

Community Health Needs Assessment Implementation Strategy



"Wolfson Children's Hospital is committed to advocacy for child health beyond our hospital walls. Regularly assessing the needs of children and families in the five-county area ensures we are doing what we can to address gaps in services, which is possible through our strong pediatric partnerships in the community."

Michael Aubin, FACHE
Hospital President
Wolfson Children's Hospital



To view the Community Health Needs Assessment reports and implementation strategies for all Baptist Health hospitals, please visit baptistjax.com/communityneeds.

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Wolfson Children's Hospital CHNA Implementation Strategy

Adopted by the Wolfson Children's Hospital Governing Board on: January 28, 2016

This document describes how Wolfson Children's Hospital (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on April 28, 2016. The implementation strategy describes how the hospital plans to address significant community health needs in years 2016 through 2018.

The 2015 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It identifies significant needs the hospital plans to address through various strategic initiatives and articulates why the hospital does not plan to address other needs identified in that report.

Wolfson Children's Hospital reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described strategic initiatives. Alternatively, other organizations may decide to increase resources devoted to addressing one or more of the significant community health needs, and as a result the hospital may amend its strategies and focus on other identified needs.

The document contains the following information:

1. About Wolfson Children's Hospital
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs Wolfson Children's Hospital Will Not Address
6. Implementation Strategy Adoption

1. About Wolfson Children's Hospital

Wolfson Children's Hospital is a multi-specialty hospital facility that provides inpatient, outpatient, and 24-hour emergency care for children. Baptist Health in Jacksonville, Florida, is comprised of outpatient locations and the following hospital facilities:

- [Baptist Medical Center Beaches](#), a 146-bed multi-specialty medical center that serves Duval and St. Johns counties;
- [Baptist Medical Center Jacksonville](#), a 477-bed multi-specialty medical center located in Jacksonville that serves Duval County;
- [Baptist Medical Center Nassau](#), a 62-bed multi-specialty medical center that serves Nassau County;
- [Baptist Medical Center South](#), a 245-bed multi-specialty medical center that serves Clay, Duval, and St. Johns counties; and
- [Wolfson Children's Hospital](#), a 216-bed tertiary hospital for children that serves Baker, Clay, Duval, Nassau, and St. Johns counties in Florida.

The organization's mission statement and values follows.

Mission

The mission of the hospital is to promote optimal health for the region's infants and children by providing patient- and family-centered care, education, research and child advocacy.

