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Executive Summary

The Florida Department of Health in Duval County (DOH-Duval) initiated a new community health improvement process in 2016. Local public health system partners joined forces to develop the 2017-2019 Duval County Community Health Improvement Plan (CHIP). A CHIP is a strategic plan to address public health priorities in a community and defines how public health system partners will work together to improve the health of Duval County. Critical sectors invited to participate in the development of Duval County's CHIP included local hospitals and health care organizations, local government, community based organizations, social service organizations, and schools.

Utilizing the National Association of City and County Health Officials' (NACCHO) Mobilizing for Action through Planning and Partnerships (MAPP) framework, the planning team engaged in a comprehensive community health assessment (CHA). The findings from the CHA were reviewed, analyzed, and synthesized to inform the development of Duval County's CHIP. Strategic health priorities were identified through a facilitated process that examined cross-cutting strategic issues that emerged in the CHA. When establishing health priorities for Duval County's CHIP, feasibility, impact on health outcomes, and the promotion of health equity were considered. Through this process, strategic health priority areas were identified for Duval County's CHIP:

- **Healthy Families and Healthy Babies:** Infant mortality is a key measure of a population's health. Significant racial and ethnic disparities in infant mortality exist. In Duval County, black babies are 2.8 times more likely to die before their first birthday than white babies. The goal for this strategic priority is to reduce infant mortality and morbidity in Duval County.
- **Healthiest Weight:** Contributing factors to obesity include physical inactivity, poor nutrition, and lack of access to healthy foods. Obesity increases the risk for health conditions such as coronary heart disease, type 2 diabetes, cancer, hypertension, and stroke. In Duval County, 65.4% of adults and 29.0% of middle and high school students are overweight or obese. Goals to address healthiest weight include: 1) increasing the percent of children and adults who are at a healthy weight and 2) increasing access to nutritious and affordable food.
- **Behavioral Health:** Behavioral health is essential to a person's overall health and well-being, healthy interpersonal relationships, and the ability to live a full and productive life. On average, adults in Duval County report having four poor mental health days in the past 30 days. Goals to improve behavioral health include: 1) reducing deaths due to suicide and 2) reducing opioid induced deaths.
- **Access to Care:** Addressing access to care can reduce barriers to achieving optimal health such as inadequate transportation, cultural or linguistic barriers, and economic barriers. Lack of or inadequate insurance coverage is one of the biggest barriers to accessing healthcare. In Duval County, 12.3% of residents lack health insurance. The goal to address access to care is to decrease barriers to accessing care.
- **Health Equity:** When creating a community in which all residents can achieve optimal health, it is important to consider the multiple factors that influence health. Clinical care has a relatively small impact on the overall health of a community (University of Wisconsin Population Health Institute, 2014). Given our growing understanding of the social, economic, and environmental factors that determine health outcomes, building a healthy, equitable community was identified as a cross-cutting strategy to improve health outcomes.

The strategic health priorities guided the development of goals, objectives, and key activities that will be implemented to promote optimal health and well-being for all who live, work, learn, and play in Duval County. The result of the MAPP process is a well-crafted roadmap that we will review and revise annually to meet emerging challenges and opportunities.

As a member of the community, we welcome your feedback and collaboration to achieve the goals established in Duval County's CHIP. To become involved contact the Florida Department of Health in Duval County, Office of Performance Improvement at kristina.wilson@flhealth.gov.

Community Health Improvement Plan

STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1

Healthy Families
and Healthy Babies



GOALS:

- Reduce infant mortality and morbidity

STRATEGIC PRIORITY 2

Healthiest Weight



GOALS:

- Increase the percent of children and adults who are at a healthy weight
- Increase access to nutritious and affordable food

STRATEGIC PRIORITY 3

Behavioral Health



GOALS:

- Reduce deaths due to suicide
- Reduce opioid induced deaths

STRATEGIC PRIORITY 4

Access to Care



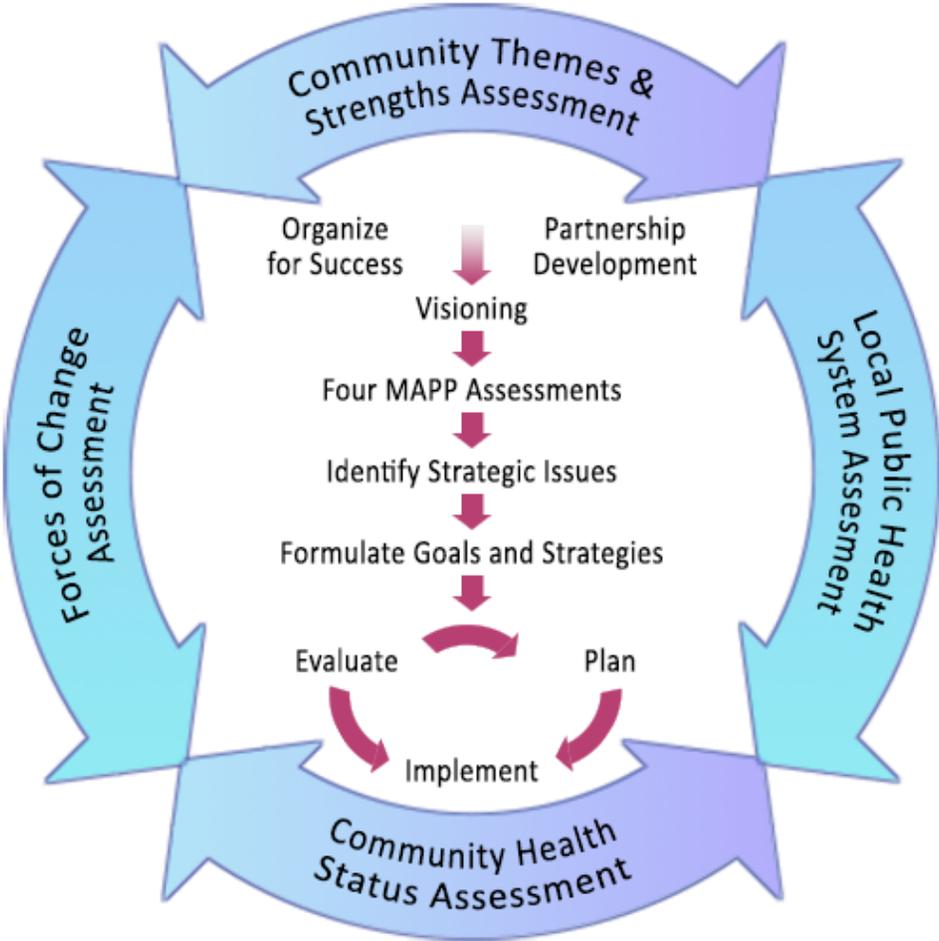
GOALS:

