



**2016
Community Health Improvement Plan
Clay County, Florida**

PREPARED BY
HEALTH PLANNING COUNCIL OF NORTHEAST FLORIDA
WWW.HPCNEF.ORG

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EXECUTIVE SUMMARY

The Clay County Community Health Improvement Planning (CHIP) group, comprised of community experts, healthcare leaders, public health professionals, non-profit partners, and faith-based members, has worked together to better understand the current and future health needs of the Clay County community since 2005. The CHIP group, with guidance from the Health Planning Council of Northeast Florida (HPCNEF), developed this Community Health Improvement Plan as part of ongoing efforts to improve health in Clay County.

In 2015, the Florida Department of Health in Clay County (DOH-Clay), in partnership with HPCNEF, conducted a community health assessment (CHA) to identify and prioritize health issues in Clay County, utilizing a nationally recognized approach called Mobilizing for Action through Planning and Partnerships (MAPP). The CHA uses quantitative data, such as disease and mortality rates, as well as community input to assess the health status of the community and determine which health issues should become the focus on health planning efforts for the next three to five years.

After reviewing and discussing the health data and community input gathered during the CHA process, the Clay CHIP group decided the following priority health issues would be addressed and targeted for improvement through this CHIP:

- Mental Health
- Healthcare Access
- Healthy Behavior & Prevention

The purpose of the community health improvement planning process is to create goals, objectives, and strategies targeting the priority health issues identified in the CHA. To improve implementation and evaluation of the goals in this plan, the CHIP group decided to utilize a balanced scorecard approach, which identifies goals, objectives, and strategies and sets measurable targets to move the community health improvement process forward.

The targets and measures outlined in the CHIP Action Plans at the end of this document were carefully selected through collaborative and inclusive workgroups for each health issue. Additionally, many of the targets align with the national Healthy People 2020 initiative and with goals and objectives from the Florida State Health Improvement Plan. These national and statewide initiatives provide evidence based benchmarks to track and monitor health, as well as best practices to guide health promotion and disease prevention efforts, which will ultimately help improve health outcomes in Clay County.

During the next steps of the MAPP health planning cycle, the Clay County CHIP group will continue to work together to address the three priority health issues outlined above. The CHIP group will plan for action, implement strategies, and evaluate progress. As a living document, the **2015 Clay County Community Health Improvement Plan** is flexible and can accommodate changes or updates as needed. The Clay CHIP group will re-assess and update annually to best address the needs of the local community.

ACKNOWLEDGEMENTS

The 2016 Clay County CHIP became a decisive community call to action due to valuable input from Clay County's community stakeholders and leaders. HPCNEF and DOH-Clay would like to extend their gratitude to the organizations and individuals that dedicated their valuable time to ensure that the CHIP goals, objectives, and strategies align with the needs of the local community. HPCNEF and DOH-Clay would also like to thank the organizations involved with implementing the CHIP action plan. Through cooperation and leadership, Clay County will make strides towards its desired health outcomes.

CHIP Contributors:

- Florida Department of Health in Clay County
- Human Behavior Institute
- Community Hospice of Northeast Florida
- The Way Medical Clinic
- Mercy Support Services
- Clay SafetyNet Alliance (formerly known as Mercy Network)
- Azalea Health
- Council on Aging of Clay County
- Clay Transit
- Clay County Literacy Coalition
- Northeast Florida Area Health Education Centers (AHEC)
- QuitDoc
- Tobacco-Free Partnership of Clay County
- Orange Park Medical Center
- Recovery School
- National Alliance on Mental Illness
- I Still Matter
- Clay County Behavioral Health Center
- Kids First
- AmeriChoice & Optum Health
- Clay Today
- Florida Times-Union
- Quigley House
- Girl Scouts
- St. Johns River State College
- Northeast Florida Community Action Agency
- Clay County Schools
- Clay County Fire Rescue
- Clay County Library Board of Trustees
- Clay County Medical Society
- Florida Department of Children & Families
- MyDonors
- American Cancer Society
- Vietnam Veterans of America
- MedXPrime
- Shaping Clay
- PFS Investments
- State Attorney's Office
- ILRC of Northeast Florida
- Penney Retirement Community
- Episcopal Children's Services
- Clay County Chamber of Commerce
- St. Vincent's Medical Center Clay County
- Baptist Health

USING THE COMMUNITY HEALTH IMPROVEMENT PLAN

Improving community health is not the responsibility of one individual or organization; all citizens play a vital role in improving the overall health of a community. Thus, every resident, organization, and stakeholder in Clay County is invited and encouraged to use this CHIP to better themselves, their families, and their communities. Below are some examples of how individuals and organizations can use this CHIP to improve health in Clay:

Community Resident

- Understand the top health priorities facing Clay County
- Start a conversation about the priority health concerns outlined in this plan
- Be an advocate for a particular priority health issue
- Volunteer! Share resources, time, or funding with your community



Health Care Professional

- Understand the top health priorities facing Clay County
- Inform patients/clients about resources available in the community (listed in the tables at the end of this document)
- Share expertise and time to improve local efforts

Faith-based Organization

- Understand the top health priorities facing Clay County
- Use this plan to improve the overall health (mind, body, and spirit) of members in your community
- Identify opportunities for your community or members to support, encourage, or participate in CHIP-related activities

Government Official

- Understand the top health priorities facing Clay County
- Participate in and promote community efforts as laid out in the CHIP strategies
- Educate other government officials about Clay County's health priorities and engage them in CHIP-related activities

Educators

- Understand the top health priorities facing Clay County
- Become an advocate to create healthier school environments
- Engage the support of leaders, teachers, students, and parents



Public Health Professionals

- Understand the top health priorities facing Clay County
- Recognize how Clay County compares with peer counties, Florida, and the U.S. population
- Leverage partnerships to promote health and accomplish CHIP goals

Employers

- Understand the top health priorities facing Clay County
- Inform and educate your team/staff on the importance of employee wellness and productivity

REVIEW OF CLAY COUNTY’S COMMUNITY HEALTH ASSESSMENT

The Florida Department of Health in Clay County (DOH-Clay) maintains strong, enduring relationships with multiple health and social services providers throughout the community. DOH-Clay invited the ongoing Community Health Improvement Plan (CHIP) group to act as a platform and steering committee for the Clay County Community Health Assessment (CHA) process, which began in March 2015.

Community health assessments intend to answer questions about community health status and needs, including: “How healthy are our community residents?” and “What does the health status of our community look like?” An underlying goal of the Clay County community health assessment was to ensure a truly community-driven process by empowering community members, organizations, and stakeholders to help facilitate change through collaboration, coordination, and communication.