Values

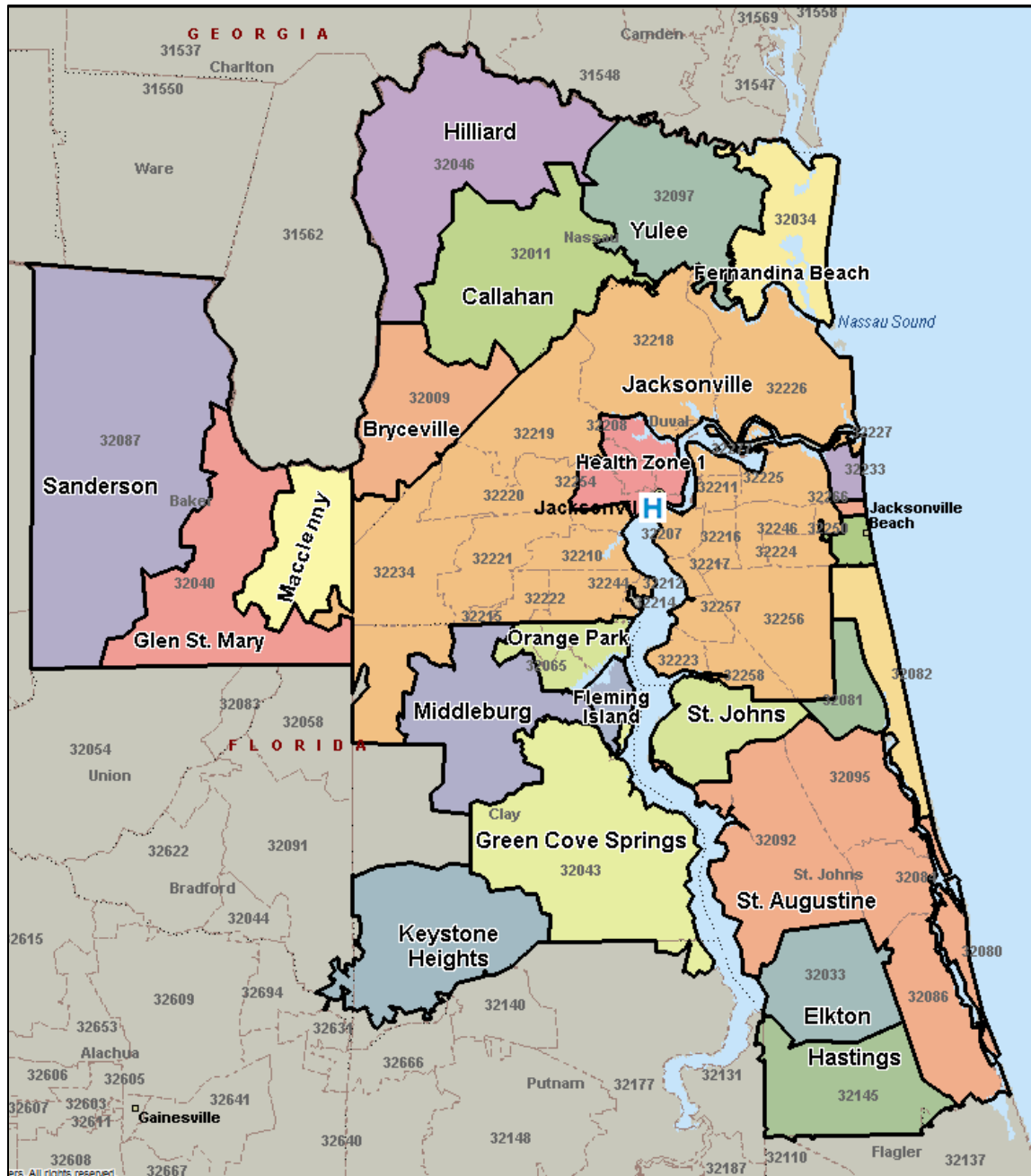
In striving to fulfill our mission, we are guided by the enduring values of:

- Community Advocacy - Promote the health of the community and individuals in need through responsible action and charitable service.
- Respect - Treat those we serve and each other with dignity, compassion, and integrity and foster a culture of inclusiveness that celebrates the diversity of all individuals.
- Excellence - Exceed the quality and service expectation of those we serve through inclusive and innovative efforts, constant evaluation of results and celebration of achievements.
- Stewardship - Render cost-effective, compassionate, quality health care through responsible management of resources.

More information about Baptist Health can be found at <http://www.baptistjax.com/>. More information about Wolfson Children's Hospital can be found at <http://www.wolfsonchildrens.org>.

2. Definition of the Community Served

For the purposes of Wolfson Children's Hospital's CHNA, the community was defined as Baker, Clay, Duval, Nassau, and St. Johns counties, mapped below. In 2014, more than 85 percent of the hospital's inpatient discharges originated from these counties.



In 2015, the community was estimated to have a population of approximately 1,417,000 persons and 323,000 individuals aged 0-17 years.