- Decrease barriers to accessing care

Methods

MAPP Process Overview

A Community Health Improvement Plan (CHIP) is a long-term, strategic plan that defines how local public health system partners will work together to improve the health of Duval County. The local public health system includes all people and organizations that contribute to the health of those who live, work, learn, and play in a community. Local public health system partners convened to develop the 2017-2019 Duval County CHIP. The Mobilizing for Action through Planning and Partnerships (MAPP) framework guided the development of Duval County's CHIP. The MAPP framework helps communities conduct a comprehensive community health assessment, identify and prioritize public health issues, and develop goals and strategies to address them.



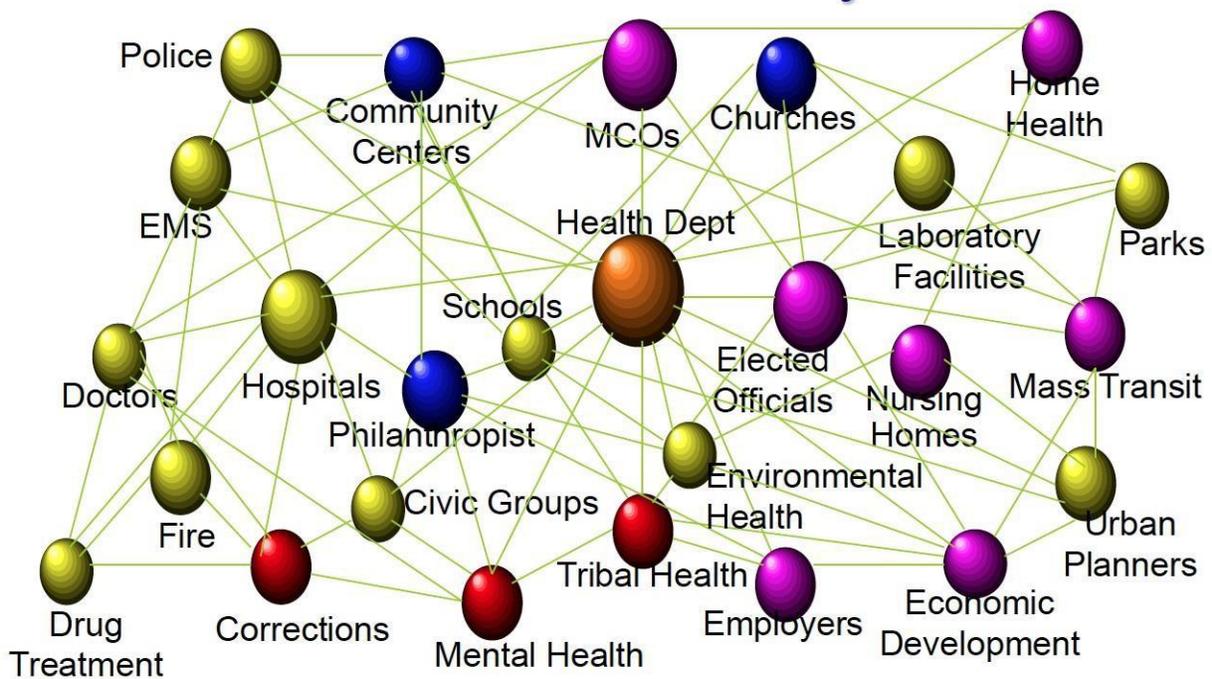
The MAPP process consists of 6 phases outlined below:

- 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 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 involves building commitment among partners, engaging and educating participants, setting the stage for sustained commitment, and planning for success. Creating an effective CHIP requires participation and commitment from local public health system partners. Sectors invited to participate in the development of Duval County's CHIP included local hospitals and health care organizations, local government, community based organizations, social service organizations, and schools. For a complete list of organizations involved in the planning process, please refer to Appendix B.

Local Public Health System



Phase 2: Visioning

One of the first steps in this collaborative process was the development of a shared vision for a healthier Duval County. A community's vision statement provides direction and focus for the community health improvement planning process. In a January 2016 meeting, MAPP Steering Committee members met to establish a mission, vision, and core values for the MAPP process. Prior to developing a vision for a healthier Duval County, partners participated in the Privilege Walk. The purpose of this activity is to demonstrate how power and privilege can affect our lives even when we are not aware that it is happening. MAPP Steering Committee members were asked to line up side by side and to take steps forward (or steps backward) in response to specific statements, such as, "Take a step forward if you are a White male." After the activity, the group reflected on the effects of power and privilege on opportunity, access, and health outcomes.

