

UF Health Jacksonville CHNA Implementation Strategy

Adopted by the UF Health Jacksonville Governing Board on: December 7, 2015

This document describes how UF Health Jacksonville (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on January 4, 2016. See the CHNA report at <http://ufhealthjax.org/community/community-health-needs-assessment.aspx>.

The implementation strategy describes how the hospital plans to address significant community health needs in calendar years 2016 through 2018.

The 2015 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It 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 reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described 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.

The document contains the following information:

1. About UF Health Jacksonville
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs UF Health Jacksonville Will Not Address
6. Implementation Strategy Adoption

1. About UF Health Jacksonville

UF Health Jacksonville is a multi-specialty hospital facility that provides inpatient, outpatient, and 24-hour emergency care. The hospital is an affiliate of the University of Florida College of Medicine.

UF Health in Jacksonville, Florida, is comprised of:

- [UF Health Jacksonville](#), a 695-bed academic health center near Downtown Jacksonville
- [UF Health North](#), an outpatient medical complex and emergency center in North Jacksonville
- [UF Health Science Center Jacksonville](#), which encompasses three UF colleges in Jacksonville: Medicine, Nursing and Pharmacy
- [UF Jacksonville Healthcare, Inc.](#), a network of primary and specialty care centers offering exceptional patient care throughout Northeast Florida and Southeast Georgia

The organization's statement of mission, vision and values follows.

Mission

The mission of the University of Florida College of Medicine – Jacksonville and UF Health Jacksonville is to heal, to comfort, to educate and to discover. We dedicate our work to improving the lives of those we touch through quality health care, medical education, innovation and research.

Vision

Our vision is to be Jacksonville's most valued community asset, eliminating health care needs as a concern of the population. We will achieve this vision by:

- Delivering patient-centered care that exceeds expectations of patients and families
- Providing unrivaled medical education and research
- Developing partnerships that join our work to the well-being of the community

Values

In striving to fulfill our mission, we will be guided by the enduring values of:

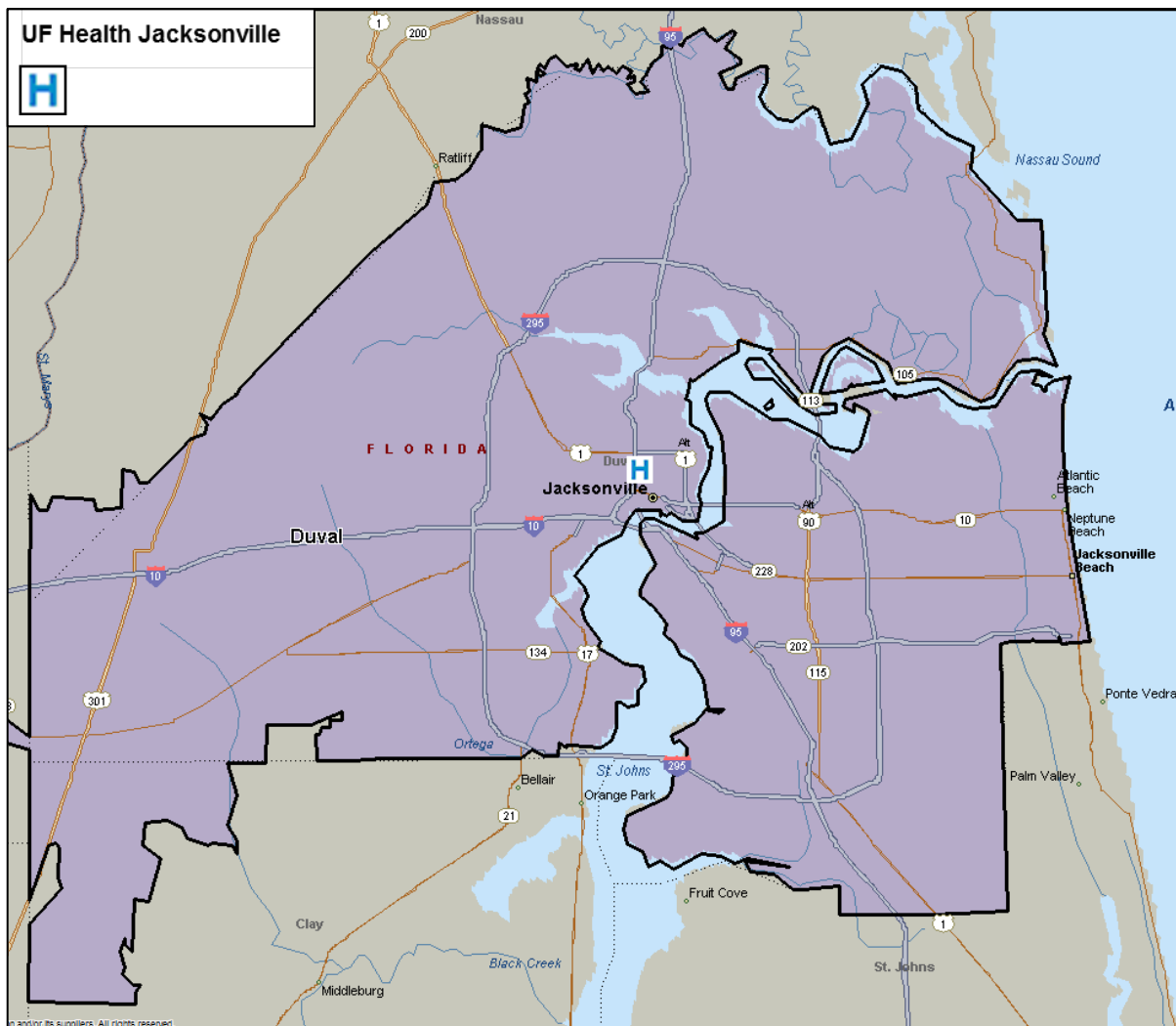
- **Excellence** in each and every customer experience
- **Respect** for the critical nature of our work
- **Compassion** for humanity and one another
- **Stewardship** of the trust and privilege to serve