3. Summary of Significant Community Health Needs

Wolfson Children's Hospital's 2015 CHNA identified a number of significant health needs in Baker, Clay, Duval, Nassau, and St. Johns counties. The CHNA process considered and assessed a wide range of primary and secondary data sources, including structured interviews with persons who represent the broad interests of the community and those with expertise in public health and assessments and studies prepared by other organizations. The CHNA report identified 11 health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- In Baker, Clay, and Nassau counties, the per-capita supply of primary care physicians, dentists, and mental health providers is below U.S. averages. St. Johns County also has fewer dentists per capita than the U.S.
- In 2014 there were 2,024 preventable inpatient hospitalizations for residents of the five-county area aged 0-17 years –1,208 for asthma alone.
- Concerns were raised about both the cost of health services for primary care and low usage of preventive care services; lack of access to affordable care, especially among residents who are low-income, working poor, uninsured or underinsured, immigrants, and those who are undocumented; lack of access to affordable health care that results in overuse of emergency rooms; and difficulty accessing pediatricians and pediatric specialist services, mental health care, and dental care.
- Also identified as concerns were lack of health education, notably knowledge about nutrition, HIV/STD prevention, or pregnancy prevention; lack of understanding about how to effectively navigate the health care system.

Dental Care

- Access to dental care, including related transportation and child care services, were identified as problematic by community members.

Health Disparities

- There is projected growth in the pediatric population, aged 0-17 years, although Baker and Clay counties are expected to have a decrease in this population
- Projected growth among Hispanic (Latino) residents
- The proportion of residents who are Black (African American) is highest in Health Zone 1 (which is comprised of six ZIP codes where poverty also is most prevalent in Duval County).
- Greater prevalence of drinking, smoking, inability to visit a doctor due to cost, asthma, stroke, and poor mental health for lower-income residents were also mentioned. w
- Increasing diversity will require more culturally and linguistically appropriate care.

Maternal and Child Health

- Preterm births are especially prevalent in Clay, Duval, and Nassau counties.
- The percent of births to mothers who reported smoking during pregnancy is relatively

Significant Community Health Needs Identified in the 2015 CHNA

high in each of the five counties.

- The rates of low birthweight births and infant mortality are comparatively high in Baker and Duval counties, as are teen birth rates in Baker County, domestic violence offenses in Duval County, and rates of children experiencing sexual violence in Clay and Duval counties.
- The percentage of students not receiving sufficient vigorous physical activity is high in Baker, Duval, and Nassau counties.

Mental Health

- High school-aged youth in Duval County reported significantly higher-than-average rates for: “felt sad or hopeless,” “seriously considered attempting suicide,” “made a plan about how they would attempt suicide,” and “attempted suicide;” and more than 11 percent of respondents reported that they had attempted suicide – a rate well above Florida and U.S. averages.
- In 2012, Florida ranked 49th of the 50 states in per-capita state mental health funding and northeast Florida was the second-lowest funded region in Florida.
- Limited access to and long wait times to see mental health providers were identified as related concerns by community members.
- The pediatric population faces many barriers to seeking mental health services that are related to transportation issues and stigma associated with mental illness.

Nutrition, Physical Activity, and Obesity

- High school-aged youth in Duval County reported high rates of problematic dietary behaviors and physical inactivity; more than 17 percent reported they “were overweight.”
- Food deserts are present in Sanderson and Glen St. Mary in Baker County, central Jacksonville in Duval County, Green Cove Springs in Clay County, and St. Augustine in St. Johns County.
- Poor diet and nutrition, limited physical activity, and childhood obesity were the issues of greatest concern expressed by community members.

Poverty

- In 2013, 20 percent of children aged 0-17 years in the five-county community lived in poverty, and about 25 percent of children in Duval County lives in poverty.
- More than one-third of Duval County Health Zone 1 residents live in poverty.
- Poverty rates are highest for Black (African American) residents.

Smoking

- Each of the five counties reported problematic statistics for the percent of births to mothers who reported smoking during pregnancy.
- Smoking rates in Baker and Clay counties are higher than rates of other Florida counties for adult smoking rates.
- More than 20 percent of adults report they currently are smoking in Baker, Clay, Duval, and Nassau counties.

Significant Community Health Needs Identified in the 2015 CHNA

Transportation

- Community concerns about a lack of reliable public transportation, particularly across county lines, were expressed.
- Lack of reliable public transportation reduces access to health care services, particularly for preteens and teens who rely on caregivers for transportation to medical appointments, as well as low-income populations, and those who travel long distances for care or live in rural areas.
- Transportation barriers contribute to missed appointments and failure to seek care for health concerns.