Following the Privilege Walk, a mission, vision, and core values were developed through facilitated group discussion using the questions below:

- Mission and vision questions:
 1. What does a healthy community mean to you?
 2. How do you envision the local public health system in the next five years?
 3. What are characteristics of a healthy community for all who live, work, learn, and play in Duval County?
 4. In five years, if Duval County successfully worked together to achieve health equity, what would we have accomplished?
- Value questions:
 1. What needs to be in place for us to work together effectively to achieve our vision?
 2. What type of working environment is necessary for our partnership to achieve its vision?
 3. What are some ground rules to ensure that we are all working effectively to achieve our vision?

Core Values

Mission

To protect and promote optimal health and well-being for all who live, work, learn, and play in Duval County.

Vision

Duval County will become one of the healthiest communities in the nation.

Access – Quality health care and community services should be accessible and affordable to all.

Best practices – Efforts will be informed by evidence, science, and innovation.

Collaboration – The local public health system will coordinate activities, share resources, and align efforts to improve community health outcomes.

Equity – A healthier community will be achieved by assuring every person has the opportunity to attain their full health potential.

Prevention – A healthy community promotes healthy lifestyles and behaviors, provides health education, and ensures equal access to opportunities for physical activity, fresh produce, and health care.

Safety – All community members have the right to live, work, learn, and play in a safe environment.

Phase 3: The Four MAPP Assessments

Forces of Change Assessment

In February 2016, 15 key community stakeholders that are members of the larger MAPP Steering Committee convened to conduct the Forces of Change (FoC) Assessment. The committee identified a list of trends, factors, and events that could affect the health of Duval County in the next two to three years.

- Trends are patterns over time such as migration in and out of a community or a growing disillusionment with government.
- 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.

NACCHO's MAPP planning manual was used to design the FoC Assessment. An email was distributed prior to the meeting requesting that the MAPP Steering Committee reflect on issues that may impact the community in the next two to three years. During the assessment, attendees were charged with answering the following questions:

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

To answer these questions, meeting attendees were placed in small groups to explore the economic, environmental, political, scientific, social, and technological forces that impact Duval County and its local public health system. For each identified force, potential threats and opportunities were brainstormed.

The assessment resulted in a comprehensive, focused list identifying key forces affecting health in Duval County. The MAPP Steering Committee reviewed all identified forces and selected those which were most significant in Duval County (see below).

Adult/childhood obesity	Food availability
Affordable Care Act	Infant deaths
Built environment	Mental health
Employment opportunities	Social media

Local Public Health System Assessment

The MAPP Steering Committee selected a proven national assessment instrument, called the National Public Health Performance Standards Program (NPHPSP), to perform the Local Public Health System Assessment (LPHSA). The LPHSA assessment can help identify strengths and weaknesses and determine opportunities for improvement. This assessment sought to answer the following 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?

Three workgroups were held in March and April 2016 to determine how effectively the local public health system performs each of the 10 essential public health services in Duval County. Workgroup participants answered questions about each essential service and scored each service based on the criteria provided in the NPHPSP instrument. 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.



Results from the LPHSA indicate that in Duval County:

- 40% essential service scores were optimal
 - Monitor health status to identify and solve community health problems
 - Diagnose and investigate health problems and health hazards in the community
 - Inform, educate, and empower people about health issues
 - Enforce laws and regulations that protect health and ensure safety
- 50% of essential service scores were significant
 - Mobilize community partnerships and actions to identify and solve health problems
 - Link people to needed personal health services and assure the provision of health
 - Assure a competent public and personal health care workforce
 - Evaluate effectiveness, accessibility, and quality of personal and population-based health services
 - Research for new insights and innovative solutions to health problems
- 10% of essential service scores were moderate
 - Develop policies and plans that support individual and community health efforts

Community Themes and Strengths Assessment

The purpose of the Community Themes and Strengths Assessment (CTSA) was to gather community thoughts, opinions, and concerns that provide insight into the issues of greatest importance to the community. The MAPP Steering Committee utilized two different approaches to gather information from the community. The first approach was to distribute a community survey, and the second approach was to examine data collected through community town hall meetings, focus groups, and key informant interviews.

This 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?

Qualitative Data Approach

Twenty-three key informant interviews, focus groups, and town hall meetings were conducted in Duval County. The 114 participants in this process provided insight on a wide range of community health issues, including barriers to accessing health services, prevalence of certain health conditions, social determinants of health, and health disparities faced by the residents of Duval County. Health priorities identified in town hall meetings, focus groups, and key informant interviews included:

- Insufficient health education
- Lack of knowledge about services
- Lack of transportation
- Lack of affordable care
- Poor mental health

Quantitative Data Approach

A survey was developed to gather information on health and quality of life in Duval County. The survey was distributed using a number of methods and 513 surveys were completed during May 26, 2016 – July 22, 2016. Of those who responded to the survey, 70% described themselves as healthy, 19% described Duval County as healthy, and 73% felt safe where they lived.

The most frequently mentioned community strengths in Duval County identified in the community survey included:

- Access to healthy foods
- Safe areas to walk
- Clean environment

The most frequently mentioned health concerns in Duval County identified in the community survey included:

- Addiction
- Violence
- Mental health
- Adult obesity
- Sexually transmitted diseases

Community Health Status Assessment

The Community Health Status Assessment (CHSA) provides quantitative data on health status, quality of life, and risk factors. This assessment answers the following questions:

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

The results of the CHSA provided the MAPP Steering Committee with a comprehensive view of the County's health status, and identified challenges and opportunities for improvement. The CHSA examined core indicators, including demographic and socioeconomic characteristics, health resource availability, behavioral risk factors, behavioral health, maternal and child health, and communicable diseases. The CHSA identified the following top health priorities for Duval County: 1) Maternal and child health, 2) Weight, activity, and diet, 3) Behavioral health, and 4) Built environment.

