



DUVAL COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN 2017 - 2022

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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 2017-2022 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, faith-based organizations, social service organizations, and educational institutions.

Utilizing the National Association of City and County Health Official's (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, the following 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 2.5 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 drug overdose deaths.
- **Infectious Diseases:** HIV infections in the United States continue to be a major public health crisis. An estimated 1.2 million Americans are living with HIV, and 1 out of 8 people with HIV do not know they have it. Likewise, the Centers for Disease Control and Prevention (CDC) estimates that there are approximately 20 million new STD infections each year. Despite their burdens, costs, and complications, and the fact that they are largely preventable, HIV and STDs remain significant public health challenges in Duval County. The goal for this strategic priority is to reduce HIV and STD incidence.
- **Cross-Cutting Strategies**
 - **Access to Care:** Access to comprehensive, quality health care services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for all Duval County residents. Addressing access to care can reduce barriers to achieving optimal health such as inadequate transportation, cultural or linguistic barriers, and economic barriers. Given the role that access to care plays in many health issues, it was identified as a cross-cutting strategy that will be addressed throughout the plan.
 - **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 overall population health (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 in Duval County. Because where we live, work, learn, and play significantly impacts our health and well-being, a place-based approach was adopted for implementation for Duval County's CHIP. A place-based approach to chronic disease prevention and health promotion focuses on creating healthy neighborhoods so that all residents have the opportunity to reach their full health potential. As our community partners moved from the planning to implementation phases, data was reviewed at the sub-county level (e.g., zip code and census tract) to aid in the selection of priority neighborhoods within Duval County for targeted health improvement efforts. Based on the review of demographic, social, and health indicators, two neighborhoods on the Westside of Jacksonville (Hillcrest and Hyde Park) were selected as areas of focus for implementation of Duval County's CHIP. Moving forward, health improvement activities and initiatives will be tailored to meet the unique needs of these two neighboring census tracts. The following maps provide a more detailed view of the neighborhoods.

Figure 1: Census Tract 122, Hillcrest neighborhood

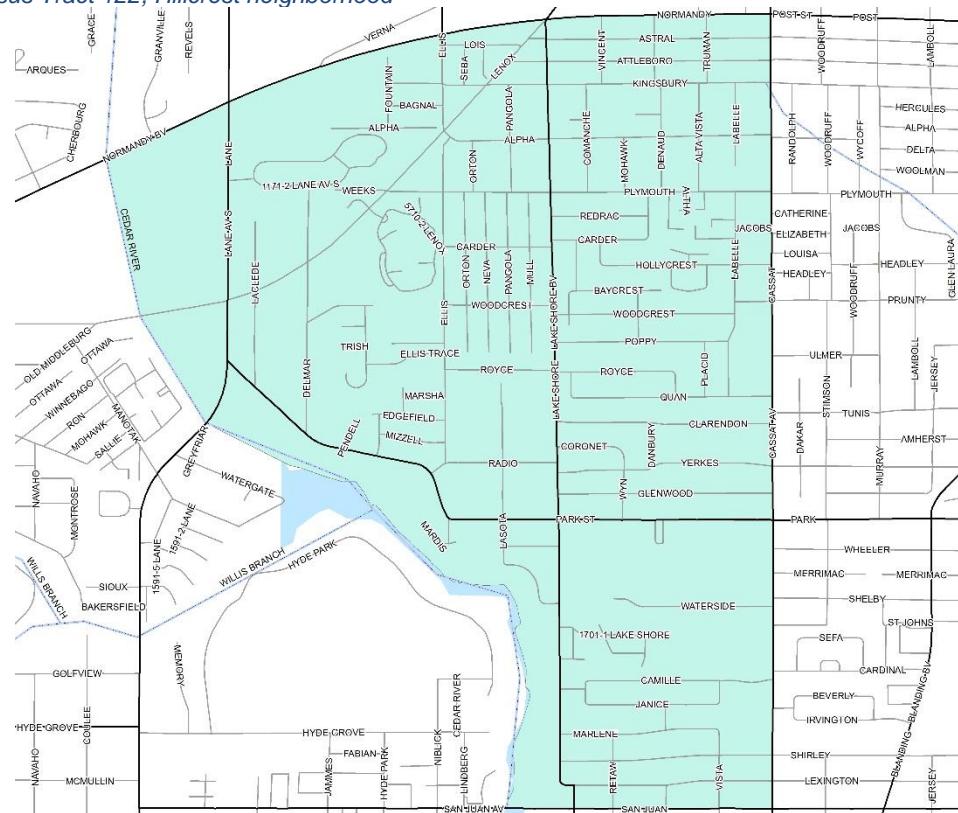
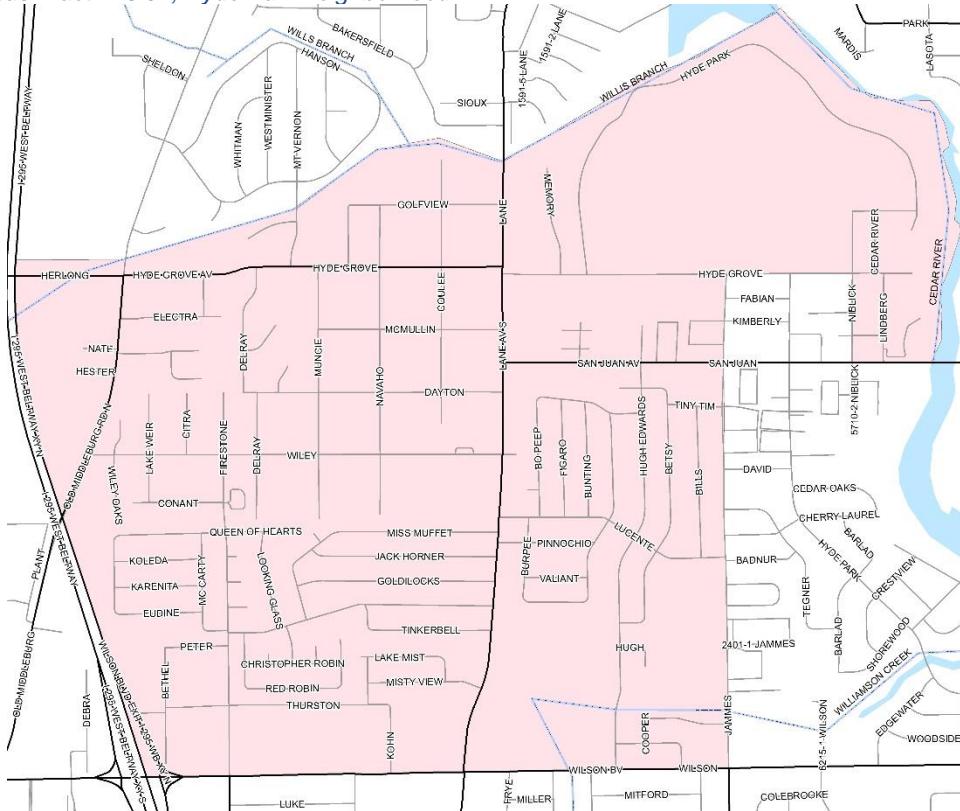


Figure 2: Census Tract 126.02, Hyde Park neighborhood



Duval County's CHIP is reviewed and revised regularly with both community partners and residents, as well as DOH-Duval's Performance Management Council (PMC). Monitoring the implementation of the CHIP occurs in bi-monthly meetings with community partners and quarterly meetings with DOH-Duval's PMC. In addition to the regularly scheduled review meetings, stakeholders also convene annually to review and revise the CHIP and discuss next steps for the upcoming year. On March 3, 2020, DOH-Duval hosted the 2019 annual review meeting of the Duval County CHIP. Over 80 community partners were in attendance representing various sectors including local hospitals and health care organizations, local government, public safety professionals, community-based organizations, faith-based organizations, social service and non-profit organizations, and educational institutions. The meeting served as an opportunity to discuss progress made to date, identify possible areas for collaboration, and start conversations on next steps for implementation of Duval County's CHIP in 2020. A portion of the meeting agenda was dedicated to a networking activity that consisted of story image posters. Community organizations shared posters that consisted of the organization's name, mission and vision, populations served, services, challenges, and a powerful image unique to their organization that conveyed a message related to their work in the community. Over 40 organizations shared their posters at the meeting, and the networking activity served as an opportunity to build partnerships to further implementation of Duval County's CHIP in 2020.

