



Community Health Improvement Plan 2012-2016

Florida Department of Health in Duval County

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Executive Summary

The Mission of the Florida Department of Health in Duval County (DOH-Duval) is to promote, protect, and improve the health of all people in Florida through integrated state, county, and community efforts. Given this Mission, the DOH-Duval engaged community partners, including the Partnership for a Healthier Duval, to develop the 2012 Community Health Improvement Plan (CHIP) for Duval County, Florida. The Partnership is a team of leaders, community partners, and citizens that are interested in improving the health of Duval County. Using the National Association of City and County Health Official's Mobilizing for Action through Planning and Partnership (MAPP) Strategic Health Planning Tool, the Partnership brought together more than 150 community members and stakeholders. Critical partners included the City of Jacksonville's Mayor's Office, the City of Jacksonville's Planning and Development Department, Duval County Public Schools, local health coalitions, churches, community organizations, hospitals, and clinics. Following the MAPP, four assessments were conducted that yielded in-depth analyses of factors and forces that impact population health. Taken together, findings from these four assessments contributed to a comprehensive view of health and quality of life in Duval County.

The Partnership developed findings and presented these findings to the Steering Committee. The Steering Committee comprised a diverse leadership group representing agencies and organizations in Duval County. The Steering Committee set priorities through a facilitated consensus process by looking for cross-cutting strategic issues that emerged from the four assessments. Through this process, the Steering Committee reached consensus on four strategic issue areas: Access to Health Services, Access to Mental Health Services, Chronic Care Management, and Communication with Public Health. The Partnership formulated goals, strategies, and objectives to address each of these strategic issue areas. Based on input from community partners, Duval County's CHIP was revised in 2014 and 2015. Please refer to the table below for a summary of the revised strategic issue areas with their goals, developed by a workgroup of subject matter experts.

STRATEGIC ISSUE AREA	GOAL
Access to Health Services	<i>1. Increase access to dental care by low income persons</i>
	<i>2. Increase the proportion of residents with health insurance</i>
	<i>3. Increase the number of insured children accessing primary care services</i>
	<i>4. Increase access to primary care providers</i>
	<i>5. Increase capacity to develop a resource database to improve chronic care management and to increase access to care</i>
Access to Behavioral Health Services	<i>1. Promote early identification of behavioral health issues and improve access to services</i>
	<i>2. Improve awareness of behavioral health issues and resources among the public and agencies serving the community</i>
Chronic Care Management	<i>1. Decrease number of ambulatory care sensitive condition hospitalizations</i>
	<i>2. Increase capacity to develop a resource database to improve chronic care management and to increase access to care</i>
	<i>3. Increase the proportion of persons who are screened for chronic diseases that are referred to a source of care</i>
Community Engagement and Partnerships	<i>1. Establish or modify an existing calendar of events to improve health</i>
	<i>2. Maintain active engagement of partners in a coordinated system of care and communication</i>

MAPP Process Overview

Improving health is a shared responsibility not only of health care providers and public health officials, but also of a variety of other actors in the community who contribute to the well-being of individuals and populations. The MAPP process is a community-owned approach to strengthening the local health system by building on previous experiences through strategic planning. Bringing community groups together enables all participants to collaborate, maximize resources, and avoid replication of effort and funding. A CHIP is a long-term, systematic plan to address public health problems in a community. The purpose of the CHIP is to define how DOH-Duval and the community will work together to improve the health of Duval County.



The MAPP process consists of 6 phases outlined below:

- Phase 1: Organize for Success/Partnership Development
 - Lead organizations begin planning the MAPP process and enlisting other community organizations to participate in the process.
- Phase 2: Visioning
 - The community develops a shared vision for Duval County and common values to determine an ideal end point for the MAPP process.
- Phase 3: The Four MAPP Assessments
 1. Forces of Change Assessment: The impact of forces, such as legislation and technology, that affect the context of the community are evaluated.
 2. Local Public Health System Performance Assessment: Comprehensively examines organizations from across multiple sectors and their contribution to the public's health.
 3. Community Themes and Strengths Assessment: Examines health issues Duval County residents feel are important and the assets the community possesses to address those issues.
 4. Community Health Status Assessment: Investigates health outcomes and quality of life at a detailed level. Health issues are identified and highlighted by gathering data for a variety of indicators and analyzing differences across time periods, among population subgroups, or with peer, state, or national data.

- Phase 4: Identify Strategic Issues
 - This phase takes data from all four assessments and identifies the most critical issues that must be addressed for Duval County to achieve its vision.
- Phase 5: Formulating Goals and Strategies
 - After identifying a list of strategic issues, broader goals addressing these issues are created and specific strategies to meet these goals are developed.
- Phase 6: Action Cycle
 - Strategies are planned, implemented, and evaluated in a continuous cycle which celebrates successes and adapts to new challenges.

Phase 1: Organize for Success/Partnership Development

The first phase of the MAPP process involved organizing the planning process and developing partnerships with participating organizations. This phase helped the MAPP Core Team and participants understand the activities to be completed, time requirements, and anticipated results. The DOH-Duval engaged community partners, including the Partnership for a Healthier Duval, to engage in the MAPP process. The Partnership for a Healthier Duval is a team of leaders, citizens and interested individuals that provide health services who are interested in improving the health of Duval County. Using the MAPP Strategic Health Planning Tool, the Partnership worked together to draft a plan to improve the health of Duval County residents using feedback from residents, health providers, and other interested partners.

In February 2008, DOH-Duval and the Partnership for a Healthier Duval convened the MAPP kickoff meeting. More than 300 community members and stakeholders were invited to participate. Critical partners included the City of Jacksonville Mayor's Office, the City of Jacksonville Planning and Development Department, Duval County Public Schools, local health coalitions, churches, community organizations, hospitals and clinics. Approximately 150 participants attended the initial meeting. A list of represented organizations is included in Appendix A. During the meeting, attendees were provided an overview of the MAPP model and the intended planning process. Short-term goals of the planning process included selecting a Core Support Team, organizing participants, conducting a MAPP Readiness Assessment, and managing the ongoing process.

