

Baptist Medical Center Beaches

Community Health Plan

2022-2024



Approved by Board of Directors on January 6, 2022

[Community Health & Well-Being | Baptist Health](#)



Priority I. Access to Care

Access

Baptist Medical Center Beaches (Baptist Beaches), building on the 2019 Community Health Needs Assessment, continued to address healthcare gaps through a variety of channels by collaborating with local free clinics, federally qualified health centers, and community-based organizations. The hospital aimed to address the needs of the most at-risk populations including uninsured and underinsured Duval residents and the medically underserved.

Goal:

Increase access to health services for uninsured and underinsured people in the Baptist Medical Center Beaches service area.

Strategies:

- ❖ Continue participation in the Beaches Health and Wellness Initiative.
- ❖ Support JaxCareConnect to increase access to care.

Beaches Health and Wellness Initiative

The Beaches Health and Wellness Initiative, a working model by We Care Jacksonville for reducing inappropriate emergency room utilization by Baptist Beaches' patients, provides the additional human resources needed to ensure uninsured Duval patients living at or below 200% of the Federal Poverty Level were served within a primary care medical home and received the health education needed to address specific chronic conditions. The program first met uninsured patients at the bedside, following a referral from inpatient case managers. Program staff, including a registered nurse case manager and community health worker, linked patients to the additional supports needed to address barriers to care and to encourage healing and wellness – addressing the social determinants of health to best support patients on their health journey and reduce reliance on episodic care within emergency departments. Some measures of care from fiscal years 2022-2024 (October-September) are highlighted below.

Measures of Care	FY 2022	FY 2023	FY 2024
Baptist Medical Center Beaches patients served	66	107	140
Eligible for support (uninsured, Duval patient living at or below 200% of the Federal Poverty Level) and enrolled in care	21 (31.8%)	22 (20.6%)	26 (18.6%)
Ineligible for services but referred to additional resources such as JaxCareConnect, CareConnect+, The Way, and Barnabas for primary care navigation	28 (42.4%)	47 (43.9%)	24 (17.1%)
Ineligible due to becoming insured (UF City Contract Card, ACA, etc.)	0	11 (10.3%)	37 (26.4%)
Referrals that led to no contact (discharged prior to assessment) or patient declining care	17 (25.8%)	21 (19.6%)	45 (32.1%)
Applications pending processing	0	4 (3.7%)	2 (1.4%)
Deceased	0	2 (1.9%)	6 (4.3%)

Safety Net Clinics

About 1 in 9 Duval County residents were uninsured as of the 2023 Census. Baptist Beaches collaborated with WeCare and the local safety net clinics of Mission House and Sulzbacher Beaches to address the needs of uninsured and underinsured residents. Along with addressing a deficit in mental health services in the area, developing a source of health care for residents had also become increasingly important. Baptist Health, thus, continued the development of partners and community resources.

Measures of Care	FY 2022	FY 2023	FY 2024
Uninsured and underinsured patients served	801	1,346	1,661
Diabetes	FY 2022	FY 2023	FY 2024
Patients diagnosed with diabetes	272	156	186
Patients seen twice within a 12-month period	216 (79.4%)	126 (80.8%)	148 (79.6%)
Patients seen twice whose HbA1c measure was within normal range	86 (39.8%)	73 (57.9%)	93 (62.8%)
Hypertension	FY 2022	FY 2023	FY 2024
Patients diagnosed with hypertension	538	294	350
Patients seen twice within a 12-month period	377 (70.1%)	232 (78.9%)	296 (84.6%)
Patients seen twice whose blood pressure was under 130/80	251 (66.6%)	151 (65.1%)	184 (62.2%)
Mental Health	FY 2022	FY 2023	FY 2024
Patients diagnosed with a mental illness	254	82	329
Patients with a score of 10 or greater on PHQ9	135	50	102
Patients referred to treatment	135	50	102
Patients participating in treatment	129 (95.6%)	41 (82%)	69 (67.6%)

JaxCareConnect

JaxCareConnect is a collaboration created by the local nonprofit safety net of free and charitable clinics to assist uninsured adult Duval County residents find a primary care medical home. In addition to establishing primary care, they evaluate the whole person and explore other barriers to healthcare to support best possible health outcomes. The aim is to better inform uninsured patients about their healthcare options so that all Duval County residents have access to comprehensive primary care – regardless of insurance status or ability to pay. From FY 2022-2024 there was a 121.4% increase in referrals for care received with over half of the referrals during this time being moved forward successfully for eligible uninsured Duval County residents.