The MAPP Process

DOH-Clay and HPCNEF completed the CHA using the Mobilizing for Action through Planning and Partnerships (MAPP) process, developed by the National Association of County and City Health Officials (NACCHO) and the Centers for Disease Control (CDC). The MAPP process is a community-driven, highly participatory process intended to bring together not only health care providers, but also mental health and social service agencies, public safety agencies, education and youth development organizations, recreation agencies, local governments, neighborhood associations, and civic groups to improve community health. By participating in the MAPP process, community stakeholders gain a higher understanding and awareness of their community and local health issues.

FIGURE 1. THE MAPP ROADMAP



MAPP Assessments

The MAPP process consists of four major assessments:

1. The **Forces of Change Assessment** identifies forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate.
2. The **Local Public Health Assessment** which focuses on all of the organizations and entities that contribute to the public's health. The LPHSA answers the questions, "What are the components, activities, competencies, and capacities of our local public health system?"
3. The **Community Themes and Strengths Assessment** provides an understanding of the health issues that residents feel are important, including quality of life.
4. The **Community Health Status Assessment** identifies priority community health and quality of life issues. Questions answered here include, "How healthy are our residents?" and "What does the health status of our community look like?"

FIGURE 2. THE MAPP PROCESS



Detailed information on all of the MAPP assessments can be found in the **2015 Clay County Community Health Assessment**, which is available on the Florida Department of Health in Clay County's website at <http://clay.floridahealth.gov/>. A brief summary of each assessment is provided below.

Forces of Change Assessment

The Forces of Change assessment is intended to answer two primary questions: "What is occurring or might occur that affects the health of our community or the local public health system?" and "What specific threats or opportunities are generated by these occurrences?"

CHIP group members identified the following as forces, trends, or factors that may have a significant impact on health in Clay County:

- Lack of communication/info exchange/partnerships between community health educators
- Lack of specialty care (for both the uninsured/underinsured and for those with insurance)
- Lack of facilities/resources, especially for the uninsured
- Lack of public transportation

Local Public Health Systems Assessment

The Local Public Health System Assessment (LPHSA) is a tool from the National Public Health Performance Standards Program used to examine competency, capacity, and provision of health services at the local level. Public health systems include "all public, private, and voluntary entities that contribute to the delivery of essential public health services within a jurisdiction."¹ The 10

¹ U.S. Centers for Disease Control and Prevention. (2015). *National Public Health Performance Standards (NPHPS)*. Retrieved from CDC.gov: <http://www.cdc.gov/nphpsp/>

Essential Public Health Services are key public health activities to be undertaken in all communities,² including:

1. **Monitor** health status to identify community health problems.
2. **Diagnose and investigate** health problems and health hazards in the community.
3. **Inform, educate, and empower** people about health issues.
4. **Mobilize** community partnerships to identify and solve health problems.
5. **Develop policies and plans** that support individual and community health efforts.
6. **Enforce** laws and regulations that protect health and ensure safety.
7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. **Assure** a competent public and personal health care workforce.
9. **Evaluate** effectiveness, accessibility and quality of personal and population-based health services.
10. **Research** for new insights and innovative solutions to health problems.

Four workgroups were held in Clay County to determine how the local public health system performs in each of the 10 Essential Public Health Services. Workgroup participants answered questions about each essential service and scored each service using recommended scoring levels provided in the assessment instrument. Clay County performs best in essential services 2: *Diagnose and Investigate*, 6: *Enforce Laws*, and 7: *Link to Health Services* and scores worst in 4: *Mobilizing Partners*, 8: *Assure Workforce*, and 10: *Research/Innovations*.

Community Strengths & Themes Assessment

The Community Strengths and Themes Assessment generates direct feedback from community residents regarding observations of their own health, community health, and access to healthcare services. Themes and issues identified during this phase often offer insight into information discovered through other MAPP assessments.

Key stakeholder interviews, community discussion forums, and data analysis provided the information needed to complete the Community Strengths and Themes Assessment. The Health Planning Council of Northeast Florida (HPC) conducted 21 key stakeholder interviews and 8 focus groups, with the cooperation of the Florida Department of Health in Clay County. These interviews and focus groups intended to ascertain opinions of community stakeholders with knowledge of the community or influence in the county. The findings provided qualitative information, revealing community sentiments regarding healthcare services in Clay County.

Focus group participants were asked to fill out a survey with questions about their demographics, insurance status, quality of life, health status, and more. A total of 41 focus group participants filled out the demographic survey. Participants who responded to the survey were mostly older, white, relatively educated, and female.

- More than 75% of participants were 45 or older and more than 50% were 55 or older
- 30 participants (about 75%) were female
- 78% of participants were white
- Most participants (68%) had an educational level of an associate's degree or higher

² U.S. Centers for Disease Control and Prevention. (2015). *National Public Health Performance Standards (NPHPS)*.

Discussion questions about the community and health needs in Clay County were presented at the meeting for participants to answer aloud. The focus group discussion covered topics such as access to care, quality of care, safety networks, health needs and concerns, community closeness and pride, and the school system’s role in health. Participants identified poor nutrition/unhealthy eating; smoking, e-cigarettes, and tobacco use; and lack of access to affordable, healthy food as the top health concerns in Clay County.