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. With more than 5,000 faculty and staff, the academic health center in Jacksonville is the largest UF campus outside of Gainesville. At 37 clinical sites throughout Northeast Florida, UF physicians tally more than 600,000 outpatient visits and more than 34,000 inpatient admissions annually.

More information about UF Health Jacksonville can be found at <http://ufhealthjax.org/>.

2. Definition of the Community Served

For the purposes of UF Health Jacksonville’s CHNA, the community was defined as Duval County, mapped below. In 2014, over 83 percent of the hospital’s inpatient discharges originated there.



In 2015, the community was estimated to have a population of approximately 900,000 persons

3. Summary of Significant Community Health Needs

UF Health Jacksonville’s 2015 CHNA identified a number of significant health needs in Duval County. The CHNA process considered and assessed a wide range of primary and secondary data sources including input from persons who represent the broad interests of the community and from those with expertise in public health. The CHNA report identified ten (10) health needs as significant in the community, as described below. These community health needs were determined to be significant based on the community input received and data assessed.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- Lack of knowledge about available services; Lack of access to affordable care, particularly for low-income, working poor, uninsured or underinsured, immigrants, and undocumented residents; Difficulty accessing specialist services, rehabilitative care, prenatal care, mental health care, and dental care.
- Concerns about financial stability of safety net providers in the community.

Communicable Diseases

- Comparatively high rates of sexually transmitted infections (chlamydia, gonorrhea, HIV, tuberculosis).

Diabetes

- Comparatively high rates of diabetes incidence, including associated preventable hospitalizations, and mortality.

Health Disparities

- Projected growth in Hispanic (Latino) residents.
- High proportion of African American residents in Health Zone 1 (six lower-income ZIP Codes in Jacksonville).
- Greater prevalence of smoking, inability to visit a doctor due to cost, asthma, stroke, and poor mental health for lower-income residents.
- Greater prevalence of inability to visit a doctor due to cost, obesity, asthma and diabetes for African American residents.
- Greater prevalence of uninsured, asthma, heavy or binge drinking, mortality from unintentional injury and suicide, and access to a personal physician for Hispanic (or Latino) residents.

Maternal and Child Health

- Problematic maternal and child health indicators: preterm births, teen birth rates, domestic violence offenses, low birthweight births, infant mortality, and middle school and high school students without sufficient vigorous physical activity

Mental Health

- Comparative lack of mental health resources in Florida, and in Northeast Florida in particular.