4,600

Referrals for Care
Received from EDs
(FY22-24)

2,329

Moved Forward
Successfully
(FY22-24)

87.3%

Had Appointments with
a Primary Care Provider
(FY22-24)

Seniors

With the increasing population of older adults in the county, Baptist Beaches continued to address the needs of this population as it built upon senior priorities identified in the previous 2019 CHNA.

Goal:

Ensure Baptist Beaches' seniors have access to care.

Strategies:

- ❖ Continue partnership with the Beaches Council on Aging to provide transportation to seniors.
- ❖ Ensure seniors have information about Medicare.

Beaches Council on Aging

Beaches Council on Aging (BCOA) coordinated resources and helped develop essential services that allow the growing Beaches senior population to lead independent, healthy, and socially engaging lives. Dial-a-Ride, BCOA's flagship service,

achieved this by providing transportation services to the community's local seniors and disabled who would otherwise be homebound.

Transportation Measures	FY 2022	FY 2023	FY 2024
Unduplicated riders	176	216	278
One-way segment trips provided	4,207	8,530	10,768
Rides per month	526	711	897

Education

Baptist Beaches provided community education through the Community Health and Well-Being Department and Health Partnerships with the aim of improving prevention and healthy behaviors by making healthcare information and professionals accessible.

Goal:

Increase knowledge of chronic diseases and where to access services.

Strategies:

- ❖ Provided community partners with education on chronic diseases.

Health Education

Baptist Health's Community Health and Well-Being Department provided free educational webinars multiple times a year to community members on health topics that included: cognition and dementia, colorectal cancer, diabetes, heart health, mental health, nutrition, and stroke awareness. There were 449 non-unique attendants throughout FY 2022-2023.

95.6% agreed or strongly agreed that the webinars delivered the information they expected to receive.

91.7% agreed or strongly agreed that because of the webinar, they gained new knowledge that will help them with their well-being.

93.8% agreed or strongly agreed that they plan to apply what they learned.

Baptist Health Partnerships

The Healthy Living Centers and Jewish Community Alliance brought health and wellness programs from Baptist Health into Northeast Florida communities. A variety of programs led by medical professionals included physician chats ("Talk with a Doc"), women's health education, prevention & wellness, and support groups. Across these subjects, **1,092 educational programs** were offered during FY 2022-2024.

Community Partners:

Beaches Council on Aging, Faith Partners, Healthy Living Centers, JaxCareConnect, Jewish Community Alliance Wellness Connexion, Mission House, Sulzbacher Beaches, We Care Jacksonville

Priority II. Mental and Behavioral Health

Access

Baptist Health made behavioral health services a priority by providing comprehensive inpatient and outpatient services to both children and adults. From the 2019 CHNA, mental health was a priority health need addressed by Baptist Beaches, and the focus on this continued in the 2022 CHNA as the behavioral health needs of Jacksonville residents increased.

Goal:

A healthy community with easy and timely access to high quality mental and behavioral healthcare services when needed.

Strategies:

- ❖ Continue offering Mental Health First Aid, a proven best practice to reduce stigma of mental illness which increases the likelihood that people will access care.
- ❖ Convene a leadership task force of providers, elected leaders, and people with lived experience to prioritize identified opportunities and develop a plan for action.
- ❖ Host community-wide conferences on mental health to reduce stigma and barriers to care.

Mental Health First Aid

Mental Health First Aid (MHFA) is an evidence-based, early-intervention course that taught participants to identify, understand, and respond to signs of mental illnesses and substance use disorders. The training provided them with the needed skills to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis. Through Starting Point Behavioral Health and THE PLAYERS Center for Child Health, Baptist Health continued to support trainings across Clay, Duval, Nassau, and St. Johns counties.