Community Health Status Assessment

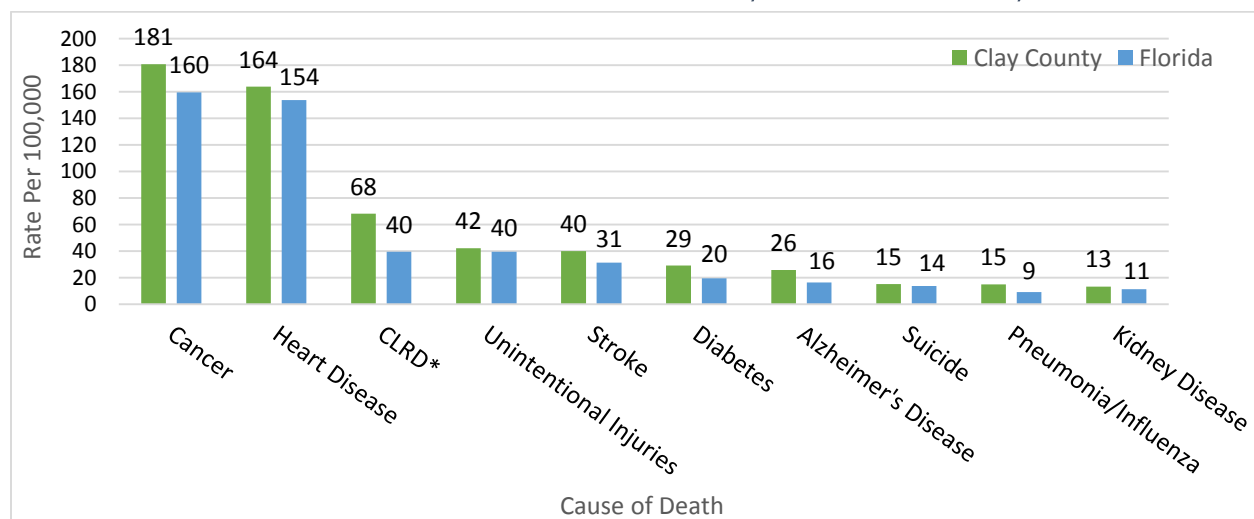
According to the Florida MAPP Field Guide, the Community Health Status Assessment is intended to answer the questions: “How healthy are our residents?” and “What does the health status of our community look like?” To answer these question, HPCNEF staff collected, analyzed, and reviewed secondary data describing population health in Clay County and compared that data to other known time periods and/or geographies.

Mortality rates are key indicators of the state of health of a community. The five leading causes of death in Clay County during the most recent period for which data is available (2011-2013) are shown below³, along with their corresponding rank for both the state and the nation as a whole. Clay County has similar major health issues when considered in respect to both Florida and the U.S.

<u>Clay County Rank</u>	<u>Disease/Condition</u>	<u>Florida Rank</u>	<u>U.S. Rank</u>
1	Cancer (total of all types)	1	2
2	Heart Disease	2	1
3	Respiratory Disease	3	3
4	Unintentional Injury	3	4
5	Stroke	4	5

Figure 3 shows the top ten leading causes of death in Clay County with a comparison to the state of Florida as a whole. Clay County has higher cancer and heart disease death rates than the state, as well as significantly higher chronic lower respiratory disease rates.

FIGURE 3. LEADING CAUSES OF DEATH IN CLAY COUNTY AND FLORIDA, 3- YEAR AGE-ADJUSTED, 2011-2013



*Chronic Lower Respiratory Disease

Source: Florida CHARTS

³ Florida CHARTS, 2015

Identifying Priority Health Issues

To determine Clay County’s health priorities, the CHIP group considered both the qualitative data collected through community engagement and secondary, quantitative data. Below are the health priorities identified by community focus groups, key stakeholder interviews, and a data scoring tool from Northeast Florida Counts (<http://www.nefloridacounts.org/>).

Health Priorities Identified by Focus Group Participants

1. Unhealthy Behaviors
2. Tobacco Use
3. Lack of Access to Healthy Foods

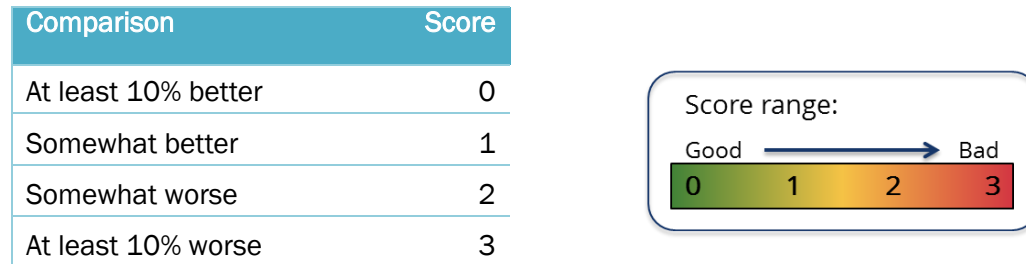
Health Priorities Identified by Key Stakeholder Interviews

1. Mental Health
2. Preventative Care
3. Lifestyle/Behavior

Health Priorities Identified by Quantitative Data Scoring Tool

The Northeast Florida Counts platform identified health priorities based on quantitative, secondary data. The data scoring tool ranked the quantitative health data by significance. Health topics were scored by comparing all of the indicators in each topic for Clay County with other counties in the Northeast Florida region. A higher score indicates a poorer performance as shown in Figure 4.

FIGURE 4. SCORE COMPARISON



For example, Mental Health & Mental Disorders has a score of 1.64 in Clay County (Figure 5), which means Clay performs somewhat worse than comparison counties. The scores are also color coded with green indicating a good score and red indicating a poor score.

FIGURE 5. TOPIC SCORES FOR CLAY COUNTY

Topics	Score
1. Mental Health & Mental Disorders	1.64
2. Substance Abuse	1.47
3. Exercise, Nutrition, & Weight	1.43
4. Environment	1.32

The Northeast Florida Counts topics – Mental Health & Mental Disorders; Substance Abuse; Exercise, Nutrition, & Weight; and Environment – align with those mentioned in community conversations and include several different indicators. The indicators for each Northeast Florida Counts topic are below:

1. **Mental Health & Mental Disorders:** Age-adjusted Death Rate due to Suicide, Death Rate due to Teen Suicide, Depression: Medicare Population
2. **Substance Abuse:** Adults who Binge Drink, Adults who Smoke, Alcohol-related Motor Vehicle Traffic Crashes, Arrests for Drug Abuse Rate, Death Rate due to Drug Poisoning, Driving Under the Influence Arrest Rate, Teens who Binge Drink, Teens who have Used Methamphetamines, Teens Who Smoke, Teens who Use Alcohol, Teens who Use Marijuana
3. **Exercise, Nutrition & Weight:** Adult Fruit and Vegetable Consumption, Adults who are Obese, Adults who are Overweight or Obese, Child Food Insecurity Rate, Food Insecurity Rate, Teens Who are Obese, Teens without Sufficient Physical Activity
4. **Environment:** Recognized Carcinogens Released into Air, Access to Exercise Opportunities, Children with Low Access to a Grocery Store, Food Environment Index, Households with No Car and Low Access to a Grocery Store, Land Used for Farming, Low-Income and Low-Access to a Grocery Store and People 65+ with Low Access to a Grocery Store

Finalizing Priority Health Issues

The Clay County CHIP group and community members reviewed key findings from the four MAPP assessments at a preliminary results and release meeting in July 2015 to further narrow down the above priorities to the top three focus areas. The meeting was advertised in the local newspaper, *Clay Today*, and meeting invitations were sent via e-mail to several community groups including the Mercy Support Network, CHIP group, Shaping Clay, and the Clay County Chamber of Commerce. During the July 2015 meeting, the attendees discussed the findings of the assessment, including the quantitative data collected through the MAPP assessments and ranked by the Northeast Florida Counts data scoring tool, as well as the top health issues identified through focus groups and key stakeholder interviews. Then, attendees provided feedback by answering the following question via an electronic polling system: “Of all the issues discussed today, which do you think is the most important?”