The CHA and the CHIP are community-driven processes. As a member of the community, we welcome your feedback and collaboration to achieve the goals established in Duval County's CHIP. For more information or to become involved contact the Florida Department of Health in Duval County, Healthy Jacksonville at HealthyJax@flhealth.gov or visit HealthyJacksonville.net.

Acknowledgements

The Florida Department of Health in Duval County (DOH-Duval) would like to extend our sincere appreciation and gratitude to the diverse community members who contributed to this comprehensive body of work. Community collaboration and partnership are essential to both the Community Health Assessment and the Community Health Improvement Plan. Participation from a broad spectrum of community partners is paramount when identifying health priorities and developing a comprehensive, community-wide plan to address them.

Participating Organizations:

AARP
Ability Housing
Agape Community Health Center
Agency for Healthcare Administration
Alliance for a Healthier Generation
America Walks
American Foundation for Suicide Prevention
American Heart Association
American Lung Association
Ascension St. Vincent's Healthcare
Baptist Health
Beaches Emergency Assistance Ministry
Boys and Girls Clubs of Northeast Florida
Brooks Rehabilitation
Building Healthy Military Communities
CareerSource Northeast Florida
Changing Homelessness
Chartwells
City of Jacksonville
Clara White Mission
CleanSlate Centers Jacksonville
Clinton Health Matters
Community Connections of Jacksonville
Community Health Outreach
Community Rehabilitation Center
Drug Free Duval
Duval County Medical Society
Duval County Public Schools
Edward Waters College
ElderSource
Emergency Pregnancy Services
Epilepsy Florida
Episcopal Children's Services
Family Support Services of North Florida
Fatherhood PRIDE
Feeding Florida
Feeding Northeast Florida
First Coast Worksite Wellness Council
First Coast YMCA
Florida Beverage Association
Florida Blue Foundation
Florida Department of Children and Families
Florida Department of Health in Duval County
Florida Recovery Schools
Florida State Attorney's Office
Florida State College at Jacksonville
Full Service Schools of Jacksonville
Gateway Community Services
Groundwork Jacksonville
Health Planning Council of Northeast Florida
Heart for Children, Inc.
Hispanic Medical Society
Humana
IM Sulzbacher Center
Inspire to Rise Center
Jacksonville Area Legal Aid
Jacksonville Chamber of Commerce
Jacksonville Children's Commission
Jacksonville City Council
Jacksonville Community Council, Inc.
Jacksonville Fire and Rescue Department
Jacksonville Housing Authority
Jacksonville Regional Health Collaborative
Jacksonville Sheriff's Office
Jacksonville Transportation Authority
Jacksonville University
JASMYN
JAXUSA
Kids Hope Alliance
Kingdom Plaza and Community Development and Enrichment Center
Lifeline Resources
LSF Health Systems
Lutheran Social Services of Northeast Florida
Magellan Complete Care
Mayo Clinic
Mayor's Office
Memorial Hospital
Mental Health America of Northeast Florida
Mind over Music Movement
Molina Healthcare
New Town Success Zone
New Town Vision Keepers
Northeast Florida Nonprofit Hospital Partnership
Northeast Florida Area Health Education Center
Northeast Florida Healthy Start Coalition
Northwest Jacksonville Community Development Corporation
Nova Southeastern University
Partnership for Child Health
Pastoral Counseling Services
Planned Parenthood
The PLAYERS Center for Child Health
The Potter's House International Ministries
Publix Supermarkets
River Point Behavioral Health

River Region Human Services
The Salvation Army of Northeast Florida
Simply Healthcare
Special Olympics Florida
Temple Builders Fitness Center
Timucuan Parks Foundation
Tobacco Free Jacksonville
UF Health Jacksonville
UF Institute for Food and Agricultural Sciences

United Way of Northeast Florida
University of North Florida
US Department of Veteran's Affairs
Volunteers in Medicine Jacksonville
War on Poverty
WeCareJax
WellCare
Wolfson Children's Hospital
Youth Crisis Center

Duval County 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 residents who are at a healthy weight
- Increase access to nutritious and affordable food

STRATEGIC PRIORITY 3

Behavioral Health



GOALS:

- Reduce suicide deaths
- Reduce drug overdose deaths

STRATEGIC PRIORITY 4

Infectious Diseases



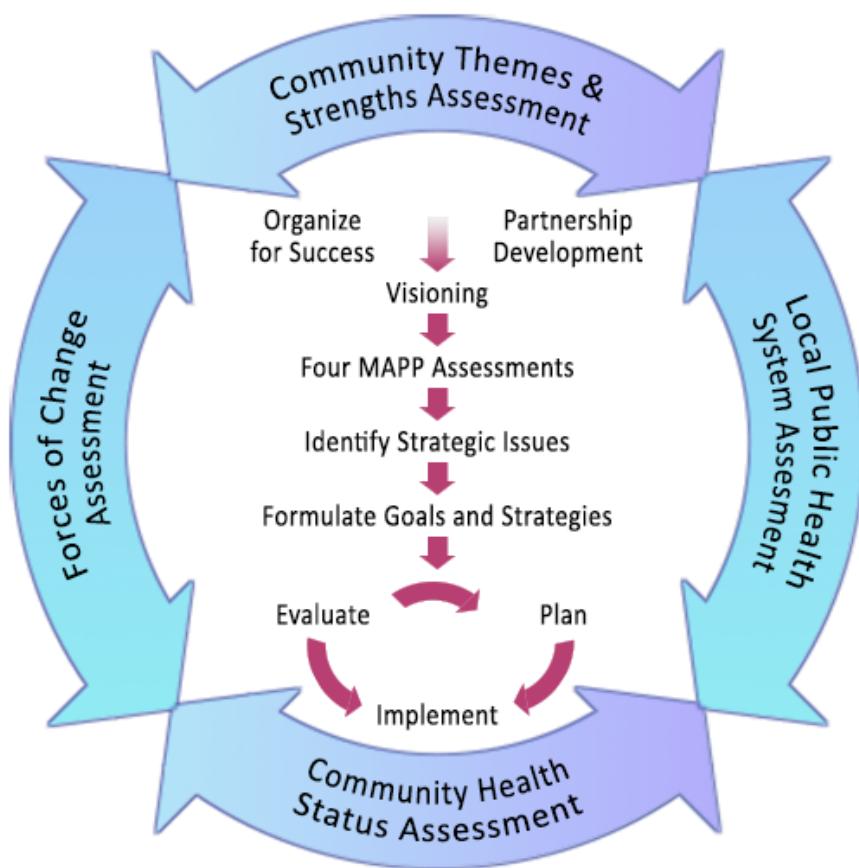
GOALS:

- Reduce HIV and STD incidence

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 2017-2022 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.