Adult Mental Health First Aid Measures	FY 2022	FY 2023	FY 2024
Number of classes	50	25	48
Number of participants	624	366	724
Participants demonstrated an improvement in knowledge and confidence (tracking began in FY 23)	-	94.12%	95.84%
Youth Mental Health First Aid Measures	FY 2022	FY 2023	FY 2024
Number of classes	13	56	27
Number of participants	179	1,064	417
Participants demonstrated an improvement in knowledge and confidence (tracking began in FY 23)	-	94.93%	94.72%
Virtual Youth Mental Health First Aid Measures	FY 2022	FY 2023	FY 2024
Number of classes	-	35	26
Number of participants	-	427	346
Participants demonstrated an improvement in knowledge and confidence (tracking began in FY 23)	-	49%	84.47%
Teen Mental Health First Aid Measures	FY 2022	FY 2023	FY 2024
Number of classes	-	40	40
Number of participants	521	947	903
Participants demonstrated an improvement in knowledge and confidence (tracking began in FY 23)	-	57.1%	78.65%

Leadership Task Force

Through collaboration between Baptist Health, Hope Street, Kids Hope Alliance, and The Partnership for Child Health, Hope & Healing JAX was created in FY 2022 to lead systemic change throughout Jacksonville for a healing centered care movement with a more comprehensive and collaborative organization of resources. The city-wide initiative aimed to address the following:

- 1) foster awareness and culture change
- 2) prevent and reduce adverse childhood experiences and trauma
- 3) nurture learning committees

Through this work, Hope & Healing JAX delivered Trust-Based Relational Intervention® (TBRI) training to parents, caregivers, teachers, faith leaders, and service providers across the sector from FY 2023-2024. As the Building Trauma Response Jacksonville lead agency, Hope & Healing JAX networked to strengthen existing healing and resilience building efforts while addressing Positive & Adverse Childhood Experiences (PACES).

787

Education Training Hours

5,091

Participants in trainings

325

Partner organizations served

Two Action Group Retreat events were held at Baptist Medical Center Jacksonville in FY 2023 to strengthen and grow existing trauma-informed care efforts with local organizations. Also, TBRI practitioners at Baptist Health and Wolfson Children's Hospital led **21 staff trainings** resulting in **564 team members trained** in TBRI from FY 2023-2024.

Mental Health Conference: Access and Advocacy

Access and Advocacy: A Community Conversation was held on April 27, 2022, and included a keynote presentation from Andy Keller, Ph.D., a panel discussion, and a call to action. Dr. Keller, the President and Chief Executive Officer of The Meadows Mental Health Policy Institute in Dallas, TX, reviewed current models of care, mental health advocacy opportunities to improve access and quality, and the importance of evidence-based care in behavioral health. Dr. Keller then moderated the panel discussion that included Aaron Bean, President Pro Tempore, Florida Senate, District 4; Nick Dewman, M.D., Vice President, Behavioral Health, Florida Blue; Terrance Freeman, Council Vice President, Jacksonville City Council At-Large Group 1; and Cheryl Love, Chief Clinical and Patient Safety Officer, Florida Hospital Association.

191 registrants were in attendance.

100% of survey respondents (34) rated the conference quality as excellent or good.

Seniors

In addition to access to care, Baptist Beaches aimed to address seniors' mental health needs. Because of the effects of COVID-19 on this population, addressing isolation had been identified as a strategy.

Goal:

Decrease isolation of seniors.

Strategy:

- ❖ Develop phone friendships between seniors through a Friendly Caller program.
- ❖ Provide home visits to seniors.
- ❖ Engagement in community center activities.

Friendly Caller Program

The Friendly Caller Program was established in 2020 during the height of COVID-19. While its purpose was to lessen the impacts of isolation for seniors during social distancing, it illuminated a persistent need for connection and community.

