by their providers to the program administrators.

- Program administrators connect the employee to resources, education and offer free cessation counseling.
- Pharmacist meets with the employee to identify the treatment plan (medication).
- Program follows employee or spouse through treatment administration.

STRATEGY 3: BIG STEP

Activities:

- Offer first class on the first Wednesday of each month; the four-week course continues the following three Wednesdays.
- Facilitate classes on relaxation, meditation, yoga and other smoking cessation aids.

STRATEGY 4: SMOKE-FREE UF HEALTH JACKSONVILLE

Activities:

- UF Health Jacksonville will maintain all facilities to be smoke-free.

ANTICIPATED IMPACT

Objectives:

- Through the above initiatives, UF Health Jacksonville anticipates that community members and employees who smoke will learn about the risks associated with smoking and will initiate and complete smoking cessation programs.
- Through the above initiatives, UF Health anticipates that there will be a reduction in rate of smoking among employees and their family members who are connected to cessation resources and programs.
- Maintaining all facilities as smoke-free will reduce tobacco-related risks for patients and staff, and will provide an example of effective public health policy.

Evaluation Metrics:

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

- Number of people referred to cessation programs/resources
- Number of people attending community cessation courses
- Rate of completion of cessation program
- Percent of adults who currently smoke
- Long Term:
 - Adults who smoke (*Florida Behavioral Risk Factor Surveillance System*)

UF HEALTH JACKSONVILLE RESOURCES

UF Health Jacksonville provides funding for pharmacy students to be employed to provide smoking cessation treatment consultation and services.

COLLABORATORS

Planned collaborators include the UF College of Pharmacy, which commits to providing pharmaceutical students, on rotation and employed by UF Health Jacksonville, to consult and administer treatment plans to program participants.

PRIORITY AREA: POVERTY

GOAL

Decrease social isolation and food insecurity among underserved and/or low-income Jacksonville seniors.

STRATEGIES

1. **Humana Health-Smart** – This program provides education about health promoting behaviors, assists with food insecurity, and provides job training resources.

STRATEGY 1: HUMANA HEALTH-SMART

Activities:

- Bring together two existing health and wellness centers, six Health-Smart church centers and local stakeholders to create holistic health centers for minority, underserved and/or low-income Jacksonville seniors.
- Leverage social connections and food security empowerment coaches to increase participants' physical, mental and spiritual health and well-being, social connections and food security.
- Provide group sessions around exercise, healthy behaviors and financial literacy, facilitated by trained coaches.
- Connect program participants and their families to food security resources and job-seeking assistance.
- Provide disease screening and referral as well as health insurance enrollment assistance.

ANTICIPATED IMPACT

Objectives:

- Through the Humana Health-Smart program, at least 20 percent of participants and/or family members of older adults will be placed in a job.
- Through the Humana Health-Smart program UF Health Jacksonville anticipates a reduction in food insecurity amongst low-income minority seniors and their families.

Evaluation Metrics:

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

- Number of program participants
- Number and percent of program participants placed into a job
- Number and percent of family members of participants placed into a job

- Food security metrics (USDA Food Security Screening Questionnaire)
- Long Term
 - Food insecurity rate (*Feeding America*)
 - Depression: Medicare population (*Centers for Medicare and Medicaid Services*)
 - Diabetes: Medicare population (*Centers for Medicare and Medicaid Services*)

SYSTEM RESOURCES

The Humana Health-Smart program is funded through a one-year grant with the possibility of a two-year extension provided by UF Health Jacksonville. UF Health Jacksonville is also providing the physical office, clinic space and supplies for the program.

COLLABORATORS

Planned collaborators include Humana, the Urban League of Jacksonville, and Feeding Northeast Florida.

PRIORITY AREA: VULNERABLE POPULATIONS

GOAL

Increase the access to specialty care and health promoting programs to marginalized, underserved populations.

STRATEGIES

1. **Humana Health-Smart** – Program provides education about health promoting behaviors, assists with food insecurity and provides job training resources to low-income, minority seniors.
2. **HIV Telemedicine Project** – Program provides access to specialty care for persons living with HIV.
3. **Epilepsy Wellness Center Support Group** – A monthly support group for seizure/epilepsy patients, caregivers and the community.
4. **Comprehensive Multiple Sclerosis Program** – Program provides educational sessions, financial assistance, medical coverage coordination and support groups for caregivers, patients and the community.

STRATEGY 1: HUMANA HEALTH-SMART

Activities:

- Bring together two existing health and wellness centers, six Health-Smart church centers and local stakeholders to create holistic health centers for minority, underserved and/or low-income Jacksonville seniors.
- Leverage social connections and food security empowerment coaches to increase participants' physical, mental and spiritual health and well-being, social connections and food security.