The meeting attendees voted for the following issues to become the priority issues addressed through the Community Health Improvement Planning process:

1. Healthcare Access
2. Healthy Behavior and Prevention
3. Mental Health

DESCRIPTION OF PRIORITY HEALTH ISSUES

Healthcare Access

The U.S. Health Resources and Services Administration (HRSA) states that “access to health care is generally related to the ability of individuals in a population group to obtain appropriate services to diagnose and treat health problems and symptoms.” The Administration further adds that a variety of factors can influence access to health care for an individual or family, including: availability of health insurance or means of paying for needed services, sufficient numbers of appropriate health professionals to serve all those needing services, and availability of appropriate health care organizations within reasonable travel times.⁴

Access & Awareness

According to focus group participants, specialty and dental care are the most difficult to access services in Clay. In order to improve access to specialty care, awareness must be drawn to referral services such as Mercy Support Services, and dental care must become more accessible to the low-income population through free dental outreach.

Those who are unable to drive or afford transportation may experience poor health outcomes; there is evidence that lack of transportation is a barrier to healthcare access, especially in those with low income or lack of insurance.⁵ Clay Transit has the ability to provide transportation for individuals in need of medical-related travel; however, this transportation service has not been used to its full capacity due to lack of awareness in Clay County.

Improving Healthcare Access

In order to improve access to and awareness of healthcare services in Clay County, the Healthcare Access workgroup decided to focus on increasing usage of public transportation, improving communication and coordination of services, increasing the number of residents that receive free or reduced dental care services, and developing a Mercy Support services communications plan. See the CHIP Action Plans at the end of this document for detailed goals, objectives, and strategies for addressing Healthcare Access issues in Clay County.

⁴ U.S. Department of Health and Human Services, Health Resources and Services Administration (HRSA), 2010

⁵ Syed, S. T., Gerber, B. S., Sharp, & K, L. (2013). Traveling Towards Disease: Transportation Barriers to Health Care Access. *Journal of Community Health*, 976-993.

Healthy Behavior & Prevention

Chronic diseases and conditions, such as heart disease, stroke, cancer, and obesity, are costly and common problems, which can be prevented by avoiding certain risky health behaviors: lack of exercise or physical activity, poor nutrition, tobacco use, and drinking too much alcohol.⁶

Obesity

High obesity rates are widespread throughout the United States, and have taken a great financial toll on the healthcare system: in 2008, the United States spent an estimated \$147 billion obesity-related medical issues. On average, medical costs for obese persons were \$1,429 higher than medical expenses for those of normal weight.⁷ Obesity is associated with conditions such as heart disease, stroke, certain cancers, and type 2 diabetes—most of which are preventable diseases.⁸

According to the 2013 Behavioral Risk Factor Surveillance Survey (BRFSS):

- 34.9% of adults in Clay County are overweight and 29.6% are obese
- 51.4% of Clay County adults are inactive or insufficiently active
- Heart disease is the second leading cause of death in Clay County

Tobacco

Tobacco use causes cancer, heart disease, premature birth, low birth weight, stillbirth, and infant death.⁹ Tobacco use is a key risk factor for development of COPD.¹⁰ Secondhand smoke exposure in infants and children causes severe asthma attacks, bronchitis, pneumonia, ear infections, and sudden infant death syndrome.¹¹ According to the 2013 BRFSS survey:

- 18.9% of Clay County adults are current smokers, which is 2% higher than the smoking rate of Florida adults
- Clay County has a significantly higher mortality rate from Chronic Lower Respiratory Disease than the state of Florida

Improving Healthy Behavior & Prevention

In order to increase the percentage of adults and children who are at a healthy weight, the Healthy Behavior & Prevention workgroup agreed to implement healthy programming and create built environments and policies that encourage physical modes of transportation. The Healthy Behavior & Prevention workgroup came to the consensus that several objectives were needed to combat tobacco use in Clay County, including: drafting potential Point of Sale (POS) policies, increasing the number of adults who are former smokers, increasing the current smokers that have tried to quit in the past year. See the CHIP Action Plans at the end of this document for detailed goals, objectives, and strategies for addressing Healthy Behavior & Prevention issues in Clay County.

⁶ U.S. Centers for Disease Control and Prevention. (2016, February). *Chronic Disease Overview*. Retrieved from CDC.gov: <http://www.cdc.gov/chronicdisease/overview/>

⁷ Harvard T.H. Chan School of Public Health. (n.d.). *Economic Costs*. Retrieved from <http://www.hsph.harvard.edu/obesity-prevention-source/obesity-consequences/economic/>

⁸ U.S. Centers for Disease Control and Prevention. (2016, February). *Chronic Disease Overview*.

⁹ Office of Disease Prevention and Health Promotion. Tobacco Use. Retrieved from HealthyPeople.gov. <https://www.healthypeople.gov/2020/topics-objectives/topic/tobacco-use>

¹⁰ U.S. Centers for Disease Control and Prevention. (2015, March 12). *Chronic Obstructive Pulmonary Disease (COPD)*. Retrieved from CDC.gov: <http://www.cdc.gov/copd/>

¹¹ U.S. Centers for Disease Control and Prevention. (n.d.). *Health Effects of Secondhand Smoke*. Retrieved from CDC.gov: http://www.cdc.gov/tobacco/data_statistics/fact_sheets/secondhand_smoke/health_effects/index.htm#children

Mental Health

Mental health is defined as a person's physiological and emotional well-being. There is emerging evidence suggesting that positive mental health is associated with improved health outcomes. Mental illness is known as the collective of diagnosable mental disorders associated with impaired functioning.¹²

Suicide

Suicide occurs when a person ends their own life and is the 10th leading cause of death among Americans.¹³ Deaths are not the only consequence of suicide. More people survive suicide attempts than die, and suicide survivors may have serious injuries, such as broken bones, brain damage, or organ failure.

- Clay County has shown a slow but steady decrease in total suicides per 100,000 population since 2008-10, though Clay remains above the state average.
- In 2011-2013, Clay County has a suicide mortality rate of 15.1 per 100,000 population compared to a rate of 13.8 per 100,000 population in Florida.
- Suicide tends to occur much more frequently among white populations than non-white groups in Clay County.