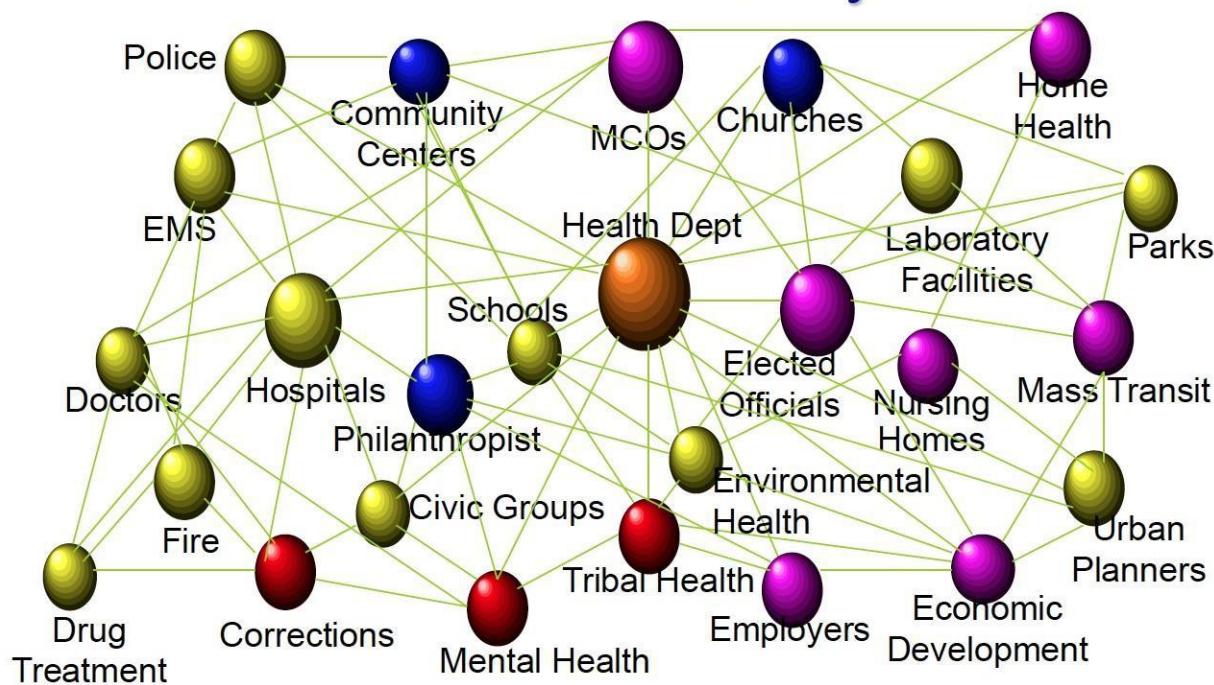
The MAPP process consists of 6 phases outlined below:

- **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, faith-based organizations, social service organizations, and educational institutions. For a complete list of organizations involved in the planning process, please refer to the "Acknowledgements" section (pages 4-5) of this document.

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

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.

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.

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 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 was used to identify 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, physical activity, and diet; 3) Behavioral health; and 4) Built environment. CHSA indicators are updated and reviewed regularly and used to inform health improvement planning.

Duval County Health Profile

	Duval	Florida	Duval Trend
Deaths			
All-cause death rate	873.7	679.4	↑
Years of potential life lost under 75	9,841.0	7,692.7	↓
Chronic Disease			
Coronary heart disease death rate	90.7	91.9	↓
Stroke death rate	60.5	41.0	↑
Diabetes death rate	25.6	20.4	↑
Infectious Disease			
Bacterial STDs	1,179.6	708.8	↑
Chlamydia cases	747.7	501.3	↑
Gonorrhea cases	368.0	156.3	↑
HIV cases	31.0	23.4	↓
Maternal and Child Health			
Infant mortality rate	9.5	6.0	↑
% Births without 1st trimester prenatal care	35.8	23.5	↑
% Low birth weight	10.6	8.7	↑
Weight, Activity, and 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			
Drug poisoning death rate	30.9	22.9	↓
% Attempted suicide (high school)	19.5	7.6	↑
Suicide death rate	16.9	15.3	↑
Built Environment			
% Within ½ mile of a healthy food source	20.0	30.9	--
% Within ½ mile of a fast food restaurant	37.0	33.9	--
% Within ½ mile of a park	43.6	43.2	--

Data notes: The values above that are highlighted in green favorably exceed the state value. The values that are highlighted in red do not favorably exceed the state value. ↓ indicates data is trending in the right direction; ↑ indicates data is trending in the wrong direction. Death, chronic disease, and infectious disease rates are per 100,000 population. Infant mortality rate 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

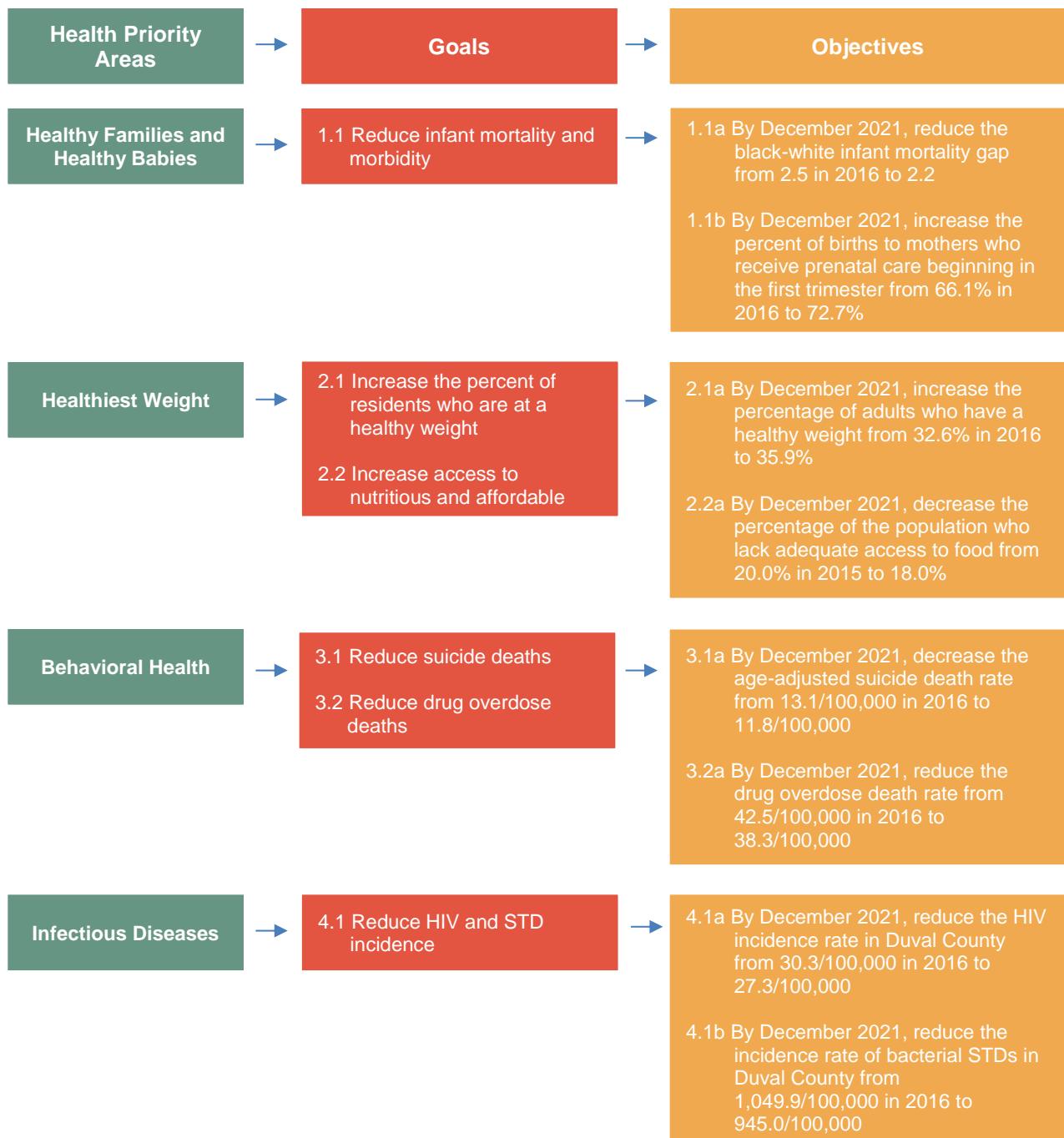
The MAPP Steering Committee members voted for the issues below to become strategic priority areas in Duval County's CHIP. Initially, health equity and access to care were selected as priority areas for the CHIP. However, following discussion, addressing health equity and access were identified as cross-cutting strategies 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. The priority areas, goals, and objectives will be reviewed and revised annually based on ongoing assessment of the availability of resources and data, community readiness, current progress, and unique needs of Duval County residents.