Unintentional Injury

- Motor vehicle deaths in Clay, Duval, and Nassau counties are comparatively worse than similar-sized counties, and unintentional injury was comparatively worse in Duval and Nassau counties.
- Duval County youth report relatively high rates for behaviors associated with unsafe driving, problems with violence and bullying (including on school property), high rates of forcible sexual intercourse and dating violence, and high rates of high school-aged individuals who attempted or considered suicide.

Unprotected Sex/Teen Pregnancy

- Teen births are comparatively high in Baker, Duval, Nassau, and St. Johns counties.
- Duval County youth report relatively high rates for: “did not use any method to prevent pregnancy,” “were never taught in school about AIDS or HIV infection,” and “had sexual intercourse before age 13 years.”

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Wolfson Children’s Hospital plans to address the significant community health needs identified in the 2015 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Wolfson Children’s Hospital to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need (i.e., the number of lives the hospital can impact);
- The frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2016-2018 time period.

Significant Community Health Needs Identified in the 2015 CHNA	Intend to Address (Y/ N)
Access	Y
Dental Care	N
Health Disparities	Y
Maternal and Child Health	Y
Mental Health	Y
Nutrition, Physical Activity, and Obesity	N
Poverty	N
Smoking	N
Transportation	N
Unintentional Injury	Y
Unprotected Sex/Teen Pregnancy	Y

For each significant health need that the hospital intends to address, the following strategy describes:

- Actions Wolfson Children's Hospital intends to take, including programs and resources it plans to commit;
- Anticipated impact of these actions and a plan to evaluate that impact; and
- Planned collaborations between the hospital and other organizations.

Access

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Assure that financial assistance programs comply fully with state and federal requirements.
2. Increase enrollment in Florida KidCare, the Children's Health Insurance program for Florida, through both community and hospital outreach. Community outreach initiatives include participation in school events, health fairs and other health-related events. Additionally, Wolfson Children's Hospital will continue its hospital outreach to its self-pay patients by contacting and assisting them in enrolling in Florida KidCare.

3. Work in conjunction with local school boards or other community partners in order to establish new avenues that will increase access to primary care services for children.
4. Continue to evaluate how to best use and expand its home health and telehealth services in order to improve access to care.
5. Reduce the number of preventable hospitalizations for asthma by continuing to build on the services offered by the Community Asthma Partnership at Wolfson (CAPW). CAPW provides education, events, workshops and other programs in order to teach children and their caregivers how to better manage their disease. CAPW also provides care coordination services to patients who present frequently to the Emergency Department in order to reduce the number of admissions for asthma.
6. Continue to support access to specialty care and reduce preventable hospitalizations through its investment in the Bower Lyman Center for Medically Complex Children. The Center offers medically complex children a coordinated, family-focused and team-based approach to achieve their highest possible quality of life and health outcomes, and to promote family well-being.
7. Offer free health-related programming in the community through partnerships between Baptist Health System, YMCA and Jewish Community Alliance. Wolfson Children's Hospital will evaluate how to best improve access for children through these centers, which may include offering school physicals.
8. Continue to participate in local community health fairs, which provide health screenings, education, information on insurance coverage and other health-related services for children and their families.
9. Provide free "back to school" and sports physicals in varying locations across the community.
10. Support and advocate for legislation that is specifically focused on improving access to care for children.
11. Continue to support the UF Health Pediatric Weight Management Center – Wolfson Children's Hospital. This center provides obese and overweight pediatric patients with a comprehensive, family-centered and team-based approach to achieve weight loss, weight loss maintenance and reverse the co-morbidities of obesity. The treatment team works together to provide the best support and guidance for the patient and family, not only for weight loss, but also for weight loss maintenance.
12. Work with community partners to increase access to pediatric care for all children, including children enrolled in KidCare or who do not have health insurance.
13. Continue to provide financial support to community organizations that are committed to increasing access for child health services.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- Local health departments in the five-county area
- Local school districts in the five-county area
- Nemours Children's Specialty Care, Jacksonville
- University College of Medicine – Jacksonville
- YMCA
- After -school programs and summer camps

- Community PedsCare
- Children's Hospital Association
- Florida Association of Children's Hospitals
- St. Vincent's HealthCare
- Jacksonville Sports Medicine Program

Anticipated Impacts:

- More children will have health insurance coverage.
- More children will have access to primary care.
- More families will be better informed on the health resources that exist in the community for children and will be better educated about child health and wellness.