Duval County Health Profile

	Duval	Florida	Duval Trend
Deaths			
All-cause death rate	834.7	686.2	↓
Years of potential life lost under 75	9,794.0	7,953.2	↑
Chronic Disease			
Coronary heart disease death rate	95.2	95.5	↓
Stroke death rate	40.3	38.5	↓
Diabetes death rate	23.2	20.1	↓
Infectious Disease			
Chlamydia cases	714.3	468.2	↑
Gonorrhea cases	292.1	139.2	↑
HIV/AIDS death rate	5.9	3.9	↓
Maternal and Child Health			
Infant mortality rate	8.4	6.1	↑
% Births w/o 1st trimester prenatal care	33.9	21.6	↑
% Low birth weight	10.0	8.7	↑
Weight, Activity, Diet			
% Adults who are overweight or obese	65.4	63.2	↓
% Adults who are sedentary	26.7	29.8	↑
% Adults who consume less than 5 servings of fruit/vegetables per day	82.7	81.7	↑
Social and Mental Health			
Bad mental health days in past 30 days	4.1	3.6	↓
% Attempted suicide (high school)	18.9	7.6	↑
Suicide death rate	13.1	14.1	↓
Built Environment			
% within ½ mile of a healthy food source	26.4	31.8	--
% within ½ mile of park	45.2	44.8	--

* The values above in **green** favorably exceed the state value.

* The values above in **red** do not favorably exceed the state level.

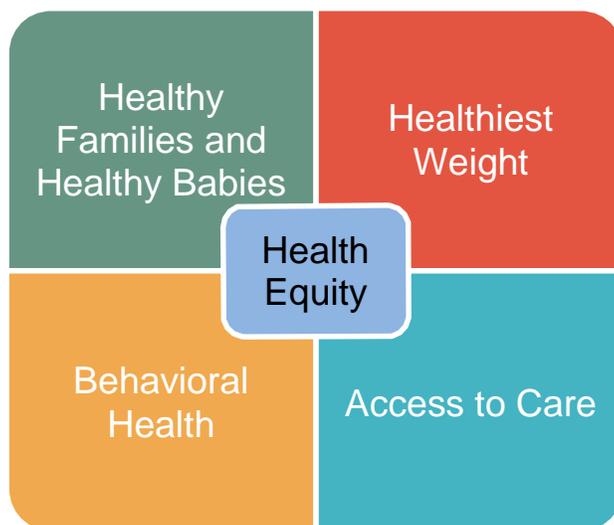
* Deaths rates are per 100,000 population. Infant mortality is per 1,000 live births.

Phase 4: Identifying Strategic Issues

Strategic issues are challenges that must be addressed in order to achieve the community’s vision for a healthier Duval County. During a July 2016 meeting, MAPP Steering Committee members reviewed and synthesized findings from the four MAPP assessments. Meeting attendees worked in small groups to discuss the assessment findings and explore convergence among the MAPP assessments. After each group identified three to four themes, each meeting attendee received four stickers to apply to the top four health priorities facing Duval County. Meeting attendees were requested to consider the following criteria when selecting health priorities:

Relevance	Appropriateness	Impact	Feasibility
<ul style="list-style-type: none"> • Burden • Severity of problem • Economic cost • Urgency • Community concern • Focus on equity and accessibility 	<ul style="list-style-type: none"> • Ethical and moral issues • Human rights issues • Legal aspects • Political and social acceptability • Public attitudes and values 	<ul style="list-style-type: none"> • Effectiveness • Builds on current work • Moves the needle • Demonstrates measurable outcomes • Addresses multiple wins 	<ul style="list-style-type: none"> • Community capacity • Technical capacity • Economic capacity • Political capacity • Socio-cultural aspects

The MAPP Steering Committee members voted for the issues below to become strategic priority areas in Duval County’s CHIP. Initially, health equity was identified as a priority area for the CHIP. However, following discussion, addressing health inequities was identified as a cross-cutting strategy that will be integrated across all strategic priority areas.



Phase 5: Formulating Goals

During this phase, the MAPP Steering Committee worked to identify major goals for each of the four strategic health priorities. During an August 2016 meeting, goals were created for each strategic health priority through small group activities and facilitated discussion. The process to formulate goals began with a summary of the identified health priority areas, review of health assessment data, and discussion of the key components of effective action plans.

Following the creation of overarching goals for each health priority area, work groups met beginning in August 2016 to discuss key activities, contributing partners, process measures for monitoring and evaluation, timeframes, and key deliverables. Throughout the process, draft action plans were shared with the MAPP Steering Committee for feedback and discussion. An overview of the strategic health priorities, goals, and objectives are summarized in the table on the following page.