Friendly Callers	FY 2022	FY 2023
Number of volunteers	27	17
Number of community members	36	28
Number of phone calls	928	378
Hours invested in calls	473.1	147.75
Quality of phones calls (“Excellent” or “Pretty Good”)	97.16%	97.01%

Hart Felt Ministries

Hart Felt Ministries was established to help frail seniors age in place with dignity and grace. Clients are 70 years and older and have a chronic illness or disability. From FY 2022-2024, Hart Felt Ministries has provided **8,161 service hours** (friendly visits, light housekeeping, shopping, and transportation) for over 100 clients receiving companion services.

Community Partners:

Florida Blue, Florida Hospital Association, Hart Felt Ministries, Hope Street Inc., Kids Hope Alliance, Partnership for Child Health, Starting Point Behavioral Healthcare

Priority III. Maternal and Child Health

Maternal and Child Health

Baptist Beaches committed to addressing the health of women during pregnancy, childbirth, and the postnatal period. Each stage should be a positive experience, ensuring women and their babies reach their full potential for health and well-being.

Goal:

Zero preventable deaths. Zero health disparities.

Strategies:

- ❖ Partner with the Northeast Florida Healthy Start Coalition to address the needs of mothers and babies, including program and policy solutions.
- ❖ Expand WELLcome Home initiative to Baptist Beaches.
- ❖ Offer classes focused on increasing awareness of safe sleep practices and CPR to expectant mothers.
- ❖ Provide education about chronic diseases for preconception.
- ❖ Address SDOH in doctors' offices.
- ❖ Provide education on health equity, toxic stress, and implicit bias for providers.

WELLcome Home

WELLcome Home is a maternal and newborn program that provided all mothers who resided in Jacksonville, FL a complimentary follow-up call from a Baptist Health nurse within 3-5 days of their hospital discharge to check in on mother and infant at no-cost. A nurse supported the mother with any post-discharge care recovery; referred the mother to any additional resources, services, and/or follow-up appointments (ex: Baptist Health Maternal Mental Health); and provided all mothers with infant safe sleep, feeding support and education, home and car safety educational reminders, and tips and warning signs for both mother and baby. The program began at Baptist Jacksonville in February 2020 before expanding to Baptist Beaches in March 2022, Baptist Clay in August 2023, and Baptist South in August 2023. Outreach efforts also expanded to include families with fetal demise or infants discharged from the NICU.

Baptist Systemwide WELLcome Home	FY 2022	FY 2023	FY 2024*
Calls placed to mothers	1,311	7,354	7,997
Mothers participating in WELLcome Home	758 (57.8%)	3,772 (51.3%)	5,598 (70%)
Baptist Beaches WELLcome Home	FY 2022	FY 2023	FY 2024*
Calls placed to mothers	250	855	-
Mothers participating in WELLcome Home	130 (52%)	802 (93.8%)	-

*Because of a reporting issue in the Epic electronic health record, only estimates for the healthcare system were able to be pulled.

THE PLAYERS Center for Child Health

THE PLAYERS Center for Child Health at Wolfson Children's, through Safe Kids Northeast Florida programs such as "First Year Baby Safety Essentials," helped mothers keep infants safe and secure during their first months. The programs taught the basics of safe sleep, CPR and choking procedures for infants, first aid, unintentional injury prevention, and other important baby care information for new mothers.

Maternal and Infant Health Education	FY 2022	FY 2023	FY 2024
Number of adults provided with safe sleep education	456	970	671
Number of participants in "First Year Baby Safety Essentials"	92	495	630

Northeast Florida Healthy Start Coalition

The Northeast Florida Healthy Start Coalition, Inc. was organized in 1991 as part of a statewide network of community-based organizations to reduce Florida's high infant mortality and improve the lives of pregnant women and their families. To achieve this, as part of a Fetal Infant Mortality Review action plan, Healthy Start utilized community health workers (CHWs) in the targeted zip codes of 32209 and 32210 in Duval County.