Phase 2: Visioning

One of the first steps in this collaborative process was the development of a vision for Duval County. A community's vision statement provides a target based on shared values, principles, and beliefs that focuses and directs the remainder of the MAPP process. Formulating a vision began with answering the following questions:

- What does a healthy Duval County mean to you?
- What are the important characteristics of a healthy community for all who live, work, and play here?
- How do you envision the local public health system in the next 5 or 10 years?

The process began with a small task force consisting of the MAPP Core Leadership Team and other community partners formulating a vision statement based on the outcomes of the first general MAPP meeting. The charge for this small task force was to develop a vision that was strong, powerful, and represented the ideal future of Duval County. In addition, the statement needed to possess the impetus to mobilize and energize many diverse organizations and individuals. With these characteristics in mind, the task force formulated a statement that encompassed the vision and values for the ideal future of Duval County. The Partnership for a Healthier Duval then finalized the visioning process at a January 13, 2009 meeting with over 80 community partners in attendance. Minor adjustments were made through group consensus which led to a statement that is strong, powerful, and represents the ideal future of all Duval County residents.

Vision

The Partnership for a Healthier Duval envisions a community of empowered and informed individuals with optimal social, mental, and physical health supported by an integrated, accessible, and inclusive health system founded on the values of compassion, respect, and equality for Duval County residents.

The Visioning Meeting



Phase 3: The Four MAPP Assessments

Phase 3 of the MAPP involved collecting large amounts of data across a variety of sectors. Four assessments were conducted in an attempt to capture the current status and future challenges of the community. By examining these assessments, identifying issues, developing goals, planning strategies, and executing actions, the MAPP process aims to reduce any problems captured by the assessments.

Forces of Change Assessment

The Forces of Change Assessment is used in the MAPP health planning process to answer the following questions:

- What is occurring or might occur that affects the health of our community or the local public health system?
- What specific threats or opportunities are generated by these occurrences?

This assessment resulted in a comprehensive, focused list identifying key forces affecting health in Duval County. The forces identified in this assessment are broad categories that include trends, events, and factors.

- Trends are patterns over time such as migration in and out of a community or a growing disillusionment with governments.
- Factors are discrete elements such as a community's large ethnic population, an urban setting or the jurisdiction's proximity to a major waterway.
- Events are one-time occurrences such as a hospital closure, a natural disaster or the passage of new legislation.

The Partnership for a Healthier Duval's Core Planning Team used the National Association of City and County Health Officials (NACCHO) MAPP planning manual to design the forces of change discussion. A pre-meeting worksheet was distributed to all members of the Partnership for a Healthier Duval in March 2009 and member feedback was compiled and used to guide the in-person discussion in April 2009. The pre-meeting worksheet asked all members to identify their top forces of change.

These forces were then categorized into themes and prioritized by the overall membership during the in-person meeting using a multi-voting technique. Each member received 5 "votes" to assign to their top five forces of change. Four facilitators were chosen from the membership to lead groups in an in-depth discussion of the identified forces prioritized by members. The discussion allowed members to discuss the potential opportunities and threats of each force. The detailed list of potential opportunities and threats was recorded by each group.

The Forces of Change Assessment yielded the following results as the primary changes that are occurring or might occur in Duval County:

- Loss of Health Insurance
- Lack of Walkability
- Obesity and Chronic Disease
- Lack of Mental Health Services

Local Public Health System Performance Assessment

In order to perform a Local Public Health System Performance Assessment (LPHSPA), the Partnership for a Healthier Duval selected a proven national assessment instrument called the National Public Health Performance Standards Program (NPHPSP). This assessment sought to answer the questions:

- What are the activities and capacities of our public health system?
- How well are we providing the 10 Essential Public Health Services in our jurisdiction?

The LPHSPA assessment can help identify strengths and weaknesses and determine opportunities for improvement. Any organization that contributes to the health or well-being of Duval County residents is considered part of the public health system. By sharing their diverse perspectives, all participants gained a better understanding of each organization's contributions, the interconnectedness of activities, and how the public health system can be strengthened. Participants from all sectors of the Duval County Public Health System discussed and determined how they are performing compared to each of the standards through this assessment. Performance scores were generated for each of the 10 Essential Public Health Services.

The Local Public Health System Performance Assessment yielded the following deficiencies in the activities, competencies, and capacities of the local public health system in Duval County:

- Deficiencies in informing, educating, and empowering people about personal health
- Failure to evaluate effectiveness
- Lack of mechanisms and systems to link people to needed health services

Community Themes and Strengths Assessment

The Community Themes and Strengths Assessment provided a deep understanding of the health issues that residents felt are important by answering the following questions:

- What is important to our community?
- How is quality of life perceived in our community?
- What assets do we have that can be used to improve community health?

During this assessment, community thoughts, opinions, concerns, and solutions were gathered as well as feedback about the quality of life in the community and community assets. Listening to and communicating with the community are essential to any community-wide initiative. The impressions and thoughts of community residents can help pinpoint important issues and highlight possible solutions. Additionally, every participant feels like an integral part of the process and believes their concerns are heard. Mobilizing and engaging the community may be a daunting task, but when successful, it ensures greater sustainability and enthusiasm for the process.

The Partnership for a Healthier Duval's Core Planning Team used the NACCHO MAPP planning manual and examples from other Florida communities to design the Community Themes and Strengths Survey. Paper surveys were issued to community partners and residents and electronic surveys were sent for them to share with others within their organizations. Of the 1,209 surveys that were returned, 1,097 (90.7%) were completed.

The Community Themes and Strengths Assessment yielded the following priority areas of concern for Duval County:

- Violence
- STDs
- Childhood Obesity
- Mental Health Issues

Community Health Status Assessment

The Community Health Status Assessment (CHSA) answered the following questions:

- How healthy are our residents?
- What does the health status of our community look like?