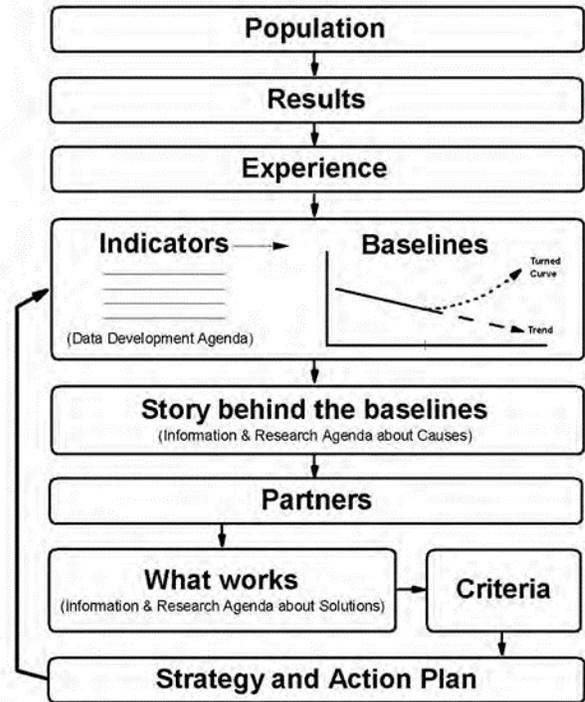
HEALTH PRIORITY AREAS	GOALS	OBJECTIVES
HEALTHY FAMILIES AND HEALTHY BABIES	1.1 Reduce infant mortality and morbidity	1.1a By December 2019, reduce the black-white infant mortality gap from 2.8 to 2.1 1.1b By December 2019, increase births to mothers who receive prenatal care beginning in the first trimester from 68.3% to 75.1%
HEALTHIEST WEIGHT	2.1 Increase the percent of children and adults who are at a healthy weight 2.2 Increase access to nutritious and affordable food	2.1a By December 2019, decrease the percentage of the population who are overweight or obese from 66.2% to 59.6% 2.2a By December 2019, decrease the percentage of the population who lack adequate access to food from 20.1% to 18.1%
BEHAVIORAL HEALTH	3.1 Reduce suicide deaths in Duval County 3.2 Reduce opioid induced deaths in Duval County	3.1a By December 2019, decrease suicide deaths among 12-18 year-olds from 5 to 0 3.1b By December 2019, decrease the suicide death rate for adults from 22.6/100,000 to 16.9/100,000 3.2a By December 2019, reduce opioid induced deaths from 33.5/100,000 to 30.1/100,000
ACCESS TO CARE	4.1 Decrease barriers to accessing care	4.1a By December 2019, reduce the HIV incidence rate in Duval County from 29.9/100,000 to 26.9/100,000 4.1b By December 2019, reduce the incidence rate of bacterial STDs in Duval County from 1,010.9/100,000 to 909.8/100,000 4.1c By December 2019, decrease the rate of preventable hospitalizations under the age of 65 from all conditions from 1,550.4/100,000 to 1,395.4/100,000

Phase 6: The Action Cycle

Strategic priority area committees were formed to complete the CHIP Action Cycle. Each committee discussed available resources and how these resources may be used to achieve CHIP goals and objectives. For each strategic issue area, committees 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.

To narrow down the activities and develop an actionable, measurable plan, DOH-Duval employed the Results-Based Accountability (RBA) Model, which focuses on population health improvement as the end goal, with program performance as a means to that end. The usefulness of the RBA approach is that it starts with the desired end in mind (outcome) and develops a set of evidence-based, targeted strategies to attain the outcome. Also, RBA is the framework used for Turning the Curve, a process of positively changing the course of unwanted health trends through the development of performance standards and measures, progress reports, and ongoing performance and quality improvement. RBA is the model and Turning the Curve is the process used to improve population health outcomes. This approach addresses how DOH-Duval will work, in coordination with community partners, to improve priority health issues in order to alleviate and prevent poor health outcomes in Duval County.

"Turning the Curve" Results-Based Accountability Framework



In January 2018, priority area committees were invited to participate in a Turn the Curve discussion activity. Participants reviewed relevant data, contributed to the story behind the data, discussed existing community program or interventions, and offered insight into possible contributing partners. The information from this activity was used to further refine the action plans for each strategic priority area.

During the next year, local public health system partners will continue to work together to address the strategic objectives outlined in Duval County's CHIP. Action plans will be further developed and implemented, and progress will be monitored at monthly meetings of the Performance Management Council (PMC). 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.

Strategic Issue Areas

Strategic Health Priority Area #1: Healthy Families and Healthy Babies

Action Plans			
Strategic Health Priority Area 1: Healthy Families and Healthy Babies			
Goal 1.1: Reduce infant mortality and morbidity			
Objective 1.1a	Action	Anticipated Completion Date	Contributing Partners
By December 2019, reduce the black-white infant mortality gap from 2.8 to 2.1 (Source: Florida Department of Health, Bureau of Vital Statistics)	Use data to identify at-risk neighborhoods and implement targeted interventions in those areas.	June 2018	DOH-Duval Healthy Start; DOH-Duval Office of Performance Improvement; DOH-Duval Healthy Jacksonville; New Town Success Zone; St. Vincent's; Northeast Florida Healthy Start Coalition
	Collect qualitative data to increase understanding of factors impacting infant mortality.	June 2018	Northeast Florida Healthy Start Coalition; DOH-Duval Maternal and Child Health; DOH-DOH-Duval Healthy Jacksonville
	Ensure pregnant women are screened for the Social Determinants of Health and provided referrals to appropriate resources and services.	December 2018	DOH-Duval; Community Health Workers; Volunteers
	Develop guidance to improve pre and interconception health.	December 2018	DOH-Duval Magnolia; DOH-Duval Healthy Start; DOH- Duval School Health; Northeast Florida Healthy Start Coalition
	Increase the number of women who receive interconceptional health education.	December 2018	DOH-Duval Healthy Start; Northeast Florida Healthy Start Coalition; DOH-Duval Women, Infants, and Children (WIC)
	Increase education and outreach focusing on male caregivers.	December 2018	Fatherhood PRIDE
	Develop an action plan to increase the number of Healthy Start screenings.	December 2018	DOH-Duval Healthy Start; DOH-Duval Nurse Family Partnership; DOH-Duval WIC; DOH-Duval Magnolia

Educate DOH-Duval and key partners on ACEs and toxic stress.	December 2018	DOH-Duval Healthy Jacksonville
Develop and implement a Safe Sleep campaign.	December 2018	DOH-Duval
Promote and increase access to long acting reversible contraception (LARC) in the community.	June 2019	DOH-Duval Family Planning

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal1.1: Reduce infant mortality and morbidity