Phase 6: The Action Cycle

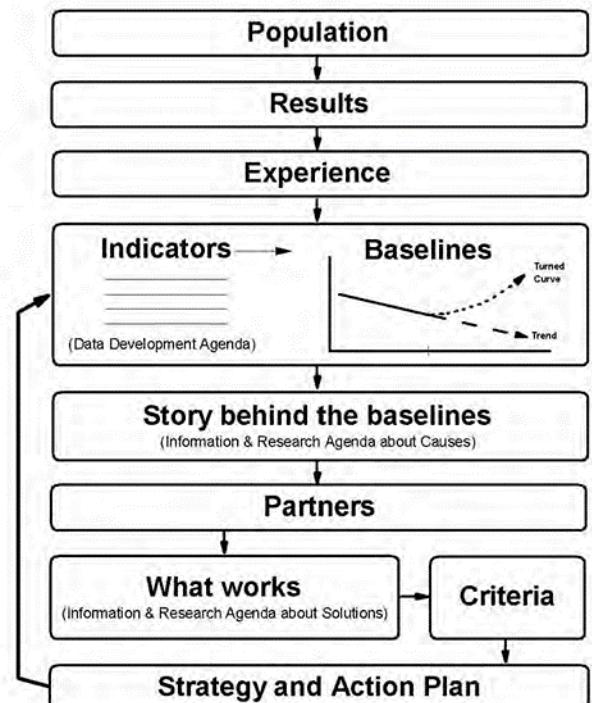
Strategic priority area committees were formed to complete the CHIP Action Cycle. Each committee discussed available resources and how these resources may be used to achieve CHIP goals and objectives. For each strategic issue area, committees discussed key activities, responsible persons, coordinating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

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.

Because where we live, work, learn, and play significantly impacts our health and well-being, a place-based approach was adopted for implementation of Duval County's CHIP. A place-based approach to chronic disease prevention and health promotion focuses on creating healthy neighborhoods so that all residents have the opportunity to reach their full health potential. In order to identify priority neighborhoods within Duval County for targeted health improvement efforts, data was compiled and reviewed at the sub-county level (e.g., zip code and census tract). The result of this process was the identification of two neighborhoods on the Westside of Jacksonville, Hillcrest and Hyde Park. Moving forward, health improvement activities and initiatives will be tailored to meet the unique needs of these two neighboring census tracts. The following table includes key data indicators for these neighborhoods that are updated and reviewed annually to ensure the needs of the community are being addressed through CHIP action plans.

"*Turning the Curve*" Results-Based Accountability Framework



Community Status and Health Profile 2014 – 2018

	Duval County	Hillcrest (CT 122)	Hyde Park (CT 126.02)
Total Population	924,229	7,490	6,095
Race, of any Ethnicity			
White (%)	60.3	40.2	34.0
Black or African American (%)	29.6	54.3	60.7
American Indian and Alaska Native (%)	0.2	--	--
Asian (%)	4.7	3.8	1.4
Native Hawaiian and Other Pacific Islander (%)	0.1	--	--
Some other race (%)	1.7	0.5	--
Two or more races (%)	3.4	1.2	4.0
Hispanic or Latino			
Hispanic or Latino, of any race (%)	9.3	5.6	2.6
Poverty			
Families under 100% of poverty (%)	11.7	38.1	11.4
With children under 18 years (%)	19.1	59.9	12.8
With children under 5 years (%)	17.3	76.0	39.1
People under 100% of poverty (%)	15.5	39.2	17.8
Employment Status			
Civilian labor force unemployed (%)	6.6	6.8	16.4
Income and Benefits			
Median household income (\$)	53,473	28,535	37,538
Total households	354,387	2,923	2,286
With earnings (%)	79.3	75.1	81.8
With social security (%)	28.2	22.5	28.0
With retirement income (%)	18.2	15.1	17.6
With Supplemental Security Income (%)	5.3	10.9	5.7
With cash public assistance income (%)	2.8	5.5	1.3
With Food Stamp/SNAP benefits (%)	16.2	36.1	31.5
Health Insurance Coverage			
With health insurance coverage (%)	88.0	82.1	80.3
With private health insurance (%)	64.8	40.2	49.0
With public coverage (%)	34.0	53.0	41.0
No health insurance coverage (%)	12.0	17.9	19.7
Occupied Housing Unit Characteristic			
With no vehicles available (%)	8.1	19.6	7.2
With 1 vehicle available (%)	38.7	48.0	50.7
With 2 vehicles available (%)	38.3	26.4	36.7
Chronic Disease			
Stroke deaths (per 100,000)	48.4	40.6	60.3
Heart disease deaths (per 100,000)	175.8	223.0	220.1
Cancer deaths (per 100,000)	185.0	176.7	223.4
Maternal and Child Health			
Infant deaths	553	12	11
Total births	59,341	894	471
Births to mothers with 1 st trimester prenatal care (%)	66.7	49.6	54.1
Preterm births (less than 37 weeks gestation) (%)	7.1	17.6	18.5
Births under 2500 grams (low birth weight) (%)	10.0	12.5	14.0
Births covered by Medicaid (%)	48.9	79.8	69.2
Births to mothers who were obese prior to pregnancy (BMI 30+; %)	28.5	37.1	36.9
Births to mothers with less than a high school education (%)	12.9	4.7	17.6
Injury and Violence			
Drug poisoning deaths (per 100,000)	31.1	26.1	36.7
Homicide deaths (per 100,000)	12.8	29.0	36.7

In 2019, focus shifted to building comprehensive resource inventories for both census tracts. The inventories were used to identify both the community's assets, as well as gaps. They also guided efforts to establish strategic partnerships in the priority neighborhoods to build capacity in the community. During implementation of Duval County's CHIP in 2020, partners will work to engage residents in the CHIP process and continue to work towards addressing the strategic objectives outlined in Duval County's CHIP. In addition, although there has been substantial progress made locally around program and policy change, partners will continue to identify additional opportunities to expand upon those successes moving forward.

Action plans will be further developed and implemented, and progress will be monitored at bi-monthly community meetings and quarterly meetings of the DOH-Duval's Performance Management Council (PMC). Leads for CHIP activities will continue to be identified to ensure successful implementation and monitoring of the activities outlined in Duval County's CHIP. Leads are responsible for overseeing implementation of activities and providing regular updates on the following: status of activity, timeline for completion, challenges or barriers experienced, identified needs, updates and/or revisions, and next steps.

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.