Significant Community Health Needs Identified in the 2015 CHNA

- Recent increases in Duval County suicide rates.
- Prevalence of mental health concerns in middle schools, and for adolescents, sexual minorities, those with limited English proficiency, low-income residents, the elderly, and veterans.

Obesity/Nutrition/Lifestyle

- Comparatively high rates of adult obesity and physical inactivity.
- Food deserts in Health Zone 1, Atlantic Beach, and other areas in the central/southern areas of Duval County.
- Community concerns about poor diet and nutrition and limited physical activity.

Poverty

- Over one-third of Health Zone 1 residents living in poverty.
- Higher than average unemployment rates in Duval County.
- Comparatively high crime rates (for murder, forcible sex offenses, and other crimes) in Duval County.

Smoking

- Comparatively high smoking rates.
- Cancer is the leading cause of death in Duval County, and cancer rates exceeded Florida averages in recent years.

Transportation

- Community concerns about a lack of reliable public transportation, particularly across county lines.

The 2015 CHNA report conducted by UF Health Jacksonville is available at <http://ufhealthjax.org/community/community-health-needs-assessment.aspx>.

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how UF Health Jacksonville plans to address the significant community health needs identified in the 2015 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for UF Health Jacksonville to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need (i.e., the number of lives the hospital can impact);
- The frequency with which stakeholders identified the need as a significant priority; and

- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2016-2018 time period.

Significant Community Health Needs Identified in the 2013 CHNA	Intend to Address (Y/ N)
Access	N
Communicable Diseases	Y
Diabetes	Y
Health Disparities	Y
Maternal & Child Health	N
Mental Health	N
Obesity/Nutrition/Lifestyle	N
Poverty	N
Smoking	Y
Transportation	N

For each significant health need that the hospital intends to address, the following strategy describes:

- Actions UF Health Jacksonville intends to take, including programs and resources it plans to commit;
- Anticipated impact of these actions and a plan to evaluate that impact; and
- Planned collaborations between the hospital and other organizations.

Communicable Diseases

To address this need, UF Health Jacksonville will undertake the following program initiatives:

1. UF Health will continue providing inpatient tuberculosis services (medical treatment, transportation, security, discharge, and maintenance of medical records), under contract with The Florida Agency for Health Care Administration.
2. UF Health will continue participating in the Ryan White Part A Program, which identifies and tracks people living with HIV/AIDS. The program provides education, screening, counseling, and spiritual support for those living with the disease.

Anticipated Impacts

- Through the above initiatives, UF Health anticipates that patients with tuberculosis will receive needed treatment, and fewer members of the community will be exposed to tuberculosis infection risks.
- UF Health also anticipates that through its participation in the Ryan White Part A Program, people living with HIV/AIDS in the community will receive medical and support services that enhances their quality of life.

Planned Collaborations

- Planned collaborators include: The State of Florida Agency for Health Care Administration, the federal Health Resources and Services Administration (HRSA, which administers the Ryan White Program), and the University of Florida College of Medicine.

Plan to Evaluate Impact

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

Diabetes

To address this need, UF Health Jacksonville will undertake the following program initiatives:

1. UF Health will continue to provide diabetes services in its Wellness Clinics (Soutel, and Durkeeville). These programs encourage diabetic patients to engage in proactive routine care and provide education regarding self-management, nutrition, and behavioral modification based on established curricula.
2. UF Health will provide six health fairs annually, during which individuals will be screened for diabetes.
3. UF Health will continue providing diabetes education as a component of its employee wellness programs. While focused on employees, this education benefits the community at large as households in the community enhance their understanding of how to prevent and manage diabetes.

Anticipated Impacts

- Through the above initiatives, UF Health anticipates that patients and employees with diabetes will learn how to manage their disease and avoid complications.
- UF Health also anticipates that community members and employees with (or at risk for developing) diabetes will be identified through screening efforts, facilitating prevention and early treatment.

Planned Collaborations

- Planned collaborators include: the University of Florida College of Medicine.