Objective 1.1b	Action	Anticipated Completion Date	Contributing Partners
By December 2019, increase the percent of births to mothers who receive prenatal care beginning in the first trimester from 68.3% to 75.1% <small>(Source: Florida Department of Health, Bureau of Vital Statistics)</small>	Identify entry points for prenatal care and education in the community with an emphasis on the uninsured or underinsured.	December 2018	DOH-Duval Maternal and Child Health, St. Vincent's Hospital
	Promote awareness of Medicaid benefits, such as transportation and family planning.	June 2019	To be identified
	Engage existing collaborative/task forces to coordinate activities to increase awareness of the benefits of early entry into prenatal care.	June 2019	Northeast Florida Healthy Start Coalition; DOH-Duval Maternal and Child Health; DOH-Duval Healthy Jacksonville
	Task force develops and implements recommendations and targeted interventions that address barriers to prenatal care.	June 2019	Identified task force/collaborative
	Improve timeliness, quality, and number of referrals and linkages between portals of entry for low-income women and prenatal care providers.	June 2019	Duval County Medical Society; Hospital linked primary care providers; United Way 211
	Expand community health worker programs to increase access to prenatal care among at-risk and underserved populations.	June 2019	St. Vincent's Emergency Program; DOH-Duval; Faith based organizations
	Conduct a county-wide multimedia campaign to promote prenatal care among target populations.	December 2019	DOH-Duval, Wolfson Children's Hospital; Northeast Florida Healthy Start Coalition; Kohl's Ready, Set, Sleep; St Vincent's Bright Beginnings Courses; UF Health; Memorial Hospital

Strategic Health Priority Area #2: Healthiest Weight

Action Plans			
Strategic Health Priority Area 2: Healthiest Weight			
Goal 2.1: Increase the percent of children and adults who are at a healthy weight			
Objective 2.1a	Action	Anticipated Completion Date	Contributing Partners
<p>By December 2019, decrease the percentage of the population who are overweight or obese from 66.2% to 59.6%</p> <p>(Source: Behavioral Risk Factor Surveillance Survey)</p>	Identify high-risk areas (census tract, zip codes, communities) to implement interventions and programs.	June 2018	DOH-Duval; CareerSource; Northwest Jacksonville CDC; Local faith-based organizations; Local community organizations
	Research and compile a comprehensive list of existing community resources and programs for physical activity and nutrition.	June 2018	To be determined
	Develop and implement a comprehensive communication campaign about new and existing community resources and programs.	June 2018	To be determined
	Build partnerships in high-risk communities to improve community safety.	June 2018	Jacksonville Sherriff's Office; UF Health; City of Jacksonville; Jacksonville Transportation Authority; Local Faith-based Organizations; Local community organizations
	Increase the number of shared-use agreements for community-based facilities available for recreational physical activity.	June 2018	Humana; City of Jacksonville (Parks & Rec Council); Duval County Public Schools
	Promote physical activity guidelines with family child care providers and child care centers.	December 2018	DOH-Duval, Child Care Centers
	Partner with Duval County Public Schools to establish policies and practices that promote physical activity throughout the school day and include before and after school activities, such as: active recess, active classrooms, and before and after school activities.	December 2018	DOH-Duval; Duval County Public Schools; Jacksonville Children's Commission; Alliance for a Healthier Generation
	Promote usage of county parks, trails, and recreational facilities.	December 2018	Timucuan Parks Foundation; City of Jacksonville (Bike and Pedestrian Safety Council; Parks and Rec Council)

	Work with First Coast Worksite Wellness Council to implement workplace wellness programs and policies.	December 2018	DOH-Duval; First Coast Worksite Wellness Council
Strategic Health Priority Area 2: Healthiest Weight			
Goal 2.2: Increase access to nutritious and affordable food			
Objective 2.2a	Action	Anticipated Completion Date	Contributing Partners
By December 2019, decrease the percentage of the population who lack adequate access to food from 20.1% to 18.1% <small>(Source: Map the Meal Gap, Feeding America)</small>	Promote nutrition guidelines with family child care providers and child care centers.	June 2018	DOH-Duval, Child care centers
	Collaborate with DOH-Duval WIC and Supplemental Nutrition Assistance Program (SNAP) to expand opportunities to purchase healthy foods for users of these services.	June 2018	DOH-Duval WIC; SNAP
	Contact Early Care and Education stakeholders to identify opportunities for collaboration to serve at-risk populations.	June 2018	DOH-Duval; Early Childhood Coalition
	Develop partnerships with community organizations to identify healthy solutions to food insecurity.	December 2018	DOH-Duval; Judith Rodriguez, University of North Florida
	Establish new school and community gardens.	December 2018	University of Florida, Institute for Food and Agricultural Sciences; Duval County Public Schools; Local community organizations
	Enroll 1,250 people in SNAP by 2018.	December 2018	ElderSource
	Increase participation in federally funded child nutrition programs (i.e. school lunch, breakfast, and summer food service programs).	June 2019	DOH-Duval WIC, Duval County Public Schools, Chartwells
	Create opportunities for SNAP recipients to receive nutrition education and healthy recipes.	June 2019	DOH-Duval WIC, War on Poverty

Strategic Health Priority Area #3: Behavioral Health Services

Action Plans			
Strategic Health Priority Area 3: Behavioral Health			
Goal 3.1: Decrease suicide in Duval County			
Objective 3.1a	Action	Anticipated Completion Date	Contributing Partners
By December 2019, decrease suicide deaths among 12-18 year-olds from 5 to 0 <small>(Source: Florida Department of Health, Bureau of Vital Statistics)</small>	Offer Youth Mental Health First Aid training.	June 2018	Jacksonville Children’s Commission; Jacksonville Sheriff’s Office/Police Athletic League; Job Corps; JASMYN; Jacksonville System of Care Initiative; Wolfson Children’s Hospital; Full Service Schools of Jacksonville; Northeast Florida AHEC
	Assess current mental health student education and resources.	June 2018	Duval County Public Schools; Jacksonville System of Care Initiative
	Identify and promote a youth texting hotline, such as Crisis Text Line.	June 2018	JASMYN; University of North Florida
	Engage Duval County Public Schools Office of School Culture and Climate to develop work plan to address depression, suicide, and bullying among youth.	December 2018	Duval County Public Schools (Office of School Culture and Climate); DOH-Duval
	Assess key community stakeholder use of evidence-based mental health screening tools.	December 2018	Jacksonville Sherriff’s Office; Juvenile Justice; Mental Health Resource Center; Local hospitals; Duval County Medical Society; JASMYN; Department of Children and Families; Jacksonville System of Care Initiative/Partnership for Child Health
	Coordinate training for pediatricians to screen for childhood trauma.	December 2018	Jacksonville System of Care Initiative; Duval County Medical Society; DOH-Duval
	Make resource guide available to increase linkage to care and case management in schools.	December 2018	Jacksonville System of Care Initiative; Humana; Duval County Public Schools; United Way
	Train teens to be suicide prevention advocates in their schools and communities.	December 2019	DOH-Duval; Duval County Public Schools; JASMYN; Northeast Florida AHEC