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- Track the number of families assisted and enrolled in KidCare
- Track the number of families educated at community events
- Track the number of children and adults educated on care coordination services for asthma through CAPW
- Track the number of families educated at YMCA

Health Disparities

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Reduce disparities pertaining to access to affordable care by providing assistance in enrolling uninsured children in KidCare
2. Improve the level of linguistically and culturally appropriate care by hiring bilingual staff who can better communicate with the Hispanic population and understand the cultural barriers to care
3. Provide education and health screenings in low-income, Black (African American) and Hispanic (Latino) communities
4. Continue to build on the efforts of CAPW and use its resources to target specifically populations in need of education and support, as asthma has been found to be a "highly problematic" health issue for low-income, Black and Hispanic residents.
5. Work in conjunction with local school boards and/or other community partners in order to establish new avenues that will increase access to primary care services for children.
6. Participate in local community health fairs to provide screenings, education, information on insurance coverage and other health-related services to children and their families.
7. Offer school- and community-based educational programming aimed at improving child health. Current programming includes nutrition, hygiene, body systems, safe driving, and over-the-counter medication safety.

8. Provide education to school nurses on diabetes prevention and maintenance.
9. Educate the community and patients on the health risks associated with smoking and exposure to second-hand smoke and provide referrals to smoking cessation resources in the community, such as AHEC.
10. Implement Youth Mental Health First Aid training, an eight-hour course that teaches participants how to help someone who is developing a mental health problem or experiencing a mental health crisis. The training helps participants identify, understand, and respond to signs of mental illness and substance use disorders.
11. Educate the community regarding breastfeeding and safe sleep practices through social media and traditional news media campaigns, community events and classes.
12. Work with community partners to increase access to pediatric care for all children, including children enrolled in KidCare or who do not have insurance.
13. Continue to provide financial support to local organizations that are dedicating to reducing health disparities in the community.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- KidCare referring partners
- Healthy Start Coalition of Northeast Florida
- AHEC
- YMCA
- Center for Language and Culture
- Local school districts in the five-county area
- Summer camps
- Early education and after-school programs

Anticipated Impacts:

- Increased access to health insurance through KidCare enrollment
- Increased access to primary care
- Increased awareness and decreased stigma surrounding mental health
- Reduced preventable hospitalizations for conditions such as asthma
- Increased awareness about diabetes maintenance
- Increased awareness and education on factors that impact overall child health and wellness

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- Track the number of children and families assisted and enrolled in KidCare.
- Measure the number of participants educated at community events.
- Track the number of referrals to AHEC, the number of people who enroll and complete a smoking cessation class, and the number of people who quit smoking.
- Track the number of nurses educated on diabetes.
- Measure the number of children educated through community programs.

- Track the number of families educated at health fairs.
- Track the number of people trained in Youth Mental Health First Aid.