- Provide group sessions around exercise, healthy behaviors, and financial literacy facilitated by trained coaches.
- Connect program participants and their families to food security resources and job-seeking assistance.
- Provide disease screening and referral as well as health insurance enrollment assistance.

STRATEGY 2: HIV TELEMEDICINE PROJECT

Activities:

- Form a multidisciplinary Community Advisory Board, or CAB, with members from UF Health Jacksonville, community-based organizations in Jacksonville and patient champions from the project population.
- The CAB will collaborate with the Category B awardee and the CDC to tailor the existing UF Health Jacksonville telemedicine, or TM, program; develop standard operating procedures, or SOPs, for the project; and create marketing materials.
- Based on established SOPs and eligibility criteria, comprehensive clinical and case management services will be provided to TM participants throughout the two-year implementation period.

STRATEGY 3: EPILEPSY WELLNESS CENTER SUPPORT GROUP

Activities:

- Assess program participants in memory, stress management, medication management, and the number of seizures they experience daily or weekly.
- Connect participants with social worker, who customizes a care plan.
- Facilitate lecture and education series in order to keep patients compliant with doctor visits as well as provide strategies and resources to promote patient functioning at the highest level.
- Provide resources and care strategies through outreach to family members and caregivers of patients.
- Host a monthly support group for seizure/epilepsy patients, caregivers and the community.

STRATEGY 4: COMPREHENSIVE MULTIPLE SCLEROSIS PROGRAM

Activities:

- Host physician-directed educational sessions that address all aspects of Multiple Sclerosis care and research.
- Activities are open to patients with Multiple Sclerosis, their caretakers and the community.

ANTICIPATED IMPACT

Objectives:

- Through the Humana Health-Smart initiative, UF Health Jacksonville anticipates increased food security for families and individuals involved in the program.
- Through the Humana Health-Smart initiative, UF Health Jacksonville anticipates at least 20 percent of unemployed individuals involved in the program will have job placement.

- Through the HIV Telemedicine Project, the Epilepsy Wellness Center and the Comprehensive Multiple Sclerosis Program, UF Health Jacksonville anticipates increased care coordination for patients with specialty care needs.
- Through the the Epilepsy Wellness Center and the Comprehensive Multiple Sclerosis Program; UF Health Jacksonville anticipates increased participation in support groups amongst patients, caregivers, and community members.

Evaluation Metrics:

The impacts of the above initiatives will be assessed as part of UF Health Jacksonville’s next Community Health Needs Assessment. The following specific metrics for each project will be assessed:

- Long Term
 - Food insecurity rate (*Feeding America*)
 - Depression: Medicare population (*Centers for Medicare and Medicaid Services*)
 - Diabetes: Medicare population (*Centers for Medicare and Medicaid Services*)

HUMANA HEALTH-SMART

- Number of program participants
- Number and percent of program participants placed into a job
- Number and percent of family members of participants placed into a job
- Food security metrics (USDA Food Security Screening Questionnaire)

HIV TELEMEDICINE PROJECT

- Program metrics: visit type, patient age, race, ethnicity, address, ZIP code, payer group, number of participants and Virtual Visits
- Outcome metrics:
 - Cost analysis for Virtual and Same Location Services
 - Change in access to and utilization of HIV care and treatment services depending on visit type (virtual or in person)
 - Persons living with HIV, or PLWH, satisfaction with care delivery
 - Increased retention in care and increased viral load suppression (UF CARES HIV Care Continuum)
- Process metrics:
 - Factors facilitating or hindering implementation stratified by site and main project component (capacity building, marketing, patient recruitment, virtual HIV service delivery and priority populations)
 - Best practices identified in implementation of virtual care (provider survey)
 - Provider attitudes toward HIV telemedicine

EPILEPSY WELLNESS CENTER SUPPORT GROUP

- Number of patients, caregivers, and community members attending support groups.

COMPREHENSIVE MULTIPLE SCLEROSIS PROGRAM

- Number of Total Care Clinic patients who get services through the Comprehensive Multiple Sclerosis program and type of services (disease education, financial assistance, medical coverage coordination/assistance)
- Medication acquisition rates

SYSTEM RESOURCES

The Humana Health-Smart program is funded through a one-year grant with the possibility of a two-year extension provided by UF Health Jacksonville. UF Health Jacksonville is also providing the physical office and clinic space and supplies for the program. The HIV Telemedicine project is funded through a three-year grant administered by UF Health Jacksonville. UF Health Jacksonville provides the space and facilitators of the Epilepsy Wellness Center support group and the Comprehensive Multiple Sclerosis Program support group.