	Provide mental health counseling in high risk schools.	December 2019	Jacksonville Children's Commission; Duval County Public Schools
Strategic Health Priority Area 3: Behavioral Health			
Goal 3.1: Decrease suicide in Duval County			
Objective 3.1b	Action	Anticipated Completion Date	Contributing Partners
By December 2019, decrease the suicide death rate for adults from 22.6/100,000 to 16.9/100,000 <small>(Source: Florida Department of Health, Bureau of Vital Statistics)</small>	Partner with other organizations to offer mental health education.	Ongoing	Mental Health America; Northeast Florida AHEC; Local hospitals; DOH-Duval
	Assess behavioral health resources and gaps.	Ongoing	Local hospitals; United Way; Mental Health America; DOH-Duval; Lutheran Services Florida; Duval County Public Schools Office of Discipline and Support Services; Jacksonville System of Care Initiative
	Develop and disseminate a mental health advocacy campaign to increase awareness and reduce stigma.	June 2018	DOH-Duval; Mental Health America; Stronger than Stigma; Lutheran Services Florida (LSF); NAMI (National Association of Mental Illness)
	Develop and disseminate a behavioral health resource guide to inform providers, community, and clients.	June 2018	DOH-Duval; Duval County Public Schools Office of Discipline and Support Services
	Confirm if key stakeholders have a tracking system related to referrals to community behavioral health services.	December 2018	DOH-Duval; JSOC; LSF
	Train 10,000 Northeast Florida residents in Mental Health First Aid.	December 2019	Baptist; Jacksonville Non-Profit Hospital Partnership
Strategic Health Priority Area 3: Behavioral Health			
Goal 3.2: Reduce opioid induced deaths in Duval County			
Objective 3.2a	Action	Anticipated Completion Date	Contributing Partners
By December 2019, reduce opioid	Increase availability of Narcan and train first responders to administer prior to medical personnel order.	Ongoing	Jacksonville Sheriff's Office; Drug Free Duval; Jacksonville Fire and Rescue Department

**induced deaths from
33.5/100,000 to
30.1/100,000**

(Source: Florida Department of Health, Death File)

Educate providers about the issue and resources to assist in patient management.	June 2018	DOH-Duval; Northeast Florida AHEC
Assess feasibility of increasing Narcan prescriptions for community members (users, friends, family).	June 2018	Drug Free Duval; Duval County Medical Society; Clinton Foundation
Raise awareness of and increase utilization of medications to prevent respiratory arrest.	December 2018	Drug Free Duval
Hold provider trainings on Florida laws and policies related to prescribing Narcan.	December 2018	Drug Free Duval
Increase awareness of Florida laws on Good Samaritan 911.	December 2018	Drug Free Duval
Increase referral and entry to care for residents with opioid addiction by creating resource guide.	December 2019	Drug Free Duval
Conduct annual training to ER on resources available and how to initiate referral.	December 2019	Northeast Florida AHEC

Strategic Health Priority Area #4: Access to Care

Action Plans			
Strategic Health Priority Area 4: Access to Care			
Goal 4.1: Decrease barriers to accessing care			
Objective 4.1a	Action	Anticipated Completion Date	Contributing Partners
By December 2019, reduce the HIV incidence rate in Duval County from 29.9/100,000 to 26.9/100,000 <small>(Source: Florida Department of Health, HIV/AIDS Section)</small>	Identify high-risk populations to implement interventions and programs.	June 2018	DOH-Duval
	Implement plan to increase routine HIV testing in traditional medical settings.	June 2018	DOH-Duval Disease Control; Duval County Medical Society
	Implement targeted, community-based HIV testing and education projects.	June 2018	DOH-Duval Disease Control; Centers for Disease Control; JASMYN; Duval County Public Schools
	Partner with local agencies to increase awareness of existing HIV and STI testing and treatment sites.	June 2018	Baptist South; DOH-Duval-Disease Control
	Provide technical assistance visits to top 20 medical providers to disseminate information on HIV treatment guidelines.	December 2018	DOH-Duval Disease Control
Strategic Health Priority Area 4: Access to Care			
Goal 4.1: Decrease barriers to accessing care			
Objective 4.1b	Action	Anticipated Completion Date	Contributing Partners
By December 2019, reduce the incidence rate of bacterial STDs in Duval County from 1,010.9/100,000 to 909.8/100,000 <small>(Source: Florida Department of Health, Bureau of</small>	Identify high-risk populations to implement interventions and programs.	June 2018	DOH-Duval
	Increase routine STD testing in traditional medical settings through formal STD presentations to top 20 provider groups, DOH sites and 4 major hospitals. Presentations should include STD info related to: prevalence, rate increases, ramifications (to both individuals and community), and the ability/benefits of using Expedited Partner Therapy (EPT).	December 2018	DOH-Duval; Duval County Medical Society; Hispanic Medical Society