Baker Act Referrals/Examinations

In 1971, the Florida Legislature enacted the *Florida Mental Health Act*, a comprehensive revision of the state's mental health commitment laws. The law is widely referred to as the "*Baker Act*," and it allows for involuntary exam initiation (also referred to as emergency or involuntary commitment).¹⁴

- There were a total of 933 involuntary exam initiations in Clay County in 2013, down from a high of 1,090 exam initiations in 2008, but up from 833 exam initiations in 2012.

Mental Health Services

Clay County has a lower rate of adult psychiatric beds when compared to the state as a whole.

- In 2013, there were 12 adult psychiatric beds per 100,000 population in Clay County compared to 20 per 100,000 population in Florida.

Improving Mental Health

The mental health workgroup decided to work on the following objectives in order to improve mental health in Clay County: increase the participation of key community leaders and community advocates in behavioral health initiatives, create a mental health advocacy campaign, reduce the suicide rate and increase the number of providers who screen for behavioral health. See the CHIP Action Plans at the end of this document for detailed goals, objectives, and strategies for addressing Mental Health issues in Clay County.

¹² U.S. Centers for Disease Control (2015, July). Mental Health Basics. Retrieved from CDC.gov. <http://www.cdc.gov/mentalhealth/basics.htm>

¹³ U.S. Centers for Disease Control and Prevention. (2015, May). *Deaths. Final Data for 2013.*. Retrieved from CDC.gov: <http://www.cdc.gov/leadingcausesofdeath>

¹⁴ Mental Health Program Office & Department of Mental Health Law & Policy. (2014). *2014 Baker Act User Reference Guide: The Florida Mental Health Act*. Tallahassee: Department of Children and Families, Mental Health Program; University of South Florida, Louis de la Parte Florida Mental.

OVERVIEW OF CHIP PROCESS

Phases 1-4 of the Mobilizing for Action through Planning and Partnerships (MAPP) process involve visioning, collecting and analyzing data, and gathering community input in order to determine which health issues will become the strategic focus of health planning in the community for the next three to five years. A CHIP is formulated primarily in **Phases 5) Goals & Strategies** and **6) Action Cycle** of the MAPP process. In Phase 5, the community formulates broad goal statements addressing the previously identified health issues, as well as more specific strategies related to each goal. Phase 6 involves planning, implementation, and evaluation. During Phase 6, the community creates an action plan which provides details on how goals and strategies will be achieved.¹⁵

The CHIP group held a total of nine workgroups from January to March 2016, three for each of the priority health issues:

1. Healthcare Access
2. Healthy Behavior and Prevention
3. Mental Health

Workgroups began with a summary of the findings of the community health assessment and a recap of the health issue(s) to be addressed in each workgroup. Next, the Health Planning Council of Northeast Florida facilitated a brief discussion of goals, objectives, and strategies; provided examples of each; and guided the group through the process of goal creation for each health issue.

Following the creation of broad, overarching goals, the larger workgroup split into smaller teams and developed objectives for each goal as well as strategies for each objective. In addition to generating strategies that could be used to achieve each goal, the workgroup brainstormed and described potential resources, lead persons/organizations, measures for tracking progress of a strategy, current performance levels, and targets for each strategy, detailed in the CHIP Action Plans included at the end of this document.

The goal of the CHIP is to not only outline health issues, future action steps, and strategies to improve the health of Clay County, but also to align with already existing state, national objectives and other local programs, projects and organizations. The CHIP group made efforts to align Clay County with state and national objectives by referring to the Florida State Health Improvement Plan and the Healthy People 2020 initiative. Clay County aligned their strategic issues with PACE-EH and other local programs and projects. This alignment is illustrated in the CHIP Action Plans, using the symbols below:

- This symbol represents alignment with the National Healthy People 2020 initiative.
- ▲ This symbol represents alignment with the Florida State Health Improvement Plan.

¹⁵ National Association of County and City Health Officials. (n.d.). *Mobilizing for Action through Planning and Partnerships*. Retrieved March 2016, from NACCHO.org: <http://www.naccho.org/programs/public-health-infrastructure/mapp>

CHIP ACTION PLANS FOR PRIORITY HEALTH ISSUES

Priority Health Issue: Healthcare Access

Goal: Improve access to and awareness of transportation services throughout Clay County.

Objective: Increase usage of public transportation through frequency and connectivity by 10% by December 31, 2018.

Strategies	Resources	Lead Entity	Measure	Current Performance Level	Target
Partner with local employers and colleges to encourage students and employees to use public transportation (travel training).	<ul style="list-style-type: none"> • Local Universities/ Colleges • Local Employers • Jacksonville Transportation Authority • Ride Solution 	<ul style="list-style-type: none"> • Clay Transit 	# of people that complete the travel training	0	5
			# of new employers, clinics, and colleges that sell bus passes	6 locations	24 locations
Increase the number of health care organizations that provide bus passes to their non-Medicaid clients.	<ul style="list-style-type: none"> • Local Healthcare Organizations (including Florida Department of Health in Clay County, Orange Park Medical Center, St. Vincent's Clay, Baptist Clay) • Local Healthcare Providers 	<ul style="list-style-type: none"> • Clay Transit 	# of organizations that give bus passes to clients	0	2
Partner with different organizations and government entities on providing information about Clay Transit (e.g., kiosks, brochures, posters, flyers, etc.).	<ul style="list-style-type: none"> • Clay Chamber of Commerce • CareerSource • Clay County Library • Clay County Government • Local Nonprofits 	<ul style="list-style-type: none"> • Clay Transit 	# of organizations that provide information about Clay Transit	20	44

Increase the availability of public transportation services offered in Clay County.	<ul style="list-style-type: none"> • Clay Transit • Jacksonville Transportation Authority 	<ul style="list-style-type: none"> • Clay Transit • Jacksonville Transportation Authority 	# of daily revenue hours for average weekday service	17.64	18.5
Increase the average daily ridership on public transportation in Clay County.	<ul style="list-style-type: none"> • Clay Transit • Jacksonville Transportation Authority 	<ul style="list-style-type: none"> • Clay Transit • Jacksonville Transportation Authority 	# of average weekday riders at Clay County stops	325	342
Increase point of sale locations for Clay Transit passes.	<ul style="list-style-type: none"> • Clay Transit 	<ul style="list-style-type: none"> • Clay Transit 	Points of sale	3	5
Distribute “Welcome Wagon” packets containing information regarding community services and resources such as Clay Transit to new Clay residents.	<ul style="list-style-type: none"> • Clay Chamber of Commerce • Possible Ad Sponsors 	<ul style="list-style-type: none"> • Clay County Chamber of Commerce 	Welcome Wagon Packet created and distributed	0	1
Educate and inform local, regional, and state decision makers on Medicaid Managed Care Transportation issues.	<ul style="list-style-type: none"> • Clay Transit • Florida Department of Health in Clay County • Orange Park Medical Center • St. Vincent’s Clay • Baptist Clay • Consumers • Nursing Homes 	<ul style="list-style-type: none"> • Clay Transit 	# of decision makers reached	0	4