Healthy Start Coalition Outcomes	FY 2022	FY 2023	FY 2024
Number of community health workers	3	4	3
Initial intake assessments completed with pregnant women	182	195	188
Number of mothers referred to maternal and child health home visiting programs	111	156	126
Number of mothers connected to home visiting programs	100+	150+	105+

From FY 2023-2024, the Healthy Start Coalition also provided **432 educational classes and opportunities** on toxic stress to **1,121 providers** and **362 educational opportunities** on maternal health to **1,066 families**. To assess mothers' needs and connect them to resources, a family partner also conducted a social determinant of health system of care screening with **931 mothers** at St. Vincent Riverside and Life Tree Women's Clinic.

Perinatal Mood Disorders

Maternal mental health conditions are the most common complications of pregnancy, childbirth, and the postpartum period. Baptist Health deployed multiple efforts to support pregnant and new mothers with perinatal mood and anxiety disorders (PMADs), often referred to as postpartum depression.

Goal:

Support parents with perinatal mood disorders (PMD).

Strategies:

- ❖ Provide a continuum of care including psychology and psychiatry support on an inpatient and outpatient basis.
- ❖ Provide education on PMD to clinicians.
- ❖ Provide support groups to new mothers experiencing PMD.

Baptist Maternal Mental Health

Baptist Maternal Mental Health trained staff about perinatal mental health to better ascertain and support mothers with PMADs. From FY 2022-2024, **575+ clinicians and frontline providers** were educated on perinatal mental health.

Also in the fall of 2023, Baptist Health opened a new day program, The Motherhood Space, to further support pregnant mothers. The program was led by a team of 5 clinicians who specialized in perinatal mental health and provided individual and group therapeutic treatment at the day program. From FY 2023-2024, **119 mothers** participated.

Other supports included the New Moms Support Group which provided a space for new mothers to discuss their experiences with other mothers. From FY 2022-2024, **239 mothers participated**. In addition, the Motherhood Space Video Series was offered as a virtual educational option for mothers who may have been unable to immediately access any of The Motherhood Space Program's offerings. By FY 2024, there were **90,000+ views** and 291 subscribers, **compared to 45 participants** who were able to attend PMAD lectures during FY22.

Community Partners:

Northeast Florida Healthy Start Coalition, Safe Kids Northeast Florida, THE PLAYERS Center for Child Health

Priority IV. Social Determinants of Health

While the traditional role of health care is to treat patients’ physical symptoms and medical conditions, clinical care accounts for only about 20 percent of an individual’s health outcomes. An individual’s habits and behaviors account for about 30 percent of that person’s quality and length of life. The social, economic, and environmental factors, also known as the social determinants of health (SDOH), determine 50% of an individual’s health outcomes. They affect an individual’s ability to stay healthy and recover from illness, manage chronic conditions, and maintain overall well-being.

Goal:

Address social needs that keep people from achieving optimal health.

Strategies:

- ❖ Increase employment opportunities.
- ❖ Increase access to healthy food.
- ❖ Ensure seniors have access to in-home and other supports for health and wellbeing including food.

Employment Opportunities

Baptist Health, through the Healthcare Anchor Network and local organizations like Lift Jax, worked on strategies to connect residents of economically disadvantaged neighborhoods to quality jobs and career pathways. Through outside-in hiring pipelines, individuals with barriers to employment would have specific entry points for high-demand jobs through training and skills development.

From FY 2023-2024, Baptist Health hired a total of **1,088 individuals** from the zip codes of 32206, 32208, 32209, 32210, and 32244, which have some of the lowest life expectancies in northeast Florida. This represented above 12% of all new hires.

Training programs, such as the Certified Nursing Assistant Training Program at the Baptist Health Clinical School, also offered opportunities for residents to enter the healthcare field. From FY 2023-2024, the program saw five cohorts with 77 community participants completing the program, of which **52 new CNAs** were hired.

Access to Food

The USDA defines food insecurity as the limited or uncertain availability of nutritionally adequate and safe foods or limited or uncertain ability to acquire acceptable foods in socially acceptable ways. Baptist Health attempted to address this need by working with community partners and safety net clinics (Mission House, Sulzbacher Beaches, and JaxCareConnect).