Community Health Improvement Plan Timeline

December 2015

Identified and contacted community partners from a broad spectrum of sectors to build commitment and engagement in the Duval County Community Health Improvement Plan (CHIP)

January-June 2016

Gathered the community's perspective on health and well-being in Duval County through 11 key informant interviews, 8 focus groups, and 4 town hall meetings in collaboration with local not-for-profit hospitals conducting a Community Health Needs Assessment (CHNA)

January-July 2016

Utilized the MAPP process to conduct a county-wide health assessment

April 2017

Released the 2017-2019 Duval County CHIP that focused on four strategic priority areas: (1) Healthy Families and Healthy Babies, (2) Healthiest Weight, (3) Behavioral Health, and (4) Access to Care

April 6, 2017

DOH-Duval hosted a public health conference, *Creating a Healthier Jacksonville*, during National Public Health Week. Presenters and topics aligned with the CHA/CHIP to promote work being done

April 2017-June 2018

CHIP partners joined one of four priority area subcommittees, that met monthly to develop and refine action plans and discuss next steps for implementation

2018

Subcommittees adopted a place-based approach for implementation of Duval County's CHIP by using subcounty data (e.g., zip code and census tract) to identify priority neighborhoods. Subcommittees selected two census tracts on the Westside of Jacksonville for focused health improvement efforts. Extended CHIP to be 5-year plan through March 2022

May 22, 2018

DOH-Duval attended the Future of Healthcare Conference to promote the Duval County CHA and CHIP to local health professionals

June 15, 2018

Over 80 community partners attended the 2018 review meeting of the Duval County CHIP to discuss progress made, barriers and challenges encountered, and next steps

July 3, 2018

DOH-Duval met with the Northeast Florida Nonprofit Hospital Partnership to discuss the Duval County CHIP and the approach taken for health improvement efforts

February 15, 2019

Over 50 community partners attended the 2019 review meeting of the Duval County CHIP to review efforts and discuss next steps. Moving forward, health improvement activities and initiatives will be tailored to meet the unique needs of Hillcrest and Hyde Park

2019

Focused on establishing partnerships between CHIP partners and organizations serving residents of identified neighborhoods. Revised Priority Area 4 to Infectious Diseases. Access to Care and Health Equity are cross-cutting strategies addressed throughout plan. Shifted from 4 subcommittees meeting monthly to one CHIP committee that meets bi-monthly

March 3, 2020

Over 80 attendees attended the 2019 annual review meeting of Duval County's CHIP. Updates on progress made were provided by lead community organizations. Next steps were identified through a structured networking activity

Strategic Health Priority Areas

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal 1.1: Reduce infant mortality and morbidity

Objective 1.1a By December 2021, reduce the black-white infant mortality gap from 2.5 in 2016 to 2.2

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Develop and implement an action plan to increase the number of Healthy Start screenings.	Completed: An action plan to increase Healthy Start screenings was implemented. Key actions included placing Healthy Start staff at WIC locations to conduct screenings and conducting outreach with community providers	DOH-Duval Healthy Start; DOH-Duval Nurse Family Partnership; DOH-Duval Women, Infants, and Children (WIC); DOH-Duval Magnolia
Implement strategies to increase retention in Healthy Start.	Completed: Retention strategies included increasing face to face contacts, reflective supervision, and motivational intervention training	DOH-Duval Healthy Start; DOH-Duval Nurse Family Partnership; DOH-Duval Women, Infants, and Children (WIC); DOH-Duval Magnolia
Develop and implement protocol for mandatory behavioral health screening of Healthy Start and DOH-Duval maternity clients.	Completed: A protocol for mandatory behavioral health screening of Healthy Start and DOH-Duval maternity clients using the Edinburgh Postnatal Depression Scale was implemented. For those scoring in need, a referral was made to the Child Guidance Center for Moving Beyond Depression or to a group facilitated by a mental health counselor	DOH-Duval Healthy Start; DOH-Duval Nurse Family Partnership; DOH-Duval Women, Infants, and Children (WIC); DOH-Duval Magnolia

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal 1.1: Reduce infant mortality and morbidity

Objective 1.1a By December 2021, reduce the black-white infant mortality gap from 2.5 in 2016 to 2.2

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Develop and implement a Safe Sleep campaign.	Completed: A safe sleep advertisement with the ABCs of safe sleep was developed and used in a bus shelter campaign in zip codes with high rates of infant deaths due to SIDS. The safe sleep ad was also published in Jax4Kids, The Pulse, and First Coast Parents. The campaign was featured at all DOH-Duval sites, and was regularly posted on DOH-Duval's Twitter page	DOH-Duval Healthy Start; DOH-Duval Marketing and Communications
Develop county-wide Plan of Safe Care guidance and educational materials to ensure consistent messaging throughout community.	Completed: DOH-Duval Maternal and Child Health Program established the Neonatal Abstinence Syndrome Workgroup and engaged local community providers in projects including the development and promotion of a county-wide Plan of Safe Care	DOH-Duval Maternal and Child Health; DOH-Duval Marketing and Communications; Neonatal Abstinence Syndrome Workgroup
Compile and review additional neighborhood-level data indicators to inform interventions.	Completed: DOH-Duval received funding from the Florida Department of Health Environmental Public Health Tracking (EPHT) Program for a data-driven project to decrease infant mortality	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Florida Department of Health Environmental Public Health Tracking (EPHT) Program
Collect qualitative data to increase understanding of factors impacting infant mortality.	Ongoing: Questions for focus groups, key informant interviews, and surveys have been developed and submitted to the IRB	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Assist with enrollment in benefits and educate on services available through public programs and how to access them, such as transportation and family planning.	Ongoing: Inspire to Rise Center, located on the Westside of Jacksonville, provides application assistance at the center weekly by appointment	Inspire to Rise Center; THE PLAYERS Center for Child Health/Wolfson Children's Hospitals
Increase the number of women who receive interconceptional health education.	Ongoing	DOH-Duval Healthy Start; Northeast Florida Healthy Start Coalition; DOH-Duval Women, Infants, and Children (WIC)

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal 1.1: Reduce infant mortality and morbidity

Objective 1.1a By December 2021, reduce the black-white infant mortality gap from 2.5 in 2016 to 2.2

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Increase education and outreach focusing on male caregivers.	Ongoing	Inspire to Rise Center; Northeast Florida Healthy Start Coalition Fatherhood PRIDE Program; Ascension St. Vincent's Brighter Beginnings Program; New Town Success Zone; Family Support Services of North Florida
Conduct comprehensive review of all infant deaths in Northeast Florida in 2018 to identify contributing factors.	Completed: The Northeast Florida Healthy Start Coalition received funding from Baptist Health/ Wolfson Children's Hospital, Florida Blue, Florida Department of Health, and UF Health Jacksonville to review and complete an analysis and report of all infant deaths in 2018 to gain a better understanding of contributing factors	Northeast Florida Healthy Start Coalition; DOH-Duval Maternal and Child Health; Florida Department of Health; Baptist Health/ Wolfson Children's Hospital; Florida Blue; UF Health Jacksonville; Fetal and Infant Mortality Review (FIMR)
Promote and increase access to long acting reversible contraception (LARC) in the community.	Ongoing	DOH-Duval Family Planning; DOH-Duval Healthy Start; DOH-Duval Magnolia; Community Health Outreach

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal 1.1: Reduce infant mortality and morbidity

Objective 1.1b By December 2021, increase the percent of births to mothers who receive prenatal care beginning in the first trimester from 66.1% in 2016 to 72.7%

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Identify entry points for prenatal care and education in the community with an emphasis on the uninsured or underinsured.	Completed: An inventory of entry points for prenatal care and education in the community was developed and shared with CHIP partners.	DOH-Duval Maternal and Child Health; Ascension St. Vincent's Hospital
Conduct campaign(s) to promote prenatal care among target populations.	In progress	DOH-Duval, Wolfson Children's Hospital; Northeast Florida Healthy Start Coalition; Kohl's Ready, Set, Sleep; Ascension St. Vincent's Brighter Beginnings Program; UF Health; Memorial Hospital
Compile and review additional neighborhood-level data indicators to inform interventions.	Completed: DOH-Duval received funding from the Florida Department of Health Environmental Public Health Tracking (EPHT) Program for a data-driven project to decrease infant mortality	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Collect qualitative data to increase understanding of factors impacting priority neighborhoods.	Ongoing: Questions for focus groups, key informant interviews, and surveys have been developed and submitted to the IRB	DOH-Duval Office of Performance Improvement/Healthy Jacksonville

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Goal 1.1: Reduce infant mortality and morbidity

Objective 1.1b By December 2021, increase the percent of births to mothers who receive prenatal care beginning in the first trimester from 66.1% in 2016 to 72.7%

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Increase access to services in identified priority neighborhoods.	Completed: Inspire to Rise Center and Volunteers in Medicine Jacksonville secured funding from City of Jacksonville to open a medical clinic on the Westside of Jacksonville for uninsured residents	Inspire to Rise Center; Volunteers in Medicine; City of Jacksonville
Assist with enrollment in benefits and educate on services available through public programs and how to access them, such as transportation and family planning.	Ongoing	Inspire to Rise Center; THE PLAYERS Center for Child Health/Wolfson Children's Hospitals

Policies and Programs

Below is a list of programs and policies that support efforts to reduce infant mortality and morbidity and increase early entry into prenatal care, while also addressing health equity.