■ represents alignment with the National Healthy People 2020 initiative

▲ represents alignment with the Florida State Health Improvement Plan

Goal: Increase access to primary care services, specialty care services, and dental care. (■) (▲)

Objective: By December 2018, increase access to health care through better communication and coordination of services through outreach programs targeted to Clay County residents. (■) (▲)

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Increase awareness among residents of available free or reduced clinical services in Clay County (through workshops, community fairs, health fairs, and updated websites) in different locations throughout Clay County. (▲)	<ul style="list-style-type: none"> • Clay Chamber of Commerce • Clay Medical Society • Palms Medical Group • Mercy Support Services • Azalea Health • Florida Department of Health in Clay County satellite offices • Lake Area Ministries (LAM) • Clay Council on Aging • Community Hospice of NE Florida 	<ul style="list-style-type: none"> • The Way Medical Clinic 	# of events and community fairs	0	12 (quarterly, 4 per year)

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Goal: Increase access to primary care services, specialty care services, and dental care. (■) (▲)

Objective: By December 31, 2018, increase the number of Clay County residents receiving free or reduced dental care services from 80 per month to 100 per month on average. (▲)

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Develop a list of dental providers who accept Medicaid. (▲)	<ul style="list-style-type: none"> Medicaid Office 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of dental providers who accept Medicaid	0	1
Research local and regional best practices and lessons learned (e.g., the Apple Project in Jacksonville).	<ul style="list-style-type: none"> Community Health Outreach Jacksonville City Rescue Mission Sulzbacher Center 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of local and regional best practices	0	1
Research existing dental school programs or associations that provide dental services free of charge and develop a presentation for dental students/dentist associations that serve Clay County.	<ul style="list-style-type: none"> Florida State College at Jacksonville Educational Facility Clinic Dental Association that serves Clay County Jacksonville University 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of dental programs that provide free or low cost services	0	1
			Completed presentation & meeting minutes	0	1

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Goal: Improve access to comprehensive, quality healthcare through better coordination, communication, and awareness of social services. (■)

Objective: Increase awareness and communication by developing a Mercy Support Services communications plan for Clay County leadership by December 31, 2017.

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Identify executive leaders of nonprofit, social services, for-profit, and healthcare organizations to train on Mercy Support Services.	<ul style="list-style-type: none"> Clay SafetyNet Alliance 	<ul style="list-style-type: none"> Mercy Support Services 	List of leadership	0	1
Create training for Clay County Leadership about the importance of Mercy Support Services in order to eliminate the need for multiple agencies to have individual referral databases.	<ul style="list-style-type: none"> Clay SafetyNet Alliance 	<ul style="list-style-type: none"> Mercy Support Services 	Developed training	0	1
Conduct training for Clay County Leadership about the importance of Mercy Support Services in order to eliminate the need for multiple agencies to have individual referral databases. (Train the Trainer)	<ul style="list-style-type: none"> Clay SafetyNet Alliance Florida Department of Health in Clay County Clay County Chamber of Commerce Clay County Local Government Orange Park Medical Center Baptist Clay St. Vincent's Clay Clay County School Board Quigley House Clay Council on Aging Faith-based organizations 	<ul style="list-style-type: none"> Mercy Support Services 	# of trainings conducted Training posted on Mercy Support Services website Increase of quarterly referrals # of external organizations that host training within their organization (self-reported data)	0 0 331 0	4 1 1% per quarter 12 (6 a year)

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Priority Health Issue: Healthy Behavior & Prevention

Goal: Increase the percentage of adults and children who are at a healthy weight as defined by the National Institutes of Health (NIH). (■)(▲)

Objective: Increase the percentage of children at a healthy weight from 66.09% to 67.09% by December 31, 2018. Implement healthy programming in 3 schools by the 2016-2017 academic year. (■)(▲)

Strategies	Resources	Lead Person/ Organization	Measure	Current Performance Level	Target
Identify elementary schools for healthy behavior/prevention pilot programs that include parental components.	<ul style="list-style-type: none"> Clay County Schools 	<ul style="list-style-type: none"> School Health Advisory Committee (SHAC) Florida Department of Health in Clay County 	# of schools identified	0	3
Identify list of best practice healthy lifestyle/prevention programs to share with school leadership. (▲)	<ul style="list-style-type: none"> Centers for Disease Control and Prevention (CDC) National Association of County and City Health Officials (NACCHO) and other databases of best practices 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of best practices	0	1
Identified schools will conduct focus groups with a sample of students and/or key people in schools.	<ul style="list-style-type: none"> Clay County Schools 	<ul style="list-style-type: none"> School Health Advisory Committee (SHAC) Florida Department of Health in Clay County 	# of focus groups	0	3

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Goal: Increase the percentage of adults and children who are at a healthy weight as defined by the National Institutes of Health (NIH). (■) (▲)

Objective: Increase the percentage of adults who are at a healthy weight from 32.7% to 33.7% by December 31, 2018. (■) (▲)

Strategies	Resources	Lead Person/ Organization	Measure	Current Performance Level	Target
Implement a 5k program in Clay County (include a special program for first-timers).	<ul style="list-style-type: none"> • Striders • YMCA • 1st Place Sports • Clay County School District • Area Health Education Centers (AHEC) • Local Clay County Hospitals 	<ul style="list-style-type: none"> • Florida Department of Health in Clay County 	# of general participants # of first-time runners	25 Unknown/0	250 50
Advocate, campaign, and educate Clay County employers on how to utilize the CDC Worksite Health ScoreCard tool.	<ul style="list-style-type: none"> • CDC Worksite Health ScoreCard • Clay County Chamber of Commerce 	<ul style="list-style-type: none"> • Florida Department of Health in Clay County 	# of employers that conduct health card assessment	0	3
Provide technical assistance for available worksite wellness tools.	<ul style="list-style-type: none"> • CDC • National Association of County and City Health Officials (NACCHO) and other databases of worksite wellness tools 	<ul style="list-style-type: none"> • Florida Department of Health in Clay County 	# of technical assistance calls	0	3
Create a worksite wellness resource guide.	<ul style="list-style-type: none"> • CDC • Shaping Clay • Work Source • Clay SafetyNet Alliance • National Association of County and City Health Officials (NACCHO) 	<ul style="list-style-type: none"> • Florida Department of Health in Clay County 	Resource Guide	0	1
Create a community-wide health campaign/brand incorporating social media to spread outreach.	<ul style="list-style-type: none"> • YMCA • Local Hospitals: Orange Park Medical Center, Baptist Clay, St. Vincent's Clay • Churches • Shaping Clay • Best practices such as Healthy Baker, etc. 	<ul style="list-style-type: none"> • Florida Department of Health in Clay County + Subcommittee • David Goldberg 	Creation of campaign & subcommittee	0	1

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Goal: Create physical environments that promote good health and physical activity for Clay County.