The results of the CHSA informed the community and its leadership about the community's health status and ensured that the community's priorities addressed specific local health status issues. The CHSA examined core indicators for broad-based categories. Health issues were identified and highlighted by gathering data for each category and analyzing differences across time periods, among population subgroups, or with peer, state, or national data.

The CHSA data for Duval County were available from many different state and local government sources. In order to compile the data for this assessment, Healthy Jacksonville staff and public health interns at the University of North Florida gathered available information from data sources available to the public. Data sources included the Florida Community Health Assessment Resource Tool Set (CHARTS), the United States Census, American Community Survey, BRFSS, Jacksonville Community Council Inc. (JCCI), and the Florida Department of Health Office of Vital Statistics. MAPP Core Team members reviewed the data and made recommendations for final report design and reproduction. The following categories were presented in the CHSA:

- Demographics
- The Economy
- Employment
- Education
- The Health Delivery System
- Major Diseases
- Health Risk Factors

The CHSA identified the following challenges for the health of Duval County residents:

- Infant Mortality
- Physical Inactivity
- Lack of Dental Care

Phase 4: Identifying Strategic Issues

Strategic issues are choices or challenges that must be addressed in order to achieve the community's vision. Selection of strategic issue areas should also be based on the potential opportunity for future improvement and growth. During Phase 4 of the MAPP process, the findings from previous phases were reviewed and analyzed to determine where different observations converge to unified themes. Areas of concern were examined for potential benefits of action, harm caused by inaction, and overlap among strategic issues. This resulted in a manageable list of priorities.

On January 25, 2011, the Partnership for a Healthier Duval MAPP Core Team engaged in a half-day planning session to begin the process of distilling the findings from the four MAPP Assessments. The team prioritized issues based on immediate consequences, timelines, and upcoming events that may affect addressing the issue. The team also considered smaller issues that might be easier to address to build partnership momentum.

The MAPP Core Team discussed related themes and strategic issues based on the 13 areas of concern that emerged from the assessments.

- Violence
- Sexually Transmitted Diseases
- Childhood Obesity
- Mental Health Issues
- Infant Mortality
- Physical Inactivity
- Lack of Dental Care
- Loss of Health Insurance
- Lack of Walkability
- Obesity and Chronic disease
- Deficiencies in informing, educating and empowering people about personal health
- Failure to evaluate effectiveness
- Lack of mechanisms and systems to link people to needed health services

The Core Team synthesized these 13 areas of concern into four broad-based strategic issues facing Duval County that impede our ability to realize our vision:

- **Access to Health Care**
- **Mental and Behavioral Health**
- **Chronic Care Management**
- **Communication**

Phase 5: Formulating Goals and Strategies

During the Phase 5 of the MAPP process, the MAPP Core Team identified a few major goals related to the strategic issue areas from Phase 4. They also develop specific strategies which created a road map for reaching those goals. The MAPP Core Team engaged the community to formulate goals and strategies for addressing the four strategic issue areas. The overall vision, assessment results, and goals identified by the MAPP Core Team are shown below.

Duval County Vision, Assessment Results, and Health Priorities

Partnership for a Healthier Duval

Vision: A community of empowered and informed individuals with optimal social, mental, and physical health supported by an integrated, accessible and inclusive health system founded on the values of compassion, respect and equality for Duval County residents.



Phase 6: Action Cycle

Strategic issue area work teams came together to complete the CHIP Action Cycle. During this meeting, work teams discussed available resources and how these resources may be used to achieve CHIP goals and objectives. For each strategic issue area, work teams discussed key activities, responsible persons, coordinating agencies, process measures for monitoring and evaluation, timeframes, and key deliverables. These discussions resulted in the development of action plans for each strategic issue area.

While the CHIP is a community driven and collectively owned health improvement plan, the DOH-Duval is charged with providing administrative support to assist with implementation and monitoring. Efforts are evaluated annually and Duval County's CHIP is updated as necessary to align with community resources, activities, and partnerships. Based on input from community partners, Duval County's CHIP was revised in 2014 and 2015.

Strategic Issue Area #1: Access to Care

Access to health care was a constant theme throughout the MAPP planning process. The selection of access to care as a strategic issue area in Duval County’s CHIP reflected the recognition that access to health care influences each of the other strategic issue areas, as well as other health concerns identified in the Community Health Assessment. Inability to access health care is one of the chief barriers to improving community-wide health outcomes. Moreover, it is well known that access to health care services, including primary and oral health care, may contribute to poor health outcomes and high health care costs. Inability to access health care services is linked to poverty, unaffordable health insurance, low health literacy, and the complexity of the healthcare system. Duval County’s CHIP has five objectives related to increasing access to care. The goals are related to increasing access to dental care, increasing the number of residents with health insurance, increasing the number of insured children accessing primary care services, increasing access to primary care providers, and increasing capacity to create a resource database.

Goal: Increase Access to Health Services

Strategy 1: Improve community-wide health outcomes by implementing programs and strategies to increase access to providers, the number of residents with health insurance, and to create easier points of entry into a well-organized healthcare system.

Why this is important to our community:				
One of the chief barriers to improving community-wide health outcomes is the inability to access available resources. Causes of inaccessibility include, but are not limited to, poverty, unaffordable health insurance, low health literacy, and the complexity of the healthcare system. Lack of access to healthcare disproportionately affects Duval’s residents with limited resources. Strategies will be implemented to increase the availability of providers, residents with health insurance, and to create easier points of entry into a well-organized healthcare system.				
Strategic Objective 1.1 Increase access to dental care by low income persons 10% by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Percent of residents with access to dental care (youth and adults; FL Charts)	23% (2013)	33%	<ol style="list-style-type: none"> 1. Baseline and target for new indicator established by 12/10/15 2. Generate a list of dental providers and how many people served 3. Collaborate with DCPS to provide exams and preventative dental services to children eligible for the free a reduced lunch program 4. Provide dental screenings and preventative services to children enrolled in Head Start and Early Head Start programs 5. Provide dental services to adults living with HIV/AIDS 6. Increase volunteer providers 	DOH-Duval, DCPS, Early Head Start, Florida Dental Association, Head Start, Lutheran Services Florida, St. Vincent de Paul Society
Number of dentists in Duval County providing care to low-income residents (MQA)	Need to establish baseline	Increase baseline by 10%		