Breastfeeding promotion programs *

- Provide education, information, counseling, and support for breastfeeding to women throughout pre- and post-natal care

Family/caregiver centered education *

- Ensure that public education to prevent SIDS and other sleep-related infant deaths reaches a wide constellation of potential caregivers for infants

Centering Pregnancy*

- Provides prenatal care in a group setting, integrating health assessment, education, and support

Comprehensive approach to women's health *

- Support a comprehensive approach to women's health—including integration of reproductive planning into women's routine health care—as good health before conception can improve pregnancy outcomes; this should include addressing mental/behavioral health and social support needs, as well as increasing the interval between pregnancies to at least 12 months

Early childhood home visiting programs *

- Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors

Early Head Start (EHS) *

- Provide child care, parent education, physical health and mental health services, and other family supports to pregnant women and parents with low incomes and children aged 0 to 3

Enhanced services for Medicaid enrollees

- Target high-risk Medicaid enrollees with enhanced prenatal services, such as nutrition counseling, mental health services and care coordination.

Long-acting reversible contraception (LARC) access *

- Increase access to LARCs through cost reduction, comprehensive birth control counseling, provider training, and efforts to ensure availability at local clinics

Prenatal and newborn screenings *

- Increase public education and awareness about prenatal and newborn screenings and ensure funding for those screenings

Presumptive eligibility under Medicaid *

- Expand and streamline prenatal coverage for pregnant women. Educates public about "presumptive eligibility" under Medicaid, which allows immediate access to prenatal care services for pregnant women while eligibility is determined

Social determinants of health *

- Continue to address the underlying causes of infant mortality and poor health outcomes by focusing on social determinants of health, for example, investing in under-resourced communities and efforts to ameliorate the effects of poverty on families during childbearing years

Substance use screenings

- Sustain funding for substance use screening among pregnant women and for treatment specifically designed for pregnant women who use alcohol or drugs

Women, Infants and Children Program (WIC) *

- A federally funded nutrition program for Women, Infants, and Children. WIC provides the following at no cost: healthy foods, nutrition education and counseling, breastfeeding support, and referrals for health care and community services.

* Indicates local implementation of a policy or program

Strategic Health Priority Area 2: Healthiest Weight

Goal 2.1: Increase the percent of residents who are at a healthy weight

Objective 2.1a By December 2021, increase the percentage of adults who have a healthy weight from 32.6% in 2016 to 35.9%

(Source: Behavioral Risk Factor Surveillance Survey)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Promote physical activity guidelines with family child care providers and child care centers.	Completed: Shared resources with local providers via Early Care and Education (ECE) monthly email blasts	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Child care centers
Apply and achieve Gold recognition Florida Healthy School District.	Completed: Recognized in 2019 as a Gold-level Healthy School District. The designation is for a two-year period	Duval County Public Schools; DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Promote the usage of the CDC Worksite Health ScoreCard to community partners.	Completed: DOH-Duval promoted the CDC Worksite Health ScoreCard to community partners during the 2019 submission period	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Promote usage of county parks, trails, and recreational facilities.	Ongoing: In partnership with Timucuan Parks Foundation, Humana established the Go365 wellness and rewards program. Beacons were installed throughout Timucuan Parks and serve as locations for individuals to check-in using an app in exchange for rewards and incentives. AARP hosts monthly walks at Timucuan National Parks	Timucuan Parks Foundation; AARP; Humana; DOH-Duval Office of Performance Improvement/Healthy Jacksonville

Strategic Health Priority Area 2: Healthiest Weight

Goal 2.1: Increase the percent of residents who are at a healthy weight

Objective 2.1a By December 2021, increase the percentage of adults who have a healthy weight from 32.6% in 2016 to 35.9%

(Source: Behavioral Risk Factor Surveillance Survey)

Action	Status	Contributing Partners
Partner with a faith-based organization in identified priority neighborhoods to promote physical activity and fitness.	Completed: The Potter's House International Ministries hosts Family Fitness Fun Days twice a year, in the Spring and Fall. CHIP partners participate in the events by providing health education, information, and resources	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; The Potter's House International Ministries/Temple Builders
Increase the number of shared-use agreements for community-based facilities available for recreational physical activity.	Ongoing	Humana; City of Jacksonville (Parks & Rec Council); Duval County Public Schools
Establish and promote free fitness classes at DOH-Duval.	Completed: DOH-Duval offers free fitness classes to the community on Monday and Wednesday evenings	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Justice League of Fitness

Strategic Health Priority Area 2: Healthiest Weight

Goal 2.2: Increase access to nutritious and affordable food

Objective 2.2a By December 2021, decrease the percentage of the population who lack adequate access to food from 20.0% in 2015 to 18.0%
 (Source: Map the Meal Gap, Feeding America)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Promote nutrition guidelines with family child care providers and child care centers.	Completed: Shared resources and guidelines with local providers via Early Care and Education (ECE) monthly email blasts	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; DOH-Duval Women, Infants, and Children (WIC); University of Florida, Institute for Food and Agricultural Sciences; Child care centers
Contact Early Care and Education stakeholders to identify opportunities for collaboration to serve at-risk populations.	Completed: Identified ECEs in priority neighborhoods (Hillcrest and Hyde Park). Shared various recognition opportunities, educational and training programs, and resources including posters on nutrition	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Early Childhood Coalition
Collaborate with DOH-Duval WIC and Supplemental Nutrition Assistance Program (SNAP) to expand opportunities to purchase healthy foods for users of these services.	Ongoing	DOH-Duval Women, Infants, and Children (WIC); Feeding Florida
Develop a metric to measure meal deficits at sub-county levels to inform planning.	Completed: Feeding Florida released the Meal Deficit Metric (MDM) in March 2020. The MDM uses localized data to identify food gaps at very small geographic units (census blocks), which allows for targeted interventions	Feeding Florida Network

Strategic Health Priority Area 2: Healthiest Weight

Goal 2.2: Increase access to nutritious and affordable food

Objective 2.2a By December 2021, decrease the percentage of the population who lack adequate access to food from 20.0% in 2015 to 18.0%
 (Source: Map the Meal Gap, Feeding America)

Action	Status	Contributing Partners
Establish new school and community gardens.	Ongoing	University of Florida, Institute for Food and Agricultural Sciences; Duval County Public Schools; The Potter's House International Ministries
Increase participation in federally funded child nutrition programs (i.e., school lunch, breakfast, and summer food service programs).	Ongoing	Duval County Public Schools; Chartwells; DOH-Duval Office of Performance Improvement/Healthy Jacksonville; DOH-Duval Marketing and Communications
Create opportunities for residents to receive nutrition education and healthy recipes.	Ongoing	University of Florida, Institute for Food and Agricultural Sciences – Family Nutrition Program; Inspire to Rise Center; The Potter's House International Ministries; DOH-Duval Office of Performance Improvement/Healthy Jacksonville

Policies and Programs

The following section is a list programs and policies that support efforts to reduce obesity and increase access to healthy, affordable foods.