THE PLAYERS Center for Child Health	FY 2022	FY 2023	FY 2024
Families assisted with Supplemental Nutrition Assistance Program (SNAP)	1,274	1,466	1,733
Safety Net Clinics	FY 2022	FY 2023	FY 2024
Clients screened for food insecurity	1,428	1,089	1,385
Clients connected with food assistance programs	74 (5.2%)	441 (40.5%)	791 (57.11%)

Seniors

To continue addressing priorities in the previous 2019 CHNA, Baptist Beaches worked with local organizations that provided seniors with additional supports.

Meals on Wings, developed by the University of North Florida Center for Nutrition and Food Security, also addressed food insecurity by recovering food that would normally be wasted by area hospitals and repackaging the food into healthy, balanced meals. The meals were then delivered to older adults on the program's list. From FY 2022-2024, Meals on Wings provided **1,860 meals** through Baptist Beaches donations and 27,134 meals through Baptist system donations to around **250 older adults** of Duval County. As of FY 2024, about 55,130 meals have been provided to Duval residents since October 2018 from system donations.

To address food insecurity, Pie in the Sky delivered, at no cost to recipients, fresh, healthy, and nutritious produce to the homes of low-income older adults throughout St. Johns County. The program saw a 34.7% increase in the number of seniors served and a 43.2% increase in the number of meals delivered per person per year from FY 2022-2024.

Food Insecurity			
Meals on Wings	FY 2022	FY 2023	FY 2024
Food donations (meals) by Baptist Beaches	609	610	641
Food donations (meals) by Baptist System	8,980	9,423	8,731
Food donations (meals) by Baptist Beaches since 2019	1,740.5	2,350.5	2,991.2
Food donations (meals) by Baptist system since 2018	36,975.6	46,398.6	55,130
Pie in the Sky	FY 2022	FY 2023	FY 2024
Number of seniors provided fresh, healthy produce	525	650	707
Estimated meals delivered per person per year	229	306	328

Transportation is another need that allows seniors to remain independent and active. Beaches Council on Aging's Dial-a-Ride continued to address this need that was also expressed in the prior CHNA. The organization saw a 70.5% increase in average monthly rides from FY 2022-2024, as it assisted 278 seniors by FY 2024.

Transportation			
Beaches Council on Aging	FY 2022	FY 2023	FY 2024
Number of unduplicated riders	176	216	278
One-way segment rides	4,207	8,530	10,768
Average rides per month	351	711	897

Community Partners:

Beaches Council on Aging, JaxCareConnect, Lift Jax, Meals on Wings, Sulzbacher Beaches, Pie in the Sky

Appendix

Priority: Access to Care		
Goal: Increase access to health services for uninsured and underinsured people in the Baptist Beaches service area.		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Continue participation in the Beaches Health and Wellness initiative	<ul style="list-style-type: none"> Number of people served Percentage of people receiving preventative services Evaluate health outcomes and wellness of participants in diabetes, hypertension, and mental health 	<ul style="list-style-type: none"> Mission House Sulzbacher Beaches We Care Jacksonville
Support JaxCareConnect to increase access to care.	<ul style="list-style-type: none"> Number of people served Diabetes, hypertension, and mental health outcomes 	<ul style="list-style-type: none"> JaxCareConnect
Goal: Ensure Beaches seniors have access to care.		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Continue partnership with Beaches Council on Aging to provide transportation to seniors	<ul style="list-style-type: none"> Number of trips provided Number of flu shots given 	<ul style="list-style-type: none"> Beaches Council on Aging
Ensure seniors have information about Medicare	<ul style="list-style-type: none"> Number of seniors receiving information/sessions 	
Goal: Increase knowledge of chronic diseases and where to access services.		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Provide community partners with education on chronic diseases	<ul style="list-style-type: none"> Educational opportunities provided Number of people educated 	<ul style="list-style-type: none"> Jewish Community Alliance Wellness Connexion Healthy Living Centers