Strategic Objective 1.2 Increase the proportion of Duval County residents with health insurance to 90% by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Percent of adults aged 19 to 64 with health insurance (Enroll America & Civis Analytics)	86% (2014)	90%	<ol style="list-style-type: none"> 1. Refer and assist DOH-Duval clients to enroll in insurance subsidy programs including Medicaid, Florida KidCare, and the Health Insurance Marketplace 2. Engage community partners to enroll people in insurance subsidy programs 3. Work with the Cover Jacksonville Campaign to enroll students in insurance subsidy programs 4. Explore potential collaboration with Healthy Schools initiative 	DOH-Duval, Centers for Medicare & Medicaid Services, Cover Jacksonville, Enroll America, FQHCs, Health Planning Council of Northeast Florida, Healthy Schools, Jacksonville Children's Commission, IM Sulzbacher Center
Percent of children under age 19 with health insurance (U.S. Census Bureau's Small Area Health Insurance Estimates)	91% (2015)	90%		
Strategic Objective 1.3 Increase the number of insured children accessing primary care services by 2% by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Percent of children visiting a primary care provider (HEDIS Measure)	Need to establish baseline	Increase baseline by 2%	<ol style="list-style-type: none"> 1. Baseline and target for new indicator established by 12/10/15 2. Increase knowledge among parents about type of insurance, in-network providers, preventative care coverage, copays, and resources 3. Establish process for following up with pediatric patients that have not received select preventative care services through HEDIS measures 	DOH-Duval, Agape Community Health Network, Insurance providers, Jacksonville Children's Commission, Primary care providers, School Health
Strategic Objective 1.4 Increase access to primary care providers in Duval County by 10% by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of PCPs in each Health Zone in Duval County (MQA)	Need to establish baseline	Increase baseline by 2%	<ol style="list-style-type: none"> 1. Baseline and target for new indicator must be established by 12/10/15 2. Identify areas where there is inequity in care (e.g., areas with lack of PCPs) 3. Support mobile medical clinics in underserved areas 4. Increase number of volunteer providers and improve distribution 	DOH-Duval, HERAP, Local hospitals, Volunteers in Medicine

Strategic Objective 1.5 Increase capacity to develop a database for resources/services to improve chronic care management and increase access to care by June 30, 2016.

Measure	Current Level	Target	Key Activities	Partners/Leads
Create up to date list of resources	Not Developed	Resource list created	1. Survey current programs in the community to gather information on their services and program offerings	TBD
Research how other States/Counties developed databases	Not completed	Environmental scan completed	2. Compile list of available resources 3. Research how other Counties/States have developed resource databases	

Strategic Issue Area #2: Behavioral Health Services

The second priority area of the CHIP is Access to Behavioral Health Services. Behavioral health disorders are the largest cause of disability. They are closely linked with physical health and the ability to participate in work, school, and interpersonal relationships, and to contribute to society. Healthy People’s 2020 goal for mental health is to improve mental health by ensuring access to appropriate, quality mental health services. Duval County’s CHIP has two objectives related to increasing access to behavioral health services. These goals are related to promoting early identification of behavioral health issues and access to services, and improving awareness of behavioral health issues and resources among the public and agencies serving the community.

Goal: Increase Access to Behavioral Health Services

Strategy 1: Strategies will be implemented to integrate services and develop an efficient system of behavioral health care that is accessible to the entire population of Duval County.

Why this is important to our community:				
Behavioral health disorders are the largest cause of disability. They are closely linked with physical health and the ability to participate in work, school, and interpersonal relationships, and to contribute to society. Recently, the importance of behavioral health disorders has been more fully realized, so preventive care and case management are in the early stages of development. Given these challenges, it is important to integrate services and develop an efficient and seamless system of care that is accessible to the entire population of Duval County.				
Strategic Objective 2.1 Promote early identification of behavioral health issues and access to services by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of providers, school staff, and community partners trained in Mental Health First Aid (Lutheran Services Florida)	Need to establish baseline	Increase baseline by 10%	1. Baseline and target for new indicator established by 12/10/15 2. Provide Mental Health First Aid Trainings to providers, school staff, and community partners 3. Train pediatricians to screen for depression and follow-up using Collaborative Care Model 4. Engage PCPs in mental health screening, treatment, and referral	Baptist Primary Care, City of Jacksonville, Chronically Homeless Offenders Program, Collaborative Care Model, DCPS, Early Learning Coalition, Gateway, Jacksonville Children’s Commission, Jacksonville Re-Entry Center, Jacksonville’s Sheriff Office, Jacksonville, System of Care, JCCI, LSF Health System, Lutheran Services of Florida, Magellan, Mental Health America Northeast Florida
Number of pediatricians trained in depression and suicide screening (Collaborative Care Model)	Need to establish baseline	Increase baseline by 10%	5. Increase the provision of mental health services through Full Service Schools 6. Increase volunteer psychiatrists, LMHC, and social workers 7. Implement an active referral system and cooperative agreements to maintain continuity of care for clients	
Number of students	Need to	Increase		