Objective: Complete a walkability assessment and physical assets analysis (parks, trails, open space, community centers, etc.) by December 31, 2018. (■)

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Identify funding schedule and project for PACE-EH.	<ul style="list-style-type: none"> PACE-EH (Protocol for Assessing Community Excellence in Environmental Health) 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	Completed PACE-EH application	0	1
Encourage county to conduct inventory of physical assets (i.e. parks, trails, open spaces, community centers, etc.). (■)	<ul style="list-style-type: none"> Clay County Commissioners Clay County Planning 	<ul style="list-style-type: none"> TENTATIVE: Clay County Planning Department Co-lead: Florida Department of Health in Clay County 	Completed asset inventory	0	1

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Goal: Create physical environments that promote good health and physical activity for Clay County.

Objective: Advocate for an improved complete streets policy by December 31, 2018.

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Research/identify complete (or similar) street policy in Clay County.	<ul style="list-style-type: none"> Regional Planning Council Clay County Manager Clay County Commissioner Local Urban & Regional Planners 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	Researched Policy Master Plans & Policy	0	1
Identify next steps incorporating best practices.	<ul style="list-style-type: none"> Smart Growth America Nassau County Duval County 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of best practices & next step	0	1

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Goal: Reduce negative health outcomes related to tobacco use (including smokeless tobacco, ENDS (Electronic Nicotine Delivery Systems)) and secondhand smoke exposure. (▲)

Objective: Draft potential Point of Sale (POS) policy based on best practices/peer states by March 15, 2017.

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Complete a preliminary analysis of POS surveys.	<ul style="list-style-type: none"> Quit Doc Tobacco-Free Partnership of Clay County Counter Tobacco Florida Department of Health in Clay County 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	Analysis of POS surveys	0	1
Share findings with key stakeholders in Clay County.	<ul style="list-style-type: none"> SWOT Analysis (Strengths, weaknesses, opportunities, threats) County Commissioner Orange Park Medical Center St. Vincent's Clay Baptist Clay Northeast Florida Cancer Control Collaborative (NEFCCC) Private Practices 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	# of key stakeholders reached	0	5
Research/identify POS best practices/peer states.	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) Counter Tobacco Quit Doc Tobacco-Free Partnership of Clay County Florida Department of Health in Clay County National Association of County and City Health Officials (NACCHO) 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	List of best practices	0	1

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Goal: Reduce negative health outcomes related to tobacco use (including smokeless tobacco, Electronic Nicotine Delivery Systems (ENDS)) and secondhand smoke exposure. (▲)

Objective: Increase number of adults who are former smokers from 27.7 to 28.1 percent by December 31, 2018.
 Increase the current smokers that have tried to quit in the past year from 59.7 to 61.1 percent by December 31, 2018. (▲)

Strategies	Resources	Lead Person/ Organization	Measure	Current Performance Level	Target
Research/identify employer policies on tobacco use.	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) Clay County Chamber of Commerce 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	# of employers with tobacco policies	0	5
Partner with employers on providing smoking cessation services and nonsmoking policies.	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) Flagler County Clay County Chamber of Commerce 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	Partnership with employers	0	3
Increase the number of partners that host AHEC.	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) Quit Doc Florida Department of Health in Clay County 	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) 	# of partners that host AHEC	3	4
Partner with local providers to increase referral of patients to smoking cessation services.	<ul style="list-style-type: none"> Area Health Education Centers (AHEC) Medical Society Quit Doc The Florida Academy of Family Physicians Florida Department of Health in Clay County 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County Area Health Education Centers (AHEC) 	# of providers reached	0	50
Explore the possibility of conducting a youth/parent cessation class in Clay County.	<ul style="list-style-type: none"> YMCA Clay County Schools Area Health Education Centers (AHEC) 	<ul style="list-style-type: none"> Quit Doc Foundation Tobacco-Free Partnership of Clay County 	Research findings	0	1

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Priority Health Issue: Mental Health

Goal: Expand awareness of and access to behavioral health needs and services so that adults, infants, children and families are healthy participants living in their communities in Clay County.

Objective: Increase participation of key community leaders and community advocates by 25 percent in behavioral health initiatives by April 15, 2017.

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Hold four behavioral health seminars (including suicide prevention and awareness) per year to educate citizens and leaders, with the first seminar held by December 31, 2016. (■)	<ul style="list-style-type: none"> Clay SafetyNet Alliance Quigley House Continuing education unit credits (hospitals) Public Health agencies Library SEDNET (Multiagency Network for Students with Emotional/ Behavioral Disabilities) 	<ul style="list-style-type: none"> Clay Behavioral Health Center 	<p># of seminars</p> <p># of participants</p>	<p>0</p> <p>0</p>	<p>4 per year</p> <p>15, increase by 10 per event in first year and 20% the year after</p>
Identify five large employers in Clay County (e.g. schools, county government, etc.) to educate about behavioral health and to have participate in behavioral health initiatives.	<ul style="list-style-type: none"> Clay SafetyNet Alliance Finally Friday Networking Group 	<ul style="list-style-type: none"> Mental Health Council 	# of organizations identified	0	5
Hold behavioral health session of <i>Health 2 U</i> by December 31, 2016, pending OPMC's <i>Health 2 U</i> session availability.	<ul style="list-style-type: none"> Orange Park Medical Center 	<ul style="list-style-type: none"> Clay Behavioral Health Center 	Completion of <i>Health 2 U</i> session	0	1
Mental Health Council will participate in 10 behavioral health education sessions by December 31, 2016.	<ul style="list-style-type: none"> Clay SafetyNet Alliance Shaping Clay 	<ul style="list-style-type: none"> Clay Behavioral Health Center 	# of events attended	0	10

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Goal: Expand awareness of and access to behavioral health needs and services so that adults, infants, children and families are healthy participants living in their communities in Clay County.