Community gardens *

- Establish and support land that is gardened or cultivated by community members via community land trusts, gardening education, zoning regulation changes, or service provision (e.g., water or waste disposal)

Competitive pricing for healthy foods

- Assign higher costs to non-nutritious foods than nutritious foods via incentives, subsidies, or price discounts for healthy foods and beverages or disincentives or price increases for unhealthy choices

Complete Streets *

- Enhance streetscapes with greater sidewalk coverage and walkway connectivity, street crossing safety features, traffic calming measures, and other design elements

Farmers markets *

- Support multiple vendor markets where producers sell goods such as fresh fruit and vegetables, meat, dairy items, and prepared foods directly to consumers

Farm to school programs

- Incorporate locally grown foods into school meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens

Healthy food in convenience stores

- Encourage convenience stores, corner stores, or gas station markets to carry fresh produce and other healthier food options

Healthy food initiatives in food banks *

- Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.

Mobile markets *

- Support fresh food carts or vehicles that travel to neighborhoods on a set schedule to sell fresh fruits and vegetables

New grocery stores in underserved areas

- Attract new grocery stores that sell a variety of fresh foods, baked goods, packaged, and frozen items to underserved areas via financing initiatives or zoning regulation

Point-of-purchase prompts for healthy foods

- Place motivational signs on posters, front of package labels, or shelf labels near fruits, vegetables and other items that encourage individuals to purchase healthier food options

Safe Routes to School *

- Promote walking and biking to school through education, incentives, and environmental changes; often called SRTS

School breakfast programs *

- Support programs to provide students with a nutritious breakfast in the cafeteria, from grab and go carts in hallways, or in classrooms

School fruit and vegetable gardens *

- Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning

School nutrition standards *

- Regulate the quality of food that can be sold to students via the National School Lunch Program, à la carte options, vending machines, etc.

Shared use agreements *

- Create contracts that support community access to existing facilities (e.g., schools, churches, etc.) before or after business hours; also called joint use, open use, or community use agreements

WIC and Senior Farmers' Market Nutrition Programs *

- Support Farmers' Market Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables

* Indicates local implementation of a policy or program

Strategic Health Priority Area 3: Behavioral Health

Goal 3.1: Decrease suicide in Duval County

Objective 3.1a By December 2021, decrease the age-adjusted suicide death rate from 13.1/100,000 in 2016 to 11.8/100,000

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Establish a Behavioral Health Consortium in Duval County.	Completed: Executive Order 18-81 tasked DCF, the designated mental health authority in Florida, to convene stakeholders to form regional Behavioral Health Consortiums. Consortiums meet regularly to enhance collaboration with local law enforcement and improve coordination of behavioral health services	LSF Health Systems; Department of Children and Families
Identify and promote a youth texting hotline, such as Crisis Text Line.	Ongoing	JASMYN; American Foundation for Suicide Prevention
Train 10,000 Northeast Florida residents in Mental Health First Aid.	Ongoing	Northeast Florida Non-Profit Hospital Partnership; Mental Health America; Northeast Florida AHEC
Increase mental health programs and services available to residents of the priority neighborhoods.	Ongoing: Inspire to Rise Center, located on the Westside of Jacksonville, offers the following: Psychosocial Rehabilitation (PSR) classes; PEER support; A Write to Change Youth Movement workshop; Adulting 101; and music therapy	Inspire to Rise Center; Duval County CHIP partners
Develop and disseminate a mental health resources and materials to increase awareness and reduce stigma.	Completed: Materials provided by American Foundation for Suicide Prevention were shared with community partners for dissemination. Resources included suicide prevention topics for teens, veterans, survivors of suicide, and elderly populations.	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; American Foundation for Suicide Prevention; Duval County CHIP partners

Strategic Health Priority Area 3: Behavioral Health

Goal 3.2: Reduce drug overdose deaths in Duval County

Objective 3.2a By December 2021, reduce drug overdose deaths from 42.5/100,000 in 2016 to 38.3/100,000

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Increase the number of community members trained in the signs of opioid overdose and NARCAN administration.	Ongoing	DOH-Duval; Drug Free Duval; Jacksonville Fire and Rescue Department The Safe and Healthy Neighborhoods Project
Secure funding to strengthen existing programs and identify and support new initiatives focused on preventing drug overdoses.	Completed: DOH-Duval was awarded funding from the Centers for Disease Control and Prevention (CDC) – Overdose Data to Action	DOH-Duval; Drug Free Duval; LSF Health Systems; Gateway Community Services; Premier Biotech Solutions; Florida State University
Increase availability of Narcan and train first responders to administer prior to medical personnel order.	Ongoing	DOH-Duval; Drug Free Duval; Jacksonville Fire and Rescue Department The Safe and Healthy Neighborhoods Project
Educate providers about the issue, alternative pain management options, and Florida laws and policies related to prescribing opioids.	Ongoing	DOH-Duval; Drug Free Duval; Poly-Drug Taskforce

Strategic Health Priority Area 3: Behavioral Health

Goal 3.2: Reduce drug overdose deaths in Duval County

Objective 3.2a By December 2021, reduce drug overdose deaths from 42.5/100,000 in 2016 to 38.3/100,000

(Source: Florida Department of Health, Bureau of Vital Statistics)

Action	Status	Contributing Partners
Increase number of hospitals participating in the Project Save Lives program.	Ongoing	City of Jacksonville; Gateway Community Services; Ascension St. Vincent's Medical Center; Jacksonville Fire and Rescue Department; UF Health; Memorial Hospital; Orange Park Medical Center; Baptist; Park West
Increase the number of overdose patients that elect to participate in the Project Save Lives Program.	Ongoing	City of Jacksonville; Gateway Community Services; Ascension St. Vincent's Medical Center; Jacksonville Fire and Rescue Department; UF Health; Memorial Hospital; Orange Park Medical Center; Baptist; Park West; Project Save Lives peer navigators
Develop and implement training for school nurses on overdose prevention, SBIRT, and Motivational Interviewing.	In progress	DOH-Duval; Drug Free Duval; Poly-Drug Taskforce; DOH-Duval School Health
Establish an overdose mortality review to gain insight into contributing factors.	In progress	DOH-Duval; Poly-Drug Taskforce; Medical Examiner's Office
Increase awareness of Florida laws on Good Samaritan 911.	Ongoing	DOH-Duval; Drug Free Duval; Jacksonville Fire and Rescue Department The Safe and Healthy Neighborhoods Project

Policies and Programs

Below is a summary of programs and policies that support efforts to reduce deaths due to suicide and opioid overdose.

Behavioral health primary care integration

- Revise health care processes and provider roles to integrate mental health and substance abuse treatment into primary care; continue to refer patients with severe conditions to specialty care

Crisis lines *

- Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns

Drug courts *

- Use specialized courts to offer criminal offenders with drug dependency problems an alternative to adjudication or incarceration

Employee Assistance Programs (EAP) *

- Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges

Family treatment drug courts

- Use specialized courts to work with parents involved in the child welfare system who may lose custody of their children due to substance abuse

Functional Family Therapy (FFT)

- Introduce a short-term family-based intervention therapy focused on strengths, protective factors and risk factors for youth with delinquency, violence, or substance abuse problems, and their families

Good Samaritan drug overdose laws *

- Provide immunity from arrest, charge, or prosecution for drug possession or paraphernalia when individuals experiencing or witnessing drug overdose summon emergency services

Mental health benefits legislation

- Regulate mental health insurance to increase access to mental health services, including treatment for substance use disorders

Mental Health First Aid *

- Provide an 8- or 12-hour training to educate laypeople about how to assist individuals with mental health problems or at risk for problems such as depression, anxiety, and substance use disorders

Naloxone education and distribution programs *

- Support community members who are likely to encounter individuals who might overdose with education and training to administer naloxone and ensure all first responders are trained and authorized to administer naloxone

Prescription drug monitoring programs (PDMPs) *

- Use databases, housed in state agencies, to track prescribing and dispensing of Schedule II, III, IV, and V drugs and other controlled substances