receiving behavioral health services through Full Service Schools (FSS)	establish baseline	baseline by 10%		Chapter, Mental Health Resource Center, National Council of Behavioral Health, Nemours Children's Clinic, River Region, Simpatico, St. Vincent's Primary Care, IM Sulzbacher Center
Strategic Objective 2.2 Improve awareness of behavioral health issues and resources among the public and agencies serving the community by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of trainings facilitated through schools and community places (Lutheran Services Florida)	SOAR processors trained 135 community staff, 33 Social Security staff, and 55 Veterans Affairs staff (2014)	Community staff: 149 Social Security staff: 36 Veterans Affairs staff: 60	<ol style="list-style-type: none"> 1. Baseline and target for new indicator established by 12/10/15 2. Facilitate training through schools and community places 3. Implement a campaign to increase mental health awareness and knowledge of mental health services 4. Engage youth in Peer-to-Peer training 5. Promote mental health during workshops 6. Provide parents/guardians with information on health services 7. Survey public regarding mental health needs 	Baptist, City of Jacksonville, Chronically Homeless Offenders Program, Drug Free Duval, DCPS, Early Learning Coalition, federation of Families, Full Service Schools, Gateway, Jacksonville Children's Commission, Jacksonville Re-Entry Center, Jacksonville's Sheriff Office, Jacksonville, System of Care, JCCI, LSF Health System, Lutheran Services of Florida, Magellan, Mental Health America Northeast Florida Chapter, Mental Health Resource Center, NAMI Jacksonville, River Region, Simpatico, IM Sulzbacher Center, Youth MOVE
Number of youth trained in Peer-to-Peer training (Youth MOVE)	Need to establish baseline	Increase baseline by 10%		
Number of calls to the Access to Care line (Lutheran Services Florida)	Need to establish baseline	Increase baseline by 10%		

Strategic Issue Area #3: Chronic Care Management

Almost 50% of Americans live with a chronic condition that requires them to interact with the healthcare system. Duval County residents, particularly those low income and uninsured, use emergency medical services for chronic illness care. Many living with chronic conditions do not have a medical home where they can receive chronic condition management. Duval County's CHIP has three objectives related to improving chronic care management. These goals are related to decreasing the percentage of ambulatory care sensitive condition hospitalizations, increasing capacity to develop a resource database, and increasing the proportion of persons who are screened for chronic diseases that are referred to a source of care.

Goal: Improve Chronic Care Management

Strategy 1: Strategies will be implemented to improve screening and coordination of care for chronic conditions in Duval County.

Why this is important to our community:				
Almost 50% of Americans live with a chronic condition that requires them to interact with the healthcare system. Once a patient has a chronic condition, they can be managed by a primary care physician. Care management is important so that services are not duplicated and correct treatments are provided. Fortunately, treatment protocol adherence usually produces an improved disease state as well as increased quality of life.				
Strategic Area 3.1 Decrease percentage of ambulatory care sensitive (ACS) condition hospitalizations by 2% by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of preventable hospitalizations due to ACS conditions for residents < 65 years of age (FL Charts)	13,190/ 100,000 (2014)	12,805/ 100,000	<ol style="list-style-type: none"> 1. Provide health screenings 2. Provide referrals for those with chronic conditions 3. Identify care coordination through medical home model for individuals with chronic conditions 4. Leverage insurance plans to provide education on type of insurance, in-network providers, coverage, copays, and resources 5. Research best practices to improve health literacy 	Agape Community Health Network, A New Deal Diabetes Program, Baptist, Family Planning Program, Insurance providers, Healthy Start, HERAP, YMCA
Strategic Area 3.2 Increase capacity to develop a database for resources/services for chronic care management and to increase access to care by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Create up to date list of resources	Not Developed	Resource list created	<ol style="list-style-type: none"> 1. Survey programs in the community to gather information on their services/program offerings 2. Compile list of available resources 3. Research how other Counties/ States have developed resource databases 	TBD
Research how other States/Counties developed databases	Not completed	Environmental scan completed		
Strategic Area 3.3 Increase the proportion of persons who are screened for chronic diseases that are referred to a source of care by				

June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of referrals made to those with chronic conditions at health fairs hosted by DOH-Duval	Need to establish baseline	Increase from baseline by 2%	1. Baseline and target for new indicator established by 12/10/15 2. Establish partnerships with College/ University based nursing programs who do community screening to improve referrals	Agape Community Health Network, A New Deal Diabetes Program, Breast and Cervical Cancer Early Detection Program, Family Planning Program, Healthy Start, HERAP, River Region, Volunteers in Medicine, We Care, YMCA
Number of care coordination services provided though HERAP	1,700 care coordination services (2014)	1,870 care coordination services	3. Establish partnerships with organizations able to do effective care coordination 4. Establish system to track number of referrals made (e.g., health fairs hosted by DOH-Duval, We Care, Volunteers in Medicine)	

Strategic Issue Area #4: Community Engagement and Partnerships

Linking Duval County residents to available resources requires coordination and engagement across partnerships. Duval County's CHIP has two objectives related to ensuring active engagement between partners serving the community. The goals are related to establishing a calendar of events and facilitating active engagement of partners in a coordinated system of care.

Goal: Active engagement of partners in community events and activities.

Strategy 1: Strategies will be implemented to ensure active engagement in community events and activities among partners.

Why this is important to our community:				
Linking Duval County residents to available and appropriate resources within the community requires coordination across health service providers as well as other sectors. Because so many aspects of a person's life are influenced by their health, it is important to consider many different sectors to best establish a network of resources to support a healthy community.				
Strategic Objective 4.1 Establish or modify an existing calendar of events to improve health by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Number of partners participating in events throughout the year (Self-report)	Need to establish baseline	Increase baseline by 2%	<ol style="list-style-type: none"> 1. Baseline and target for new indicators established by 12/10/15 2. Research existing calendar of events 3. Determine possibility of modifying existing calendars 4. Develop process to include events on the calendar 5. Explore partnering with City of Jacksonville and/or NE Florida Counts 6. Track event registration throughout year 	TBD
Number of event registrations (Event registration)	Need to establish baseline	Increase baseline by 2%		
Strategic Objective 4.2 Active engagement of partners in a coordinated system of care and communication by June 30, 2016.				
Measure	Current Level	Target	Key Activities	Partners/Leads
Percent of partners engaged in community meetings (Community Engagement Survey Results)	Need to establish baseline	Increase baseline by 2%	<ol style="list-style-type: none"> 1. Baseline and target for new indicator established by 12/10/15 2. At community events, attendees will fill out profile sheets to enable involvement in aligned activities 3. Increase the availability of culturally and linguistically appropriate brochures and flyers 4. Assist organizations in defining partners, partnerships, and identifying community leaders 5. Determine the mission of organizations and build partnerships that align organizations 6. Make connections and track them over time 7. Distribute engagement surveys at meetings 	AIDS Healthcare Foundation, City of Jacksonville, Community Rehabilitation Center, Gateway, Florida Community Prevention Center, Lutheran Social Services, Northeast Florida AIDS Network, River Region, Sulzbacher Center

