

**CAPITAL AREA HEALTHY START  
COALITION, INC.**

**SERVICE DELIVERY PLAN  
2021—2026**

Debra Dowds, President,  
Board of Directors

Chris Szorcsik, Executive Director

Submitted to Department of Health  
June 2021





## TABLE OF CONTENTS



## TABLE OF CONTENTS

Introduction	
Overview of the Capital Area Healthy Start Coalition	6
Board of Directors	7
Staff	8
Service Delivery Plan Team	10
Recap of CAHSC's Needs Assessment	
Review of CAHSC's Needs Assessment Process	12
Needs Assessment Findings and Gaps in Services	12
CAHSC's Priority Areas	13
Action Plan	
Key Priority Area Action Plan	15
Priority Area I	16
Priority Area II	23
Priority Area II	30
Allocation Plan	35
Quality Assurance/Improvement Plan	37
Appendix	41

## INTRODUCTION



### **Overview of the Capital Area Healthy Start Coalition**

The Capital Area Healthy Start Coalition (CAHSC) is a 501(c)(3) non-profit corporation set up as a part of Florida's Healthy Start Initiative. The CAHSC is located in Tallahassee, Florida, in Leon County and has been in operation since February 6, 1992. CAHSC's catchment area is Leon and Wakulla counties. Leon and Wakulla counties are located in the Big Bend area of the Florida Panhandle. Tallahassee is Florida's capital and the largest city in the region. In Leon County there are 12 prenatal care medical offices with 20 OB physicians, 12 nurse midwives, and other family practitioners who work out of these offices; three maternal-fetal medicine specialists, 22 medical provider offices that provide pediatric care to infants, and three birthing facilities. There are no prenatal care providers in Wakulla County; however, the FDOH-Wakulla facilitates a Maternity Clinic once a week in which medical staff from a Leon County medical office come to provide prenatal and postnatal care to pregnant women who have Medicaid or have no health insurance.

Pregnant women from an additional seven smaller outlying counties (Wakulla, Jefferson, Madison, Taylor, Gadsden, Franklin, Liberty) deliver in the birthing hospitals in Leon County and many also receive prenatal care and infant medical care in Leon County as well. CAHSC works closely with the Healthy Start Coalitions that oversee services from these outlying counties so that there is a continuity of training provided to all Leon County medical offices and birthing facilities that meet the needs of all counties involved.

CAHSC is governed by an active and diverse group of local professionals and community members who make up our Board of Directors. Members are recruited from Leon and Wakulla counties. The Board currently has nineteen members. The Executive Committee includes the president, president elect, secretary, treasurer, and the immediate past president.

Our board is active in the community as they support and advocate for the mission and goals of the Healthy Start Coalition. Members of the CAHSC Board of Directors met this Spring with local leaders to discuss the importance of Healthy Start, the key priority areas identified in the Needs Assessment and the development of a Community Service Delivery Plan which will bring together the Maternal and Child Health Community to address these needs.