Proper drug disposal programs *

- Establish programs that accept expired, unwanted, or unused medicines from designated users and dispose of them responsibly

Trauma-informed health care *

- Shift the way health care organizations approach trauma by adopting universal trauma precautions and providing trauma-specific care

Trauma-informed schools

- Adopt a multi-tiered approach within schools to address the needs of trauma-exposed youth, including school-wide changes, screenings, and individual intensive support

Youth peer mentoring *

- Establish an ongoing relationship between an older youth or young adult and a younger child or adolescent, usually an elementary or middle school student; also called cross-age peer mentoring

* Indicates local implementation of a policy or program

Strategic Health Priority Area 4: Infectious Diseases

Goal 4.1: Reduce HIV and STD incidence

Objective 4.1a By December 2021, reduce the HIV incidence rate in Duval County from 30.3/100,000 in 2016 to 27.3/100,000

(Source: Florida Department of Health, HIV/AIDS Section)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Implement plan to increase routine HIV testing in traditional medical settings.	In progress	DOH-Duval Disease Control; Duval County Medical Society; UF Health Jacksonville; JASMYN
Implement targeted, community-based HIV testing and education projects.	In progress	DOH-Duval Disease Control; Centers for Disease Control; JASMYN; Duval County Public Schools; United Way Full Service Schools
Increase adolescent access to sexual health services by increasing reach of teen health centers and mobile testing unit.	Ongoing	DOH-Duval Disease Control; Duval County Public Schools; JASMYN; United Way Full Service Schools; DOH-Duval Office of Performance Improvement

Strategic Health Priority Area 4: Infectious Diseases

Goal 4.1: Reduce HIV and STD incidence

Objective 4.1b By December 2021, reduce the incidence rate of bacterial STDs in Duval County from 1,049.9/100,000 in 2016 to 945.0/100,000

(Source: Florida Department of Health, Bureau of Communicable Diseases)

Action	Status	Contributing Partners
Identify priority neighborhoods (census tract, zip codes, communities) to implement interventions and programs.	Completed: Identified two neighboring census tracts on the Westside of Jacksonville – census tract 122 (Hillcrest) and census tract 126.02 (Hyde Park) in zip codes 32205 and 32210	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Duval County CHIP partners
Research and compile a comprehensive list of existing community resources and programs in identified priority neighborhoods.	Completed: An inventory of community resources was developed for census tracts 122 and 126.02	DOH-Duval Office of Performance Improvement/Healthy Jacksonville
Develop and foster strategic partnerships in identified priority neighborhoods.	Ongoing	DOH-Duval Office of Performance Improvement/Healthy Jacksonville; Inspire to Rise Center; The Potter's House Ministries International Ministries/Temple Builders; Duval County CHIP partners
Increase educational opportunities and resources in communities identified as high-risk.	Ongoing	Inspire to Rise Center; Planned Parenthood
Increase adolescent access to sexual health services by increasing reach of teen health centers and mobile testing unit.	Ongoing	DOH-Duval Office of Performance Improvement; DOH-Duval Disease Control; Duval County Public Schools; JASMYN; United Way Full Service Schools

Policies and Programs

Below is a list of programs and policies that support efforts to decrease HIV and STD incidence.

Behavioral interventions to prevent HIV and other STDs *

- Use individual, group, and community-level interventions to provide education, support, and training that can affect social norms about HIV and other STDs

Comprehensive clinic-based programs for pregnant and parenting teens

- Address the needs of teenage mothers via clinic-based programs that provide health care and family planning services as well as case management, counseling, and other supports

Comprehensive risk reduction sexual education *

- Provide information about contraception and protection against sexually transmitted infections (STDs) in classroom or community settings

Computer-based interventions to prevent HIV and other STDs

- Provide tailored health information and computer-mediated decision making, behavior change, and emotional support via interactive programs

Condom availability programs *

- Provide condoms free of charge or at a reduced cost in community and school-based settings

Culturally adapted health care *

- Tailor health care to patients' norms, beliefs, and values, as well as their language and literacy skills

Expedited partner therapy for treatable STDs *

- Provide prescriptions or medications to patients diagnosed with treatable STDs to give to their partners without provider visits; also called patient-delivered partner therapy (PDPT)

Health literacy interventions

- Increase patients' health-related knowledge via efforts to simplify health education materials, improve patient-provider communication, and increase overall literacy

HIV/STD partner notification by providers *

- Elicit information about sex or needle-sharing partners from STI-positive patients, then notify partners of risk, testing, and services; also called contact tracing, or partner counseling and referral services

Mobile reproductive health clinics *

- Offer reproductive health services (e.g., pregnancy tests, prenatal and postpartum care, gynecological exams, STD screenings), health education, and social service referrals via medically equipped vans

Patient navigators *

- Provide culturally sensitive assistance and care coordination, and guide patients through available medical, insurance, and social support; also called systems navigators

School-based health centers *

- Provide health care services on school premises to attending elementary, middle, and high school students; services provided by teams of nurses, nurse practitioners, and physicians

Syringe services programs

- Provide sterile injection equipment and often other treatment and referral services to people who inject drugs; also called needle or syringe exchange programs and needle syringe programs

· * Indicates local implementation of a policy or program

Appendices

A. Alignment

Appendix A: Alignment

Strategic Health Priority Area 1: Healthy Families and Healthy Babies

Alignment				
Duval County CHIP Objectives	DOH-Duval Strategic Plan	Florida SHIP	Agency Strategic Plan	Healthy People 2020
Objective 1.1a By December 2021, reduce the black-white infant mortality gap from 2.5 in 2016 to 2.2	1.1A 1.1B 1.1C 1.1D	MCH1 MCH2	1.1.1	MICH-1 MICH-8 MICH-9
Objective 1.1b By December 2021, increase the percent of births to mothers who receive prenatal care beginning in the first trimester from 66.1% in 2016 to 72.7%	1.1C	MCH2.2	1.1.1	MICH-10 MICH-16

Strategic Health Priority Area 2: Healthiest Weight

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Agency Strategic Plan	Healthy People 2020
Objective 2.1a By December 2021, increase the percentage of residents who have a healthy weight from 32.6% in 2016 to 35.9%	4.2A	HW1.1.5	2.1.1	NWS-8 NWS-9 NWS-10 NWS-11
Objective 2.2.a By December 2021, decrease the percentage of the population who lack adequate access to food from 20.0% in 2015 to 18.0%	--	HW1.1.4	--	NWS-1 NWS-2 NWS-3 NWS-4 NWS-12 NWS-13

Strategic Health Priority Area 3: Behavioral Health

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Agency Strategic Plan	Healthy People 2020
Objective 3.1a By December 2021, decrease the age-adjusted suicide death rate from 13.1/100,000 in 2016 to 11.8/100,000	--	BH1.2 BH4.1 BH4.2 BH4.3	--	MHMD-1 MHMD-2
Objective 3.2a By December 2021, reduce drug overdose deaths from 42.5/100,000 in 2016 to 38.3/100,000	--	BH2.1 BH3.1	3.1.6	MICH-11.4 SA-12 SA-13.3 SA-19.1

Strategic Health Priority Area 4: Infectious Diseases

Alignment				
Duval County CHIP Objective	DOH-Duval Strategic Plan	Florida SHIP	Agency Strategic Plan	Healthy People 2020
Objective 4.1a By December 2021, reduce the HIV incidence rate in Duval County from 30.3/100,000 in 2016 to 27.3/100,000	2.1A 2.1B	ID2.1 ID2.2	2.1.5	HIV-1 HIV-2 HIV-8
Objective 4.1b By December 2021, reduce the incidence rate of bacterial STDs in Duval County from 1,049.9/100,000 in 2016 to 944.9/100,000	1.1D 2.1C 2.1D	ID1.1 ID1.2	2.1.5	STD-1 STD-6 STD-7 STD-8