Implementation and Monitoring

During the next year, the DOH-Duval and our partners will continue to work together to address the strategic objectives outlined in Duval County's Community Health Improvement Plan. Action plans will be further developed and implemented, and progress will be monitored at monthly meetings of the Strategy and Performance Improvement Leadership (SPIL) Team. Work teams and leads will be identified in order to ensure successful implementation and monitoring of the activities outlined in Duval County's CHIP. The implementation of the CHIP will help strengthen the public health infrastructure, aide and guide planning, foster collaboration, and promote the health and well-being of Duval County residents. As a living document, Duval County's CHIP will be reviewed and revised annually based on ongoing assessment of the availability of resources and data, community readiness, current progress, and alignment with goals.

Appendices

- A. Alignment
- B. Comprehensive List of Community Partners
- C. Annual CHIP Review 2015 Community Meeting Agenda
- D. Annual CHIP Review 2015 Community Meeting Minutes
- E. Annual CHIP Review 2015 Community Meeting Sign-in Sheet

Strategic Issue Area 1 Access to Health Care Services

Alignment			
Duval County CHIP Objectives	DOH-Duval Strategic Plan	Florida SHIP	Healthy People 2020
Objective 1.1 Increase access to dental care by low income persons 10% by June 30, 2016.	--	AC 4.2	OH 7
Objective 1.2 Increase the proportion of Duval County residents with health insurance to 90% by June 30, 2016.	--	AC 2.2	AHS 1.1
Objective 1.3 Increase the number of insured children accessing primary care services by 2% by June 30, 2016.	--	AC 2.2	AHS 5.2
Objective 1.4 Increase access to PCPs in Duval County by 10% by June 30, 2016.	--	AC 2.1	AHS 4
Objective 1.5 Increase capacity to develop a database for resources/services to improve chronic care management and increase access to care by June 30, 2016.	--	--	--

Strategic Issue Area 2: Access to Behavioral Health Services

Alignment			
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Healthy People 2020
Objective 2.1 Promote early identification of behavioral health issues and access to services by June 30, 2016.	--	AC 2.2, 3.1, 3.2	MHMD 5, 6, 9, 11, 12
Objective 2.2 Improve awareness of behavioral health issues and resources among the public and agencies serving the community by June 30, 2016.	--	AC 2.2, 3.1, 3.2	MHMD 6, 9, 12

Strategic Issue Area 3: Chronic Care Management

Alignment			
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Healthy People 2020
Objective 3.1 Decrease the percentage of ambulatory care sensitive (ACS) condition hospitalizations by 2% by June 30, 2016.	Access to care and chronic disease prevention 2.3	CD 3.1, 3.2	D 15 ECBP 10.7 RD2
Objective 3.2 Increase capacity to develop a database for resources/services for chronic care management and to increase access to care by June 30, 2016.	--	--	--
Objective 3.3 Increase the proportion of persons who are screened for chronic diseases that are referred to a source of care by June 30, 2016.	Access to care and chronic disease prevention 2.3	CD 3.3	D 14 ECBP 10.7

Strategic Issue Area 4: Community Engagement and Partnerships

Alignment			
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Healthy People 2020
Objective 4.1 Establish or modify an existing calendar of events to improve health by June 30, 2016.	Community Engagement and Partnerships 3.1	--	--
Objective 4.2 Active engagement of partners in a coordinated system of care and communication by June 30, 2016.	Community Engagement and Partnerships 3.1	CR 3.1, 3.2	--

Comprehensive List of Community Partners

904 Fitness	Duval County Medical Society
AB Urban Farms	Duval County Public Schools
Adult Congenital Health Disease Association	Easy Peasy Foundation
Aetna	Edward Waters College
Alliance for a Healthier Generation	ElderSource
American Association of Clinical Endocrinologists	Episcopal Children's Services
American Cancer Society	Family Foundations
American Dietetic Association	Florida Blue
American Heart Association	Florida Department of Aging
American Lung Association	Florida Department of Agriculture
Area Health Education Center	Florida Department of Children and Families
Baptist Home Health Group	Florida Department of Elder Affairs
Baptist Hospital	Florida Department of Transportation
Baptist Medical Center	Florida State College at Jacksonville
Beaches Emergency	Florida Times-Union
Assistance Ministry	Fresh Ministries
BEAM	Gateway Community Services
Blue Cross Blue Shield	H Magazine
BluePrint for Prosperity	Health Planning Council of Northeast Florida
Bob Hayes Foundation	Healthy Jacksonville Coalition
Boys & Girls Club of Northeast Florida	Hispanic Alliance
Brooks Health System	Holá News
Brooks Rehabilitation Hospital	Hubbard House
Catholic Charities	Independent Living Resource Center of Northeast Florida
Celebration Church	IM Sulzbacher Center
Child Guidance Center	Jacksonville Beach City Council
City of Jacksonville	Jacksonville Chamber of Commerce
Clara White Mission	Jacksonville Community Council, Inc.
Community Connections	Jacksonville Electric Authority
Community Planning & Advisory Council District 1: Urban Core	Jacksonville Farmers Market
Community Planning & Advisory Council District 2: Greater Arlington/Beaches	Jacksonville Public Libraries
Community Planning & Advisory Council District 3: Southeast	Jacksonville Sheriff's Office
Community Planning & Advisory Council District 4: Southwest	Jacksonville Transportation Authority
Community Planning & Advisory Council District 5: Northwest	Jacksonville University
Community Planning & Advisory Council District 6: North	Jaguars Foundation
Community Resource Education Development	JaxCare
CSX Transportation	Jersey College School of Nursing
Drug Free Duval	Jessie Ball DuPont Foundation
Duval County Cooperative Extension	Jewish Family and Community Services
Florida Department of Health in Duval County	LSF Health Systems
City of Jacksonville Institutional Medicine	Lutheran Social Services
	Mayo Clinic
	Mayor's Disability Council
	Medicaid
	Memorial Hospital
	Mental Health America