Maternal and Child Health

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Continue to offer school- and community-based educational programming aimed at improving child health. Current programming includes nutrition, hygiene, body systems and safe driving, and over-the-counter medication safety. Wolfson Children's Hospital will continue to evaluate other educational needs in the community and implement new programming as needs arise and resources become available.
2. Increase educational activities aimed at reducing the number of overweight youth in the community, not only through existing educational initiatives, but through partnerships in the community, such as Play 60 with the Jacksonville Jaguars and the Healthy Jacksonville Childhood Obesity Prevention Coalition.
3. Increase awareness of safe sleep practices to reduce the risk of sleep-related deaths during infancy. Provide safe sleep, breastfeeding, infant and child CPR, and choking education to at-risk expectant families referred by community partners. Distribute safe sleep equipment and supplies to families in need, and work with Wolfson Children's Hospital to develop a strategy for wider distribution of selected safe sleep apparatus to at-risk families in need. Utilize paid, unpaid, social and in-house media to promote awareness of safe sleep practices during infancy to the community at large.
4. Provide education and resources through free classes and community events, including health fairs and safe sleep classes.
5. Work with partners and affiliates to develop and implement a child abuse prevention strategy.
6. Provide education on the risks associated with smoking and second-hand smoke and provide smoking cessation referrals for pregnant moms.
7. Train community members in CPR at community events.
8. Create and provide an obesity toolkit for local pediatricians and the community that is accessible online.
9. Work with community partners to increase access to pediatric care for all children, including children enrolled in KidCare or who do not have insurance.
10. Continue to provide financial support to community organizations that are committed to improving child health.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- Healthy Jacksonville Childhood Obesity Prevention Coalition
- Jacksonville Jaguars
- Healthy Start Coalition of Northeast Florida
- Local health departments in the five-county area
- Local school districts in the five-county area

- YMCA
- AHEC
- Florida Department of Children and Families

Anticipated Impacts:

- Increased awareness and education on health and wellness, including health impacts caused by obesity
- Increased awareness and education on infant mortality from sleep-related deaths
- Increased awareness about child abuse prevention programs

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- Track number of children and families who participate in classes and community events
- Track number of families educated on infant mortality
- Track number of lives touched through Play 60

Mental Health

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Implement Youth Mental Health First Aid training for community members in low-income areas on the warning signs of mental illness in adults and children and how to intervene when necessary.
2. Provide mindfulness training and coaching through affiliations with the YMCA and the Jewish Community Alliance
3. Work with community providers to develop an integrated care clinic to provide additional access to mental health services.
4. Partner with the United Way of Northeast Florida to develop and implement a community-wide effort to reduce the stigma associated with mental illness and increase access to care.
5. Increase community awareness by hosting the annual Faith and Mental Health Conference.
6. Support the National Alliance on Mental Illness (NAMI) in implementing youth education and awareness programs.
7. Collaborate with other community providers to develop an integrated care clinic that will provide additional pediatric mental health resources in the community.
8. Continue to provide financial investments to community organizations that are committed to increasing access to mental health services and/or decreasing the stigma associated with mental health issues.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- Local school districts in the five-county area
- United Way of Northeast Florida

- NAMI
- YMCA
- JCA
- Nemours Children's Specialty Care, Jacksonville
- UF Health Jacksonville

Anticipated Impacts:

- Increased access to mental health services
- Decreased stigma in the community surrounding mental health

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- An evaluation of mental health awareness, attitudes and access will be included in the United Way effort
- The number of participants in the Youth Mental Health First Aid eight-hour training will be tracked and knowledge gains measured through surveys
- The number of participants in training on youth mental illness and suicide will be tracked and knowledge gains will be measured via survey of participants
- Monitor suicide rates in the community
- Monitor mental health admissions through the Emergency Department

Unintentional Injury

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Continue its partnership with Safe Kids Worldwide in order to reduce the amount of unintentional childhood injuries. Through this partnership, Wolfson Children's Hospital educates the community on child water safety, home safety, child passenger safety, bicycle safety, pedestrian safety, infant mortality and safe sleep practices, heat illness, exertional heat stroke, lightning and sports-related concussions and head injuries.
2. Continue its affiliation with the Jacksonville Sports Medicine Program, a not-for-profit, volunteer-based organization that is dedicated to youth sports injury advocacy and prevention.
3. Utilize paid, unpaid, social, in-house media and special events to promote awareness of injury prevention for children 19 and under and to the community at-large.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- Safe Kids Worldwide
- Jacksonville Sports Medicine Program
- Florida Department of Children and Families
- The City of Jacksonville
- Healthy Start Coalition of Northeast Florida

- Department of Transportation
- Century Ambulance
- Health departments in the five-county area
- Florida Swimming Pool Association
- Jacksonville Sheriff's Office