## Capital Area Healthy Start 2020—2021 Board of Directors

Board Officers	
<b>Debra Dowds – President</b> Community Volunteer ddowds3@gmail.com	<b>Torhonda Lee, PHD – Past President</b> Associate Professor, FAMU torhonda.lee@famuedu
<b>Audrey Moore – President Elect</b> The Florida Legislature, Attorney audrey.h.moore@gmail.com	<b>Apryl Lynn – Treasurer</b> Financial Advisor acl_consulting@yahoo.com
<b>Karen Wendland Dix – Secretary</b> Community Volunteer karen.dix@comcast.net	
Board Members	
<b>Trishay Burton</b> Melanin Mothers Meet melaninmothersmeetm3@gmail.com	<b>Alfreda Mathis</b> Community Volunteer alfreda9489@yahoo.com
<b>Kimberly Bryant</b> Moore kimsbryant@gmail.com	<b>LaCrest Reed</b> Florida Department of Education lacrestdreed@gmail.com
<b>Cheron Davis</b> Associate Professor, FAMU cheron.davis@famuedu	<b>Glenn Robertson</b> Community Volunteer gwr8008@aol.com
<b>Megan Deichen Hansen</b> FSU College of Medicine megan.deichen@med.fsu.edu	<b>Shacafrica Simmons</b> Chef Shac, LLC. chefshac@gmail.com
<b>Nikita Graham</b> Marts & Lundy, Inc. nikitaw00@yahoo.com	<b>Betsy Wood</b> Florida Perinatal Quality Collaborative & FSU betsywood100@gmail.com
<b>Monica Hayes, PhD</b> Hayes Educational Consulting, LLC. drmonicaclc@gmail.com	<b>Anna Yelick</b> Florida Institute for Child Welfare ayelick@fsu.edu
<b>Chesha James</b> Florida Dept. of Agriculture & Consumer Services cjbodworks@yahoo.com	<b>Jenifer Zephyr</b> HCA HealthCare jeniferzephyrcpa@gmail.com
Ex Officio Board Members	
<b>Claudia Blackburn</b> Health Officer, FDOH-Leon County claudia.blackburn@flhealth.gov	<b>Tonya Hobby</b> Interim Administrator, FDOH-Wakulla County Tonya.hobby@flhealth.gov

### **CAHSC Staff**

The CAHSC employs eight full time and one part time staff to accomplish the mission and goals of our Coalition. Each staff person has integral and important roles that contribute to the successes of the Coalition. Although staff interact as a team, each have specific job responsibilities.

Executive Director – Christal Szorcsik. The ED is the “face” of the CAHSC and is responsible for overseeing all aspects of the Healthy Start Coalition to ensure all programs and initiatives are successful. Some of the numerous duties include oversight of finances, staffing and supervision, working directly with the CAHSC Board, working with the community on local initiatives, interacting with program funders and subcontractors, serving on the Board of the Statewide Florida Association of Healthy Start Coalitions (FAHSC), and communicating with the Healthy Start MomCare Network (HSMN). Ms. Szorcsik is currently the Vice President of FAHSC.

Operations and Communications Director – Christine DeFreze. Ms. DeFreze’s fiscal responsibilities including accounts payable and deliverable, budgets, fundraising, and staff pay. This position oversees office functions including building maintenance, computers and technology, and office materials and supplies. Ms. DeFreze also is responsible for overseeing in-house social media and marketing.

Administrative Director – Sandra Glazer. The Administrative Director oversees contracts, subcontracts, and is responsible for program management. This position also works on internal and external projects and initiatives, such as working on CAHSC needs assessments and service delivery plans and serving as a board member for Whole Child Leon. Ms. Glazer also participates in community events and participates in FAHSC committee meetings.

Administrative Assistant – Olivia Alford. The Administrative Assistant provides professional assistance to the agency by creating and editing in-house material, reconciling claims, attending meetings, and supporting the outreach team.

Fetal Infant and Mortality Review (FIMR) Program Coordinator / Outreach Specialist – Jasmine Thornton. One duty of this position is to oversee the Coalition’s local FIMR program, which includes gathering information for cases, abstracting information, and case presentation so that a minimum of 30 cases are presented to the Community Review Team per year. Outreach is another part of this position where Ms. Thornton visits medical provider offices frequently to train on risk screenings and to provide them with information, material, and updates from the Coalition.



Coordinated Intake and Referral (CI&R) Program Supervisor / Outreach Coordinator – Danielle Brown. CAHSC houses the CI&R program for Leon County. The CI&R Program Supervisor is responsible for overseeing the in-house CI&R program and supervising two Intake Specialists. Ms. Brown additionally is responsible for facilitating and attending community events families may attend, such as local health fairs and infant CPR classes.

CI&R Intake Specialists – Faye Gardner and Vanessa Wynn. CAHSC employs two full time CI&R Intake Specialists. Ms. Gardner and Ms. Wynn provide direct client services to pregnant women and new moms who are referred into the Leon County CI&R program.

Sisters Friends Birthing Project Manager/Volunteer Coordinator – Kerry-Ann Rapheal. The Sister Friends Birthing Project is a brand-new program under our Coalition's umbrella. The Tallahassee program follows the National program guidelines in which young pregnant women are linked to volunteer big sisters who help them prenatally and after the baby is born. Ms. Raphael works approximately 25 hours per week in our Coalition to oversee this project.



### **Service Delivery Plan Team**

The Capital Area Healthy Start Service Delivery Plan is the result of a collaboration between many individuals and organizations. CAHSC wishes to express a special thank you to the Service Delivery Plan Team. Their donation of time and commitment to the moms and babies of Leon and Wakulla counties was instrumental in the process.

<b>SERVICE DELIVERY PLAN TEAM</b>	
<b>Name</b>	<b>Association</b>
Fran Close	Florida A&M University
Melissa Dancer	Tallahassee Memorial HealthCare
Jessica DeLeon	Florida State University
Debra Dowds	Capital Area Healthy Start Board of Directors
Sandy Glazer	Capital Area Healthy Start Coalition
Cecka Green	Children's Home Society-Big Bend Region
Samantha Goldfarb	Florida State University
Monica Hayes	Capital Area Healthy Start Board of Directors
Miaisha Mitchell	Greater Frenchtown Revitalization Council
Libbie Stroud	North Florida Women's Care
Christal Szorcsik	Capital Area Healthy Start Coalition
Mary Westbrook	Florida Department of Health in Wakulla County
LaFonda Wilson	Kids Incorporated
Betsy Wood	Florida Perinatal Quality Collaborative & Florida State University Mater of Public Health Program

**RECAP OF CAHSC'S  
NEEDS ASSESSMENT**



### **Review of CAHSC's Needs Assessment Process**

The CAHSC and our 23-member Needs Assessment Team worked on various aspects of our Needs Assessment in 2019 and 2020 to provide the foundation for our comprehensive assessment of needs and gaps in services that impact birth outcomes and the health, and well-being of pregnant women, infants, and children in Wakulla and Leon counties. Primary and secondary data were gathered, compiled, and analyzed to determine needs and gaps. The first draft of our final Needs Assessment was then presented to key community stakeholders during a meeting in November 2020. After the presentation of the Needs Assessment, a second draft was made available through the Coalition website for community input. After receiving this additional and valuable input from the community, our Needs Assessment was finalized and submitted to the Florida Department of Health for approval. CAHSC received notice of approval of our Needs Assessment from FDOH on January 7, 2021. [See Attachment I for the full Needs Assessment.]

### **Needs Assessment Findings and Gaps in Services**

As part of our Needs Assessment process, we researched and compiled an inventory of local resources and services to identify programs, resources, and services that are available locally for moms, babies, and families in our community and to identify unmet needs that can be addressed through our Coalition. Our Coalition identified, through this rigorous process, that one of the unmet needs locally is access to medical and mental health services prior to, during, and after pregnancy. Our community has some services available in this area but not all of them are available to all families. For example, families without adequate health insurance or the ability to pay cannot access medical and mental health services. Racial disparity in health was evident as an issue as shown in the pregnancy outcome disparities in our two counties. Community-wide efforts in improving maternal and child health have been ongoing but barriers exist in creating a community holistic approach to improving the health and lives of all moms, babies, and families. Our community has also identified a stronger need locally to address the issue of pregnant women using substances that can result in substance exposed newborns, and in increased abuse and neglect of children.

### **CAHSC's Priority Areas**

Through our rigorous Needs Assessment process, four priority areas were identified. They were:

- 1) Access to Care
- 2) Racial Disparities in Health Outcomes
- 3) Maternal Mental Health
- 4) Substance Exposed Newborns

In this Service Delivery Plan, we have incorporated the four priority areas into three broader categories:

- 1) Access to Care
- 2) Racial Disparities in Health Outcomes
- 3) Maternal Mental Health and Substance Exposed Newborns

In our Service Delivery Plan, the term “Access to Care” incorporates any and all barriers our prenatal women, postnatal women, preconceptional women, and families of infants and children have that hindered their process obtaining medical and mental health services locally.

We are addressing racial disparities in healthcare in efforts to reduce the infant mortality rate disparities. For the years 2017—2019, in our catchment area, the infant mortality rate of Black women is 10.8 per 1,000 live births compared to 4.1 per 1,000 live births for white women. Causes of the disparity are multifaceted and our Service Delivery Plan is solution-focused in efforts to help to bridge the gap.

Since substance use is a mental health issue and can result in newborn substance exposure in utero, our 3rd priority area combines maternal mental health with substance exposed newborns. If moms with mental health issues recognized when they need help, and got the help they needed, this could improve birth outcomes and decrease child abuse and neglect.

## **ACTION PLAN**

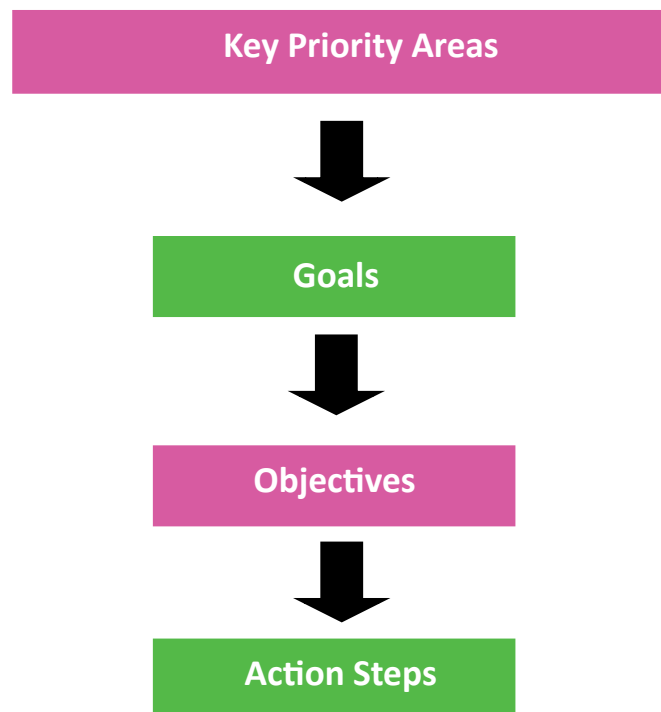


## **Key Priority Area Action Plan**

The action plan outlined here contains action steps for the 2021- 2022 fiscal year based on the goals and objectives defined in our Service Delivery Plan. This is a one-year action plan as the action steps for our community may change from year to year. CAHSC will evaluate and update the action plan each fiscal year based on completed action steps, new strategies will be created and partners engaged.

CAHSC will be creating a Community Partnership Alliance to help create and implement community-wide strategies to address the issues in the three key priority areas shown in the Service Delivery Plan. Once established, the Community Partnership Alliance will convene once a quarter to continue to work on strategies to achieve the goals and objectives.

Under each of the three priority areas are goals, objectives for each goal, and action steps for each objective. The priority areas, goals, and objectives are not expected to change over the next five years, but the actions steps will change each year based on progress with steps to meet our goals and objectives.





## Priority Area I: Access to Care

**Goal 1:** All women of childbearing age have easy access to quality health care.

**Objective 1:** Ensure that barriers to access quality health care are identified and achievable solutions are implemented.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify why some women in Leon and Wakulla counties aren't getting quality health care and what their experience is when accessing health care	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• Leon County Healthy Start (LCHS)</li> <li>• Wakulla County Healthy Start (WCHS)</li> <li>• Coordinated Intake and Referral (CI&amp;R)</li> <li>• Fetal &amp; Infant Mortality Review (FIMR) Program Coordinator &amp; Outreach Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Florida State University (FSU)</li> <li>• Florida A&amp;M University (FAMU)</li> <li>• Tallahassee Community College (TCC)</li> <li>• Florida Department of Health-Leon County (FDOH-Leon)</li> <li>• Florida Department of Health-Wakulla County (FDOH-Wakulla)</li> <li>• Leon County Healthy Families (LCHF)</li> <li>• Wakulla County Healthy Families (WCHF)</li> <li>• Pregnancy Testing Centers</li> <li>• Private insurance companies</li> <li>• Managed Care organizations (MCO)</li> <li>• Tallahassee Memorial Healthcare (TMH)</li> <li>• Capital Regional Medical Center (CRMC)</li> </ul>	7/1/2021	6/30/2022	Survey Results
Identify barriers to women receiving prenatal care in their first trimester	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• LCHS</li> <li>• WCHS</li> <li>• CI&amp;R</li> <li>• FIMR Program Coordinator &amp; Outreach Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• FSU</li> <li>• FAMU</li> <li>• TCC</li> <li>• FDOH-Leon</li> <li>• FDOH-Wakulla</li> <li>• LCHF</li> <li>• WCHF</li> <li>• Pregnancy Testing Centers</li> <li>• TMH</li> <li>• CRMC</li> </ul>	7/1/2021	6/30/2022	Survey Results
Identify barriers to women entering a home visiting program and other social services	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• LCHS</li> <li>• WCHS</li> <li>• CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>• LCHF</li> <li>• WCHF</li> <li>• WIC</li> <li>• Pregnancy Testing Centers</li> <li>• TMH</li> <li>• CRMC</li> </ul>	7/1/2021	6/30/2022	Survey Results
Identify barriers recognized through FIMR Case Review Team (CRT) reviews	<ul style="list-style-type: none"> <li>• FIMR Program Coordinator &amp; Outreach Specialist</li> </ul>	CAHSC FIMR CRT	7/1/2021	6/30/2022	FIMR CRT Findings



**Objective 2:** Educate women of reproductive age about resources available for quality health care in Leon and Wakulla counties.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create and maintain resource guides	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Resource Guides
Partner with community organizations to distribute resource guides	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>Pregnancy Testing Centers</li> <li>WIC</li> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	List of agencies who were provided with resource guides
Build out and publicize the CONNECT website to be the most comprehensive website for local resources for pregnant women and parenting families	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>Pregnancy Testing Centers</li> <li>WIC</li> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Review of updates made to the local CONNECT website page
Conduct media campaigns that focus on creating awareness of maternal and child health (MCH) issues and educate women on maternal and infant health	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Dates and description of media campaigns
Create Lunch and Learn virtual series to educate the community on resources available	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Lunch & Learn Flyers

**Objective 3:** Galvanize and expand partnerships between organizations and entities who can assist with reducing barriers to access to quality health care.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Identify local transportation systems and healthcare plan policies to increase access to transportation	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Transportation Disadvantage Board</li> <li>MCO</li> <li>Big Bend Transit</li> <li>Uber</li> <li>Lyft</li> </ul>	7/1/2021	6/22/2022	List of local transportation systems. Compilation of Medicaid Healthcare plan transportation policies.
Participate in health fairs/events organized by the community that focus on creating awareness on MCH issues	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/22/2022	Dates, titles, and names of partners for each event CAHSC participated in
Facilitate FIMR Community Action Team (CAT) meetings with community partners to select and develop local initiatives designed to reduce infant mortality that includes helping to reduce barriers to care	<ul style="list-style-type: none"> <li>FIMR Program Coordinator &amp; Outreach Specialist</li> </ul>	<ul style="list-style-type: none"> <li>FIMR CAT</li> </ul>	7/1/2021	6/22/2022	CAT meeting dates, agendas, and minutes

**Objective 4:** Provide community members who are uninsured or underinsured with information about where they can obtain medical care at low or no cost.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create handout with information about applying for temporary and full pregnancy Medicaid	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Completed handout
Create and distribute information about local medical care centers that provide services at low or no cost	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>Pregnancy Testing Centers</li> </ul>	7/1/2021	6/30/2022	Completed Handout
Develop a comprehensive distribution plan to ensure information is distributed to a wide audience	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>Housing entities</li> <li>Pregnancy Testing Centers</li> <li>Faith-based community</li> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>WIC</li> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> </ul>	7/1/2021	6/30/2022	List of agencies and partners to assist with distribution

**Goal 2:** Increase community awareness and understanding of the system of care for pregnant women and infants.

**Objective 1:** Educate the community about local resources and tools that support healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate the community on importance of the prenatal and infant risk screens	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Dates & locations provided with education
Launch the Sister Friends Tallahassee Birthing Project	<ul style="list-style-type: none"> <li>CAHSC Sister Friends Program Manager &amp; Volunteer Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>Leon County School District</li> <li>Whole Child Leon (WCL)</li> <li>WIC</li> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Date program is launched
Educate the community on safe sleep through traveling crib initiative	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>CAHSC FIMR CAT</li> </ul>	7/1/2021	6/30/2022	List of entities that displayed the Traveling Crib
Create, maintain and disseminate educational material about infant safety	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> </ul>	7/1/2021	6/30/2022	Educational materials; list of entities receiving the materials
Create and disseminate social media toolkits to community partners on MCH issues and resources	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Snapshots of the toolkits that were completed
Create and disseminate community newsletters to provide information on MCH issues and Healthy Start initiatives	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Copies of newsletters; list of entities receiving newsletters
Provide information and education through the CI&R and Healthy Start programs	<ul style="list-style-type: none"> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>		7/1/2021	6/30/2022	Copy of education provided; CI&R scripts
Create Lunch and Learn virtual series to educate the community on local resources and tools available	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Lunch and Learn flyers

**Objective 2:** Educate and collaborate with community agencies about local resources and tools for supporting healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Collaborate with Leon County EMS to provide free infant CPR classes	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Leon County EMS</li> </ul>	7/1/2021	6/30/2022	Dates & locations of classes
Provide information on CONNECT, Healthy Start services, Healthy Families, WIC, and pregnancy Medicaid	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Pregnancy Testing Centers</li> <li>OB/GYN providers</li> <li>Pediatric Providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Education material provided; dates information provided

**Objective 3:** Educate Faith-Based organizations on local resources and tools for supporting healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Participate in Faith-based sponsored health fairs	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Dates & locations of health fairs
Distribute community resource guide for families in need of services to Faith-based community	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	List of Faith-based community partners who are provided the guide
Obtain feedback from the Faith-based community on ongoing training needs for community members	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Dates & locations of meetings; names of participants
Identify a member of the Faith-based community to join the FIMR CRT team	<ul style="list-style-type: none"> <li>FIMR Program Coordinator &amp; Outreach Specialist</li> </ul>	<ul style="list-style-type: none"> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Name of person identified

**Objective 4:** Educate health care providers on local resources and tools for supporting healthy pregnancies and infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create, maintain and distribute a community resource guide for families in need of services	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> <li>Pediatric Providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Completed resource guide
Educate healthcare providers on the importance of compliance with completing the prenatal risk screen and referring high-risk women to CONNECT	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> </ul>	7/1/2021	6/30/2022	Dates & locations provided with education
Educate birthing centers on the importance of compliance with completing the infant risk screen and referring high-risk infants to CONNECT	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Dates & locations provided with education
Provide technical assistant to prenatal healthcare providers regarding components of the screen and services provided by Healthy Start	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> </ul>	7/1/2021	6/30/2022	Dates & locations provided with education
Provide information about CONNECT, Healthy Start, Healthy Families services, WIC, pregnancy Medicaid	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> <li>Pediatric Providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Dates & locations provided with education
Partner with prenatal and pediatric providers to deliver safe sleep message	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> <li>Pediatric Providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Names of partners who agree to provide safe sleep message
Ensure pregnancy testing centers have access to Healthy Start information and MCH education resources	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Pregnancy testing centers</li> </ul>	7/1/2021	6/30/2022	Dates & agency names provided with information
Create and disseminate provider newsletters to provide information relevant to MCH issues and initiatives	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN Providers</li> </ul>	7/1/2021	6/30/2022	Copies of newsletters; list of entities receiving newsletters

## Priority Area II: Racial Disparities in Health Outcomes

**Goal 1:** Reduce the number of pre-term and low birth weight (LBW) babies born to Black women.

**Objective 1:** Increase the number of Black women who enter care in their first trimester.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Convene a Community Partnership Alliance to identify effective strategies and messaging around the importance of early prenatal care	<ul style="list-style-type: none"> <li>CAHSC Executive Director</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>FSU /University of Florida</li> <li>FAMU</li> <li>TCC</li> <li>University Primary Health</li> <li>Pregnancy Testing Centers</li> <li>Private insurance companies</li> <li>MCO</li> <li>TMH</li> <li>CRMC</li> <li>Bond Community Health (dental)</li> <li>Neighborhood Medical Center</li> <li>Faith-based communities</li> <li>CHS Community Partnership School</li> <li>Community residents</li> </ul>	7/1/2021	6/30/2022	List of members; dates & agendas of meetings
Identify partners to assist in identifying effective ways to educate the Black community (barbershops, beauty salons, etc.)	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Bond Community</li> <li>Neighborhood Medical Center</li> <li>South City Foundation</li> <li>Greater Frenchtown Revitalization Council</li> <li>Faith-based community</li> <li>Neighborhood First Planning Groups</li> <li>FAMU</li> <li>FDOH-Leon</li> <li>Black Greek Letter Organizations</li> <li>Other Black Community Organizations (Links, Jack and Jill of America, etc.)</li> </ul>	7/1/2021	6/30/2022	List of identified partners
Partner with pregnancy testing centers that work with Black pregnant women to help ensure women receive prenatal care	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	Pregnancy Testing Centers	7/1/2021	6/30/2022	List of Pregnancy Testing Center partners

**Objective 2:** Educate Black women of childbearing age on the impact of risk factors (including, but not limited to: smoking, substance use, obesity) on future pregnancies and infant health.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create an education plan	<ul style="list-style-type: none"> <li>Community Partnership Alliance</li> </ul>		7/1/2021	6/30/2022	Completed plan

**Objective 3:** Educate men on the importance of their health on pregnancy and birth outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create and compile informational material about how men's health and well-being can affect birth outcomes	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Copy of informational material
Distribute the informational material to the community	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>Pregnancy Testing Centers</li> <li>Private insurance companies</li> <li>MCO</li> <li>TMH</li> <li>CRMC</li> <li>Neighborhood First Planning Groups</li> <li>Neighborhood Medical Center</li> <li>Bond Community</li> <li>South City Foundation</li> <li>Greater Frenchtown Revitalization Council</li> </ul>	7/1/2021	6/30/2022	List of entities provided with the informational materials
Educate fathers on how they can be involved in Healthy Start and Healthy Families services	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>LCHF</li> <li>WCHF</li> </ul>	7/1/2021	6/30/2022	Copy of materials provided to fathers



**Objective 4:** Increase the number of referrals into services for Black women with identified risk factors for adverse pregnancy and birth outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate the general community and medical providers about CI&R, Healthy Start, and Healthy Families programs and how to refer Black women into the programs	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>TMH</li> <li>CRMC</li> <li>OB/GYN Providers</li> <li>Pregnancy testing centers</li> <li>LCHF</li> <li>WCHF</li> </ul>	7/1/2021	6/30/2022	Dates & list of locations provided with education; snapshots of social media campaigns
CI&R and Healthy Start programs will screen for risks that can negatively affect Black women and will refer identified women to medical and mental health services	<ul style="list-style-type: none"> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>		7/1/2021	6/30/2022	Well Family System (WFS) Referral Data
Collaborate with health insurance plans to increase identification of risks and increase referrals to services	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Private insurance companies</li> <li>MCO</li> </ul>	7/1/2021	6/30/2022	List of identified partners
Create new partnerships with community entities that Black women may frequent to disseminate information	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Faith-based community</li> <li>Big Bend Minority Chamber of Commerce</li> <li>Working Class Wednesday's</li> <li>Capital Connections</li> <li>African American Chamber of Commerce</li> </ul>	7/1/2021	6/30/2022	List of new partnerships

**Goal 2:** Provide resources to empower all women to take control of their health to improve pregnancy outcomes.

**Objective 1:** Provide community education regarding the importance of preconception and prenatal care and how they influence maternal health and pregnancy outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create Lunch and Learn virtual series to educate the community on these issues	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Lunch and Learn flyers
Provide education to pregnant women about the importance of completing prenatal risk screens	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pregnancy testing centers</li> <li>LCHF</li> <li>WCHF</li> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Copy of educational material
Provide education about the risk factors associated with primary C-sections	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pregnancy testing centers</li> <li>LCHF</li> <li>WCHF</li> <li>Faith-based community</li> </ul>	7/1/2021	6/30/2022	Copy of material; date & locations provided with material
Provide education to CI&R and Healthy Start clients on how to advocate for quality services and to assist in advocacy as needed	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>		7/1/2021	6/30/2022	Copy of education provided; CI&R scripts

**Objective 2:** Provide resources and tools that help enhance women’s prenatal care and pregnancy outcomes.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Include nutrition in the Lunch and Learn series	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Lunch and Learn flyers
Develop a strategy in coordination with community health equity partners that focuses on creating awareness in the community regarding the MCH services available prior to pregnancy	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>Community Partnership Alliance</li> </ul>		7/1/2021	6/30/2022	Dates of Community Partnership Alliance meetings & agendas
Provide preconception trainings and workshops for women and girls of reproductive age and the participating partners (ex: teen program)	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> </ul>		7/1/2021	6/30/2022	Event Flyers Educational material
Create, maintain, and disseminate resource guides for transportation, housing and education resources	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Resource guide
Assure CI&R identifies risks of women referred to this program and provides resources to clients	<ul style="list-style-type: none"> <li>CI&amp;R</li> </ul>		7/1/2021	6/30/2022	WFS Data-base
Provide education, resources, and tools to women in Healthy Start to improve pregnancy outcomes	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> </ul>		7/1/2021	6/30/2022	WFS Data-base

**Objective 3:** Educate the community about how the social determinants of health impact maternal health and pregnancy outcomes in Black women.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Include social determinants of health in the Lunch and Learn series	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>		7/01/2021	6/30/2022	Lunch & Learn flyers
Develop a strategy in coordination with community health equity partners that focuses on creating awareness in the community about the social determinants of health	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>Community Partnership Alliance</li> </ul>		7/1/2021	6/30/2022	Completed strategy

**Objective 4:** Educate Black women and men on the importance of breastfeeding and the resources available for breastfeeding and lactation support.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Collaborate with the birthing centers and WIC in providing breastfeeding education and support	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>TMH</li> <li>CRMC</li> <li>Birthing Cottage</li> <li>WIC</li> <li>CABC</li> <li>Sister Friends</li> </ul>	7/1/2021	6/30/2022	Dates of meetings
Provide breastfeeding education and support to Black pregnant women and moms in Healthy Start	<ul style="list-style-type: none"> <li>CAHSC Administrative Director</li> <li>LCHS</li> <li>WCHS</