Plan to Evaluate Impact

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

Health Disparities

To address this need, UF Health Jacksonville will undertake the following program initiatives:

1. UF Health will provide patients with high cholesterol education regarding disease, nutrition, and physical activity at UF Health Wellness Clinics at no cost.
2. UF Health will provide patients with high blood pressure education regarding disease, nutrition, and physical activity at UF Health's Wellness Clinics at no cost.
3. As part of its strategy to integrate mental health services into primary care settings and maintain Patient Centered Medical Home status, UF Health will screen all initial patients for depression and anxiety, using a survey tool. Results will be evaluated and patients may be referred to a mental health primary care provider.
4. UF Health will continue providing several programs focused on improving access to prenatal and newborn care, reducing infant mortality, and enhancing maternal child health outcomes. These include the Little Miracles Program (which encourages early entry into prenatal care by providing assistance in obtaining Medicaid and setting prenatal appointments), Centering Pregnancy (a national model for group prenatal care offered at the Care Center for Women), the Healthy Start Program (designed to decrease infant mortality in Jacksonville's Health Zone 1/urban core, and provides Nurse Case Management and Care Coordination for high risk patients), and The Nurse Family Partnership (an evidence-based home visiting program for vulnerable first time parents).
5. UF Health will provide six health fairs annually, during which individuals will be screened for high cholesterol, high blood pressure, and other health risks.
6. The UF Health Obesity Disparities Research Center (MACOD-R) will provide a seminar series (addressing obesity and related issues); a mentoring program for faculty, students, and community members interested in obesity disparities research; and will write research grants to advance knowledge relating to obesity risks.
7. UF Health will continue operating the UF Health Jacksonville Care Van, a mini-health unit on wheels that travels throughout Jacksonville providing screenings and health information.
8. UF Health will continue providing its Trauma Prevention Program, which focuses on educating children and their parents on important safety topics in an effort to reduce the number and severity of injuries in children. The program provides presentations at local

schools, works with juvenile offenders, promotes use of car seats, and other services – all designed to reduce violence and injury.

Anticipated Impacts

- Through the above initiatives, UF Health anticipates that health disparities for low-income community residents and certain ethnic/racial cohorts including: higher rates of high cholesterol, higher rates of high blood pressure, less access to behavioral health (including services integrated with primary care), worse maternal and child health outcomes, higher obesity rates, and risks associated with violence and injury – will be better addressed.

Planned Collaborations

- Planned collaborators include: the University of Florida College of Medicine, Duval County public schools, and the Circuit and County Courts of Duval County.

Plan to Evaluate Impact

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

Smoking

To address this need, UF Health Jacksonville will undertake the following program initiatives:

1. UF Health pharmacists will continue providing a Smoking Cessation Program at its C.B. McIntosh Clinic. This program addresses risk factors related to stroke, which includes smoking.
2. UF Health will continue providing smoking cessation as a component of its employee wellness programs. 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. UF Health will maintain all facilities as smoke-free.

Anticipated Impacts

- Through the above initiatives, UF Health anticipates that patients and employees who smoke will learn about the risks associated with smoking and will initiate and complete smoking cessation programs.
- Maintaining all facilities as smoke-free will reduce tobacco-related risks for patients and staff, and will provide an example of effective public policies.

Planned Collaborations

- Planned collaborators include: the University of Florida College of Medicine.

Plan to Evaluate Impact

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

5. 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 2015 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. This implementation strategy does not include specific access-related initiatives because the availability of future resources to support them is highly uncertain.

Maternal & Child Health. UF Health Jacksonville provides a number of programs designed to enhance maternal and child health and address infant mortality. These initiatives are described above as a component of the hospital's strategies to address health disparities.

Mental Health. UF Health Jacksonville does not anticipate implementing additional initiatives to address identified mental health needs. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Obesity/Nutrition/Lifestyle. UF Health Jacksonville provides programs designed to understand and address obesity-related community health risks. These initiatives are described above as a component of the hospital's strategies to address health disparities.

Poverty. UF Health Jacksonville does not anticipate implementing additional initiatives to address identified poverty. This need is being addressed by other entities in Duval County. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Transportation. UF Health Jacksonville does not anticipate implementing additional initiatives to address identified transportation. This need is being addressed by other entities in Duval

County. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital believes resources devoted to its implementation strategy should focus on other significant community health needs.

6. Implementation Strategy Adoption

The Board of Directors for UF Health Jacksonville reviewed and adopted this plan at its December 7, 2015 board meeting.