Anticipated Impacts:

- Increased awareness about the causes of unintentional injuries and actions that can be taken to decrease the risk of injury

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- Track the number of child passenger seats distributed and installed
- Track the number of safe sleep spaces distributed
- Track the number of bike helmets distributed and the number of fittings performed
- Track the number of people educated at health fairs and through educational programs
- Track the number of people reached through media relations and social media campaigns

Unprotected Sex/Teen Pregnancy

To address this need, Wolfson Children's Hospital will undertake the following program initiatives:

1. Partner with local school districts and community organizations to enhance STI education and awareness.
2. Partner with local colleges, universities and military bases to enhance safe sex and STI education programs.
3. Provide Teen Talk programming to community partners.
4. Partner with local agencies to increase awareness of existing HIV and STI testing and treatment sites, and also help grow additional HIV and STI testing sites in the community.
5. Work with Nassau Alcohol Crime and Drug Abatement Coalition (NACDAC) to educate teens in Nassau on the importance of the HPV vaccine in preventing cervical cancer.
6. Offer STI prevention and safe sex education at community events and health fairs
7. Continue to provide financial support to community organizations that are committed to reducing the rates of unprotected sex and teen pregnancy in the community.

Planned Collaborations: In implementing the above initiatives, Wolfson Children's Hospital anticipates collaborating with the following organizations:

- Healthy Start Coalition of Northeast Florida
- School districts in the five-county area
- Health departments in the five-county area
- Local colleges and universities, as well as military bases
- Nassau Alcohol Crime and Drug Abatement Coalition

Anticipated Impacts:

- Increased educational programs on STI prevention
- Increased awareness of screening and treatment options locally which will lead to a reduction in number of STI rates

Evaluation Plan: Wolfson Children's Hospital will assess the impact of the above initiatives as part of the Community Health Needs Assessment it will conduct in 2018.

- Track the number of people educated at events
- Knowledge gained of the participants from educational sessions will be measured through a survey
- Track the number of individuals screened through planned collaborations

5. Needs Wolfson Children's Hospital Will Not Address

No entity can address all of the health needs present in its community. Wolfson Children's Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. This implementation strategy does not include specific plans to address the following health priorities that were identified in the 2015 Community Health Needs Assessment:

Dental Care. Wolfson Children's Hospital does not anticipate implementing additional initiatives to address identified dental care needs. Other organizations in the community such as the Children's Economy Dentistry and the Florida Dental Association are addressing this need. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Nutrition, Physical Activity, and Obesity. Wolfson Children's Hospital partners with the Jacksonville Jaguars Foundation to provide Play 60 activities through northeast Florida middle schools. Due to resource constraints and the availability of other resources in the community, the hospital believes its implementation strategy should focus on other significant community health needs.

Poverty. Wolfson Children's Hospital does not anticipate implementing additional initiatives to address identified poverty. This need is being addressed by other entities in Baker, Clay, Duval, Nassau, and St. Johns counties, including the United Way of Northeast Florida, which Baptist Health supports. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Smoking. Wolfson Children's Hospital does not anticipate implementing additional initiatives to address the identified need to reduce smoking. This need is being addressed by other entities in Baker, Clay, Duval, Nassau, and St. Johns counties. Specifically, Baptist Medical Center Jacksonville, which shares a campus with Wolfson Children's Hospital, will be using its affiliation with MD Anderson Cancer Center to implement new initiatives and address this need.

in the community. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Transportation. Wolfson Children's Hospital does not anticipate implementing additional initiatives to address identified transportation needs. This need is being addressed by other entities in Baker, Clay, Duval, Nassau, and St. Johns counties. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital believes resources devoted to its implementation strategy should focus on other significant community health needs.

6. Implementation Strategy Adoption

The Board of Directors of Wolfson Children's Hospital reviewed and adopted this plan at its January 28, 2016, board meeting.

7. People Contributing to the Development of the Implementation Strategy

Heather Crowley, Duval County Public Schools
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