Communicable Diseases)	Provide technical assistance visits to top 20 medical providers to disseminate information on STD treatment guidelines and Expedited Partner Therapy (EPT).	December 2018	DOH-Duval; Duval County Medical Society; Hispanic Medical Society
Strategic Health Priority Area 4: Access to Care			
Goal 4.1: Decrease barriers to accessing care			
Objective 4.1c	Action	Anticipated Completion Date	Contributing Partners
By December 2019, decrease the rate of preventable hospitalizations under the age of 65 from all conditions from 1,550.4/100,000 to 1,395.4/100,000 <small>(Source: Florida Agency for Health Care Administration (AHCA))</small>	Identify the top 5 conditions associated with preventable hospitalizations in Duval County to inform programs and interventions.	April 2018	DOH-Duval
	Develop marketing campaigns to increase the use of community-based mobile health units including schedules, locations, and services offered.	June 2018	DOH-Duval; St. Vincent's Mobile Health Unit
	Identify high-risk populations to implement interventions and programs.	June 2018	DOH-Duval
	Provide Community Health Worker trainings to DOH-Duval staff and key community partners	June 2019	DOH-Duval; Community Health Worker Coalition
	Develop a guide to market existing community programs and resources.	June 2019	To be determined

Appendices

- A. Alignment
- B. Comprehensive List of Community Partners

Appendix A: Alignment

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Alignment				
Duval County CHIP Objectives	DOH-Duval Strategic Plan	Florida SHIP	Florida Strategic Plan	Healthy People 2020
Objective 1.1a By December 2019, reduce the black-white infant mortality gap from 2.8 to 2.1	1.1a	AC5.4.3	1.1.1a	MICH-1.3
Objective 1.1b By December 2019, increase the percent of births to mothers who receive prenatal care beginning in the first trimester from 68.3% to 75.1%	--	--	--	MICH-1.8

Strategic Health Priority Area 2: Healthiest Weight

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Florida Strategic Plan	Healthy People 2020
Objective 2.1a By December 2019, decrease the percentage of the population who are overweight or obese from 66.2% to 59.6%	2.1a	CD2.1.2 CD2.3.4	2.1.1B 2.1.1	NWS-8 NWS-9
Objective 2.2.a By December 2019, decrease the percentage of the population who lack adequate access to food from 20.1% to 18.1%	--	--	--	NWS-12 NWS-13

Strategic Health Priority Area 3: Behavioral Health

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Florida Strategic Plan	Healthy People 2020
Objective 3.1a By December 2019, decrease suicide deaths among 12-18 year-olds from 5 to 0	--	HP4.1	--	MHMD-2
Objective 3.1b By December 2019, decrease the suicide death rate for adults from 22.6/100,000 to 16.9/100,000	--	HP4.1	--	MHMD-1
Objective 3.2a By December 2019, reduce opioid induced deaths from 33.5/100,000 to 30.1/100,000	--	AC3.2	--	--

Strategic Health Priority Area 4: Access to Care

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Florida Strategic Plan	Healthy People 2020
Objective 4.1a By December 2019, reduce the HIV incidence rate in Duval County from 29.9/100,000 to 26.9/100,000	2.2b	HP1.3	2.1.5	HIV-2
Objective 4.1b By December 2019, reduce the incidence rate of bacterial STDs in Duval County from 1,010.9/100,000 to 909.8/100,000	2.2c	HP1.2.1	--	STD-1/6
Objective 4.1c By December 2019, decrease the rate of preventable hospitalizations under the age of 65 from all conditions from 1,550.4/100,000 to 1,395.4/100,000	--	--	--	--

Appendix B: Comprehensive List of Community Partners

Ability Housing
Agape Community Health Center
Agency for Healthcare Administration
America Walks
American Lung Association
Antilleans Football Club, Inc. Baptist Hospital
Baptist Medical Center
Beaches Emergency Assistance Ministry
Blue Cross Blue Shield
CareerSource
Changing Homelessness
Chartwells
City of Jacksonville
Clara White Mission
Clinton Health Matters
Community Health Outreach
Community Rehabilitation Center
Duval County Medical Society
Duval County Public Schools
Drug Free Duval
Growing Parenting Choices
Hispanic Medical Society
Edward Waters College
ElderSource
Fatherhood PRIDE
Feeding Northeast Florida
Florida Blue
First Coast Worksite Wellness Council
Florida Department of Children and Families
Florida Department of Health in Duval County
Florida State Attorney's Office
Florida State College at Jacksonville
Full Service Schools of Jacksonville
Gateway Community Services
Health Planning Council of Northeast Florida
Humana
IM Sulzbacher Center
Jacksonville Area Legal Aid
Jacksonville Chamber of Commerce
Jacksonville City Council
Jacksonville Children's Commission
Jacksonville Community Council, Inc.
Jacksonville Metropolitan Community Benefit Partnership
Jacksonville Fire and Rescue Department
Jacksonville Regional Health Collaborative
Jacksonville Sheriff's Office
Jacksonville Transportation Authority
JASMYN
JAXUSA
Lifeline Resources

LSF Health Systems
Lutheran Social Services
Magellan Complete Care
Mayo Clinic
Mayor's Office
Memorial Hospital
Mental Health America of Northeast Florida
Mind over Music Movement
New Town Success Zone
Northeast Florida Area Health Education Center (AHEC)
Northeast Florida Healthy Start Coalition
Northwest Jacksonville Community Development Corporation
The PLAYERS Center for Child Health
Publix Supermarkets
River Region Human Services
Special Olympics Florida
St. Vincent's Health Care
Timucuan Parks Foundation
UF Center for Health Equity and Quality Research
UF Institute for Food and Agricultural Sciences
United Way of Northeast Florida
University of North Florida
War on Poverty
Wellcare
Wolfson Children's Hospital