NAS-JAX Naval Hospital
Nemours Children's Clinic
Nemours National Office of Policy & Prevention
North Florida Community Action Agency
Northeast Florida Healthy Start Coalition
Northeast Florida Regional Council
Planned Parenthood
The PLAYERS Center for Child Health/Wolfson
Children's Hospital
Publix Supermarkets
River Region Human Services
ruckus
Salvation Army
Skeeterhawk
St. John's Cathedral

St. Luke's Hospital
St. Vincent's Hospital
St. Vincent's Mobile Health Unit
Susan G. Komen Foundation
UF Center for Health Equity and Quality Research
UF & Shands Jacksonville
United Way
University of North Florida
Urban Jax
Volunteers in Medicine
We Care Jacksonville Clinics
Winn Dixie
Wolfson's Children's Hospital
Youth Crisis Center



**Florida Department of Health in Duval County
CHIP Annual Review Meeting
Meeting Location Smith Auditorium
September 25th, 2015 10:00 a.m. – 12:00 p.m.**

AGENDA

Purpose: *Solicit input from the community on the annual review of the CHIP through open two-way dialogue.*

Topic	Lead
Welcome/Call to Order <ul style="list-style-type: none"> • Introductions • Brief Review of Agenda • CHIP Overview 	Dr. Kelli Wells
Review CHIP 2014 <ul style="list-style-type: none"> • Review Objectives, Current Status, and Recommendations <ol style="list-style-type: none"> 1. Access to care 2. Access to mental health services 3. Chronic care management 4. Communication with partners serving the community 	Dr. Kristina Wilson
Open Floor for Community Input <ul style="list-style-type: none"> • Discuss Revisions to CHIP 	All
Consider Possible Directions: <ul style="list-style-type: none"> • Conduct new CHA/CHIP <ul style="list-style-type: none"> ◦ Review Community Health Needs Assessment findings • Implementation and Monitoring plan • Quarterly meetings 	Dr. Kristina Wilson
Actions: <ul style="list-style-type: none"> • Make revision to CHIP based on Partner feedback • Submit CHIP Annual Report • Submit CHIP Quarterly Report 12/10 	Dr. Kristina Wilson
Meeting Evaluation <ul style="list-style-type: none"> • Engagement Survey 	Dr. Kristina Wilson
Adjourn	



Florida Department of Health in Duval County
CHIP Annual Review Meeting
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COMMUNITY MEETING MINUTES

Purpose:

Solicit input from the community on the annual review of the CHIP through open two-way dialogue.

Attendees (e.g. community partners, additional CHD staff) See Attached Sign-In Sheet

Speaker	Topic	Discussion
Dr. Kelli Wells	Welcome/Call to Order <ul style="list-style-type: none"> • Introductions • Brief review of agenda • CHIP Overview 	
Dr. Kristina Wilson	Review CHIP 2014 <ul style="list-style-type: none"> • Dr. Kristina Wilson provided an overview of Duval County’s four strategic issue areas, objectives, activities implemented, current status, and recommendations for potential revisions. Key activities, barriers, and deliverables documented in the CHIP Implementation Report were highlighted. <ol style="list-style-type: none"> 5. Access to care 6. Access to mental health services 7. Chronic care management 8. Communication with partners serving the community 	Dr. James Sylvester (Nemours) mentioned that some objectives may benefit from discussion across strategic priority issues (i.e., establishing resource database). Fredric Goldstein (Accountable Health) discussed applying for grants and looking at existing resources bases to assist with moving the resource database objective forward. Karen Tozzi (DOH-Duval) mentioned using existing resource databases (i.e., 211) as a starting point for this objective.
All	Open Floor for Community Input <ul style="list-style-type: none"> • Small group breakout sessions for each Strategic Issue Area were facilitated by DOH-Duval staff to discuss possible revisions to Duval County’s CHIP. • Breakout sessions provided an opportunity for community partners to provide input and ideas surrounding potential revisions to the CHIP. 	Community partners were engaged in the discussion about potential revisions that should be considered. The proposed revisions generated are documented in notes taken during the breakout sessions.
Dr. Kristina Wilson	Consider Possible Directions: <ul style="list-style-type: none"> • Partner feedback was requested to determine whether now was the time to start a new iteration of the MAPP process and develop a new CHIP and strategic issue areas. To 	

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COMMUNITY MEETING MINUTES

	<p>assist in making this determination, findings from the recent Community Health Needs Assessment conducted with local non-profit hospitals were shared. Community partners were provided the opportunity to provide feedback on this issue during the meeting. A feedback survey via email link will be used to document community partners' preferences.</p> <ul style="list-style-type: none"> • The importance of implementation and regular monitoring of the CHIP was discussed with the Partnership. The benefits of regularly documenting implementation and monitoring of the CHIP were highlighted. A sample monitoring tool was shared during the meeting and the deadline for the first quarterly report (12/10/15) was provided. • The importance of holding regular CHIP Partner meetings was also discussed and the need to meet on at least a quarterly basis. 	
<p>Dr. Kristina Wilson</p>	<p>Actions The following upcoming actions were discussed:</p> <ul style="list-style-type: none"> • Proposed revisions will be shared with the leadership team and revisions will be made to the CHIP based on community partner feedback. • The CHIP Annual Report will be submitted by 10/1. • The CHIP Quarterly Report will be submitted by 12/10. 	<p>Sharmila Maragh Perry (DOH-Duval) questioned whether the CHIP Annual Report would be shared with community partners. It was clarified that both the meeting PowerPoint slides and Annual report would be shared.</p>
<p>Dr. Kristina Wilson</p>	<p>Meeting Evaluation Meeting attendees were requested to complete the Community Engagement Survey. The survey will be sent via an email link and provide the opportunity to provide feedback on the meeting and to propose additional revisions to the CHIP.</p>	