Priority: Mental and Behavioral Health		
Goal: A healthy community with easy and timely access to high quality mental and behavioral healthcare services when needed		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Continue offering Mental Health First Aid, a proven best practice to reduce stigma of mental illness which increases the likelihood that people will access care	<ul style="list-style-type: none"> 1,500 people trained by 2024 Evaluate participant satisfaction 	<ul style="list-style-type: none"> Starting Point Behavioral Health THE PLAYERS Center for Child Health
Convene a leadership task force of providers, elected leaders, and people with lived experience to prioritize identified opportunities and develop a plan for action	<ul style="list-style-type: none"> Measure crisis calls (schools, EMT, police) Evaluate the impact of each initiative according to its focus Rate of behavioral health ED visits 	<ul style="list-style-type: none"> Hope Street Kids Hope Alliance The Partnership for Child Health
Host community-wide conferences on mental health to reduce stigma and barriers to care	<ul style="list-style-type: none"> Number of participants at conference Satisfaction surveys 	<ul style="list-style-type: none"> City of Jacksonville Florida Blue Florida Hospital Association
Goal: Decrease isolation of seniors		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Develop phone friendships between seniors through a Friendly Caller program.	<ul style="list-style-type: none"> Number of volunteers in program Number of seniors in program Number of phone calls Total time invested in calls Quality of phone calls (reported by volunteers) 	
Provide home visits to seniors	<ul style="list-style-type: none"> Number of home visits provided 	<ul style="list-style-type: none"> Hart Felt Ministries
Engagement in community center activities	<ul style="list-style-type: none"> Number of events held at community centers Number of participants at events 	

Priority: Maternal and Child Health		
Goal: Zero preventable deaths. Zero health disparities.		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Partner with the Northeast Florida Healthy Start Coalition to address needs of mothers and babies including program and policy solutions	<ul style="list-style-type: none"> • Infant mortality • Pre-term births • Low Birth-weight babies 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition
Expand WELLcome Home initiative to Baptist Beaches	<ul style="list-style-type: none"> • Number of mothers connected through phone and/or in-home support 	<ul style="list-style-type: none"> • THE PLAYERS Center for Child Health
Offer classes focused on increasing awareness of safe sleep practices and CPR to expectants mothers	<ul style="list-style-type: none"> • Number of participants at classes 	<ul style="list-style-type: none"> • Safe Kids Northeast Florida • THE PLAYERS Center for Child Health
Provide education about chronic diseases for preconception	<ul style="list-style-type: none"> • Educational opportunities provided • Number of people educated 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition
Address SDOH in doctors' offices	<ul style="list-style-type: none"> • Number of patients provided with material addressing SDOH 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition
Education on health equity, toxic stress, and implicit bias for providers (L&D and all providers)	<ul style="list-style-type: none"> • Educational opportunities provided • Number of people educated 	<ul style="list-style-type: none"> • Northeast Florida Healthy Start Coalition
Goal: Support parents with perinatal mood disorders		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Provide a continuum of care including psychology and psychiatry support on an inpatient and outpatient basis.	<ul style="list-style-type: none"> • Number of participants 	
Provide education on perinatal mood disorder (PMD) to clinicians.	<ul style="list-style-type: none"> • Number of people trained 	
Provide support groups to new mothers experiencing PMD.	<ul style="list-style-type: none"> • Number of people participating in support groups 	

Priority: Social Determinants of Health		
Goal: Address social needs that keep people from achieving optimal health		
Strategies	Metrics/What we are measuring	Partnering/External Organizations
Increase employment opportunities	<ul style="list-style-type: none"> • Percentage of people hired in low life expectancy zip codes 	<ul style="list-style-type: none"> • Lift Jax
Increase access to healthy food	<ul style="list-style-type: none"> • Percentage of identified FQHC and free clinic patients screened for food insecurity • Percentage of patients connected with food assistance programs • Number of home delivered food boxes or meals 	<ul style="list-style-type: none"> • JaxCareConnect • Sulzbacher Beaches • THE PLAYERS Center for Child Health
Ensure seniors have access to in-home and other supports for health and wellbeing including food	<ul style="list-style-type: none"> • Number of seniors provided services • Number of meals served 	<ul style="list-style-type: none"> • Beaches Council on Aging • Meals on Wings • Pie in the Sky