Objective: Create a mental health advocacy campaign by December 31, 2018.

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Create a mental health advocacy campaign action plan.	<ul style="list-style-type: none"> • Best practices (local, state, regional) • NAMI (National Alliance on Mental Illness) • Lutheran Services of Florida • Faith-based organizations • Law enforcement • Community members • St. Johns River College, Florida State College at Jacksonville • Clay County School Board • Mental Health providers • Clay Behavioral Health 	<ul style="list-style-type: none"> • Mental Health Council 	Campaign action plan	0	1
Find funding opportunities (grants/philanthropy).	<ul style="list-style-type: none"> • Jaguar Foundation • Weaver Foundation • Reinhold Foundation • SAMHSA (Substance Abuse & Mental Health Services Administration) • NIMH (National Institute of Mental Health) • United Way • BlueCross BlueShield • Florida Blue • United Health Humana • Magellan Health • Optum 	<ul style="list-style-type: none"> • Mental Health Council 	# of grants applied for \$ received	0 0	5 Based on action plan

	<ul style="list-style-type: none"> • Local and Regional Hospitals (Orange Park Medical Center, St. Vincent's, Shands) • Private Mental Health Facilities • Verizon HopeLine • The No More Campaign • Clay Action Coalition • Mental Health America • SEDNET (Multiagency Network for Students with Emotional/Behavioral Disabilities) • NAMI (National Alliance on Mental Illness) 				
Contact local key stakeholders to brainstorm ideas.	<ul style="list-style-type: none"> • Media • Schools/colleges • United Way • County representatives • Marketing agencies • Clay Behavioral Health 	<ul style="list-style-type: none"> • Mental Health Council 	List of key stakeholders	0	1

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Goal: Expand awareness of and access to behavioral health needs and services so that adults, infants, children and families are healthy participants living in their communities in Clay County.

Objective: By December 31, 2018, reduce the suicide rate of Clay County residents from 15.1 deaths per 100,000 population to 13.6 per 100,000, bringing the Clay County rate below the Florida rate of 13.8 deaths per 100,000. (■)

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Distribute information on the National Suicide Hotline via cards and handouts at frequently visited local places in Clay County (e.g., fast food restaurants, schools, libraries, and doctors' offices). (■)	<ul style="list-style-type: none"> • DBSA (Depression and Bipolar Support Alliance) • SAMSA (Substance Abuse & Mental Health Services Administration) • Girls Scouts/ United Way (call #211) • Senior Center • Clay Transit • Discharge Facilities (elderly) • Meals on Wheels • Mercy Support Services • Clay SafetyNet Alliance • Local Medical Providers • Quigley House • Department of Children and Families • Orange Park Medical Center • St. Vincent's Clay • Baptist Clay 	<ul style="list-style-type: none"> • National Alliance of Mental Illness • Mental Health Council 	# of cards distributed in community	0	1,000
Research and share information with youth regarding text hotline (specific to Clay County). (■)	<ul style="list-style-type: none"> • National Suicide Hotline • NAMI (National Alliance on Mental Illness) • Crisis Text Line • Girl Scouts • Daniel Memorial • Youth Crisis Center • SHAC (School Health Advisory Committee) 	<ul style="list-style-type: none"> • Quigley House • NFCAA (Northeast Florida Community Action Agency) 	Creation / identification of suicide text hotline # of adolescents reached	0 0	1 1,000

<p>Teach/coach/train teens to be suicide prevention advocates in their schools and communities. (■)</p>	<ul style="list-style-type: none"> • I Still Matter • Florida Department of Health in Clay County • Girl Scouts • Clay Behavioral Health Center • NAMI (National Alliance on Mental Illness) • S.O.S. 	<ul style="list-style-type: none"> • I Still Matter 	<p># of teens engaged per municipality</p>	<p>0</p>	<p>5 per municipality</p>
<p>Implement 3 new behavioral health prevention programs.</p>	<ul style="list-style-type: none"> • I Still Matter • Local Hospitals • SEDNET (Multiagency Network for Students with Emotional/Behavioral Disabilities) • Mental Health America • Clay Action Coalition • NAMI (National Alliance on Mental Illness) 	<ul style="list-style-type: none"> • I Still Matter 	<p># of programs</p>	<p>0</p>	<p>3</p>
<p>Identify a navigation toolkit for behavioral services for an after-crisis situation. (■)</p>	<ul style="list-style-type: none"> • NAMI (National Alliance on Mental Illness) • Mental Health America • Gateway • Local/regional best practices • United Health • Sunshine Health (Cenpatico) • CDC • Mercy Support Services 	<ul style="list-style-type: none"> • Orange Park Medical Center • Mental Health Council 	<p>Identification of toolkit</p>	<p>0</p>	<p>1</p>

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Goal: Educate, support, and equip providers and communities for incorporating mental health with overall health issues.

Objective: By December 31, 2018, increase the number of providers who screen for behavioral health by 1% in Clay County

Strategies	Resources	Lead Person/Organization	Measure	Current Performance Level	Target
Find a baseline of primary care providers who screen for behavioral health.	<ul style="list-style-type: none"> Orange Park Medical Center St. Vincent's Clay Baptist Clay Way Free Clinic Clay County Providers 	<ul style="list-style-type: none"> Florida Department of Health in Clay County Clay Medical Society 	List of primary care providers that screen for behavioral health	0	1
Determine what assessments are currently used to screen for behavioral health.	<ul style="list-style-type: none"> Orange Park Medical Center St. Vincent's Clay Baptist Clay Way Free Clinic Clay County Providers 	<ul style="list-style-type: none"> Florida Department of Health in Clay County 	List of surveys used	0	1
Perform educational outreach to health providers promoting the best practices for behavioral health screenings. (■)	<ul style="list-style-type: none"> Medical Society Academy of Family Physicians (Florida Chapter) Orange Park Medical Center St. Vincent's Clay Baptist Clay 	<ul style="list-style-type: none"> Clay County Behavioral Health Advocacy Campaign 	# of providers contacted	(Internal Med v Family Practice) 0	90%
Conduct a post-survey to determine the number of providers who screen for behavioral health after the educational outreach.	<ul style="list-style-type: none"> Medical Society Orange Park Medical Center St. Vincent's Clay Baptist Clay 	<ul style="list-style-type: none"> Clay Medical Society Florida Department of Health in Clay County 	# of providers that implemented the BH assessment	0	50%

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