**Florida Department of Health in Duval County
CHIP Annual Review Meeting
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COMMUNITY MEETING MINUTES

Action Items

Action Step (use action verb)	Person Responsible	Deliverable Date
1. <i>Send feedback survey</i>	<i>Kristina Wilson</i>	<i>09/28/15</i>
2. <i>Review proposed revisions and present to SPIL Team</i>	<i>Kristina Wilson</i>	<i>09/30/15</i>
3. <i>Submit CHIP Annual Report</i>	<i>Kristina Wilson</i>	<i>10/01/15</i>
4. Identify responsible parties for indicators and establish data monitoring plan	Office of Performance Improvement, DOH-Duval	10/30/15
5. Identify current and target levels for new data sources	Office of Performance Improvement, DOH-Duval	12/10/15
6. Submit CHIP Quarterly Report	Office of Performance Improvement, DOH-Duval	12/10/15

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
Ashley Bennett	Community Rehab Center	478 955 7381	abennett@communityrehabcenter.org
Jarrett Bolin			
Michael Cochran			
Jennifer Donahoo			
Laronda Howard			
Jenna Jennings			
Rhonda Lee			
Sharmila Maragh Perry	DOH - Duval	X 1008	Sharmila.maraghPerry@flhealth.gov
Gloria McNaair	DOH - Duval	1172	Gloria.McNaire@flhealth.gov
Laureen Pagel			
Susan Pirman			
Charlotte Rowe			
Theresa Rulien			
Cortney Surrency			

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
Ashley Bennett			
Jarrett Bolin	Mykelan Complete Care	904-496-8644	Jbolin@mykelanhealth.com
Michael Cochran			
Jennifer Donahoo	Baptist Health	202-3234	jennifer.donahoo@bmcjax.com
Laronda Howard	NEFHSC	803-2229	larondahoward@yahu.com
Jenna Jennings	Signed on blank sign in sheet		
Rhonda Lee			
Sharmila Maragh Perry			
Gloria McNair			
Laureen Pagel			
Susan Pitman			
Charlotte Rowe			
Theresa Rulien			
Cortney Surrency	Baptist Health Social Responsibility	904 202-3315	Cortney.Surrency@bmcjax.com

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
James Sylvester			
Joann Telfair			
Gwen Tennant-Evans			
Sarah Thompson	WAP on Forestry	766-1275	Sthompson@waponforestry.org
Karen Tozzi	DoH	253-1021	Karen.Tozzi@flhca.gov
Laura Viafora	DoH - Duval	904-253-1844	Laura.Viafora@flhca.gov
Cindy Watson			
Kristellys Zolondek	LSF Health Systems	904-487-9852	kristellys.zolondek@lsf.com
Dea Tucker-Disney	DoH - Duval	253-2575	

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
James Sylvester			
Joann Telfair	<i>Joann Telfair</i>	314 7238	<i>jtelfair@galvestonmuni.org</i>
Gwen Tennant-Evans			
Sarah Thompson			
Karen Tozzi			
Laura Viafora			
Cindy Watson	<i>JS MWN</i>	<i>904.389.3857</i>	<i>cvwatson@jasonm.com</i>
Kristelllys Zolondek			

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
Sara Glenn	YMCA	904.205.1804	SGLENN@FIRSTCONTYMCA.ORG
Brian Hopkins	City of Jacksonville	804.553.4327	brian@netpath.net
Emily Suter	HRNET	904.301.5678	emily_suter@hrnet.org
Scott Turner	DOH - Duval	904.253.2422	scott.turner@duval.fl.gov
Jim Sylvester	Neurosur	904.647.3109	jsylvester@planners.org
Lydia Townsend-Swales	MHSA	904.396.1770	gtownsent-arvns@mhhsa.org
Selena Wosika-Bass	ITax System of Gov	904.650.4151	selena.wb@coj.net
Loriana Shikh	APD	253-2984	
Jonathan Kennedy	STD-DIS	253-1167	Jonathan.Kennedy@std-dis.com
Tasha Brundage	NUBHS	904.781.7191	tbrundage@nubhs.org
Kenneth Burns	Metekary	904.387.4461	kburns@metekary.com
Jennal Jennings	OVER TAX	904.982.0771	jennings@coj.net
Frankie Saenger	DOH	904.704.2394	FRANKIE@DOH.COJ.NET
Kim Willard	Rep. MIA Jones	924-1015	kimwillard@myfloridahouse.gov

CHIP Annual Review Meeting Sign-in Sheet



CHIP Partner Meeting Sign-In Sheet

Friday, September 25, 2015

Name	Company Name	Phone Number	Email Address
Holly Pevrat	VENTAGE HEALTH AND WELLNESS	(904) 783-8283	holly@mhgrx.org
Kristina Winters	DOH-DUVAL	253-1493	kristina.winters@duvalhealth.gov
Karolina Bui	AHF	(904) 588-8809	karolina.bui@ahfhealth.org
Melanie Bright	Duval First Duval	904-534-8846	melanie@duvalfirst.org
Jocelyn Turner	DOH-DUVAL	904-253-2437	Jocelyn.Turner@duvalhealth.gov
Sarah Wimmer	DOH-DUVAL	904-253-1794	Sarah.Wimmer@duvalhealth.gov
Valerie Hayes	SELF	904-864-3539	vhayes74@gmail.com
Carol Schall	DOH-Log of	904-253-2529	Carol.Schall@duvalhealth.gov
Fred Gilman	Accredited Health	904-613-1224	Fred.Gilman@accredithlth.com
Kelli Wells	DOH-DUVAL	253-1201	kelli.wells@duvalhealth.gov
Frances Lynch	Gateway Community Svcs	904-387-4161	frances@gatewaycommunity.com
Andrea Sharpe	DOH-DUVAL	253-2313	Andrea.Sharpe@duvalhealth.gov
Kim Greig	DOH - NISSAR	753-1235	Kim.greig@duvalhealth.gov
Gerald Dantch	CRC	962-1490	