COLLABORATORS

Planned collaborators for these programs include Humana, the Urban League of Jacksonville, Feeding Northeast Florida, UF CARES, UF Health Jacksonville primary care practices, the UF College of Pharmacy, the UF College of Medicine, the Multiple Sclerosis Foundation, the Multiple Sclerosis Association of America, and the National Multiple Sclerosis Society, Northeast Florida AIDS Network (NFAN), River Region Health and Human Services (RRHHS), Jacksonville Area Sexual Minority Youth Network (JASMYN), Edgewood Pharmacy, and Nassau County Health Department.

PRIORITY AREA: OBESITY & PHYSICAL ACTIVITY

GOAL

Increase the number of Jacksonville community members with diabetes self-management skills.

STRATEGIES

1. **Diabetes Rapid Access Program** - This program provides diabetes self-management education thus enabling community members with skills to self-manage their 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.

STRATEGY 1: DIABETES RAPID ACCESS PROGRAM

Activities:

- Educate and train providers on the counseling tools, education resources and management skills they will provide to their patients enrolled in the Diabetes Rapid Access Program, or D-RAP.

- Community members visiting the Total Care Clinic or Wellness Center are referred for enrollment in the D-RAP.
- Documentation of all contact will be maintained by the providers in EPIC, i.e., telephone calls, letters and clinical data.

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 the Diabetes Rapid Access Program will be assessed as part of UF Health Jacksonville’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*)

SYSTEM RESOURCES

UF Health Jacksonville commits to providing the physical location and clinical supplies needed to provide the Diabetes Rapid Access Program.

COLLABORATORS

At the time of this report, UF Health Jacksonville is the only organization involved in the implementation of the Diabetes Rapid Access Program.

PRIORITY AREA: MATERNAL, FETAL & INFANT 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 Jacksonville 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:

- Offer on-call nurse line, patient advocates, assistance with signing up for Medicaid and childbirth education classes/resources.
- Host community baby showers three times a year.
- Host monthly prize drawings for women who keep their checkups and appointments.
- 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 UF Health Jacksonville.
- Enroll expectant mothers into the Healthy Start program and provide case worker 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.

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).

STRATEGY 4: UF HEALTH JACKSONVILLE'S TRAUMA PREVENTION PROGRAM

Activities:

- Educate the community about injury prevention through lectures, mock simulations, health fairs, hands-on activities and general distribution of educational materials.
 - Topics include: bicycle safety, passenger safety/child seat safety, distracted driving, drunken driving, geriatric fall prevention, concussion prevention and general injury prevention.

ANTICIPATED IMPACT

Objectives:

- Through the above initiatives, UF Health Jacksonville anticipates increased access to prenatal and infant care within Jacksonville.
- Through the above initiatives, UF Health Jacksonville anticipates a reduction in infant mortality Jacksonville to 7.5 percent.
- UF Health Jacksonville 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, UF Health Jacksonville expects the percent of women with an inter-pregnancy interval of at least 18 months to increase to 70%.
- Through the Healthy Start program, UF Health Jacksonville anticipates the prenatal screening rate will increase to 70%.
- Through the Healthy Start program, UF Health Jacksonville anticipates the infant screening rate will increase to 85%.

Evaluation Metrics:

- Number of pregnancy tests completed with Little Miracles
- Number of Medicaid applications filled out and completed with Little Miracles
- Number of attendants at each childbirth class (reach)

- 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*)

SYSTEM RESOURCES

UF Health Jacksonville commits to funding the Little Miracles program and providing the resources and personnel necessary for program implementation and continuation. UF Health Jacksonville 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 UF Health Jacksonville.

COLLABORATORS

Little Miracles, Healthy Start, the Nurse Family Partnership, and the UF Health Jacksonville Trauma Prevention Program all collaborate to provide coordinated care for babies, children and mothers in Northeast Florida. Other collaborating organizations include the Florida Healthy Start Coalition.

NEEDS UF HEALTH JACKSONVILLE WILL NOT ADDRESS

No entity can address all of the health needs present in its community. UF Health Jacksonville 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 2018 Community Health Needs Assessment.

ACCESS

UF Health Jacksonville 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. UF Health Jacksonville 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.

IMPLEMENTATION STRATEGY ADOPTION

The Shands Jacksonville Medical Center, Inc. Board of Directors reviewed and adopted this implementation plan at the Dec. 3, 2018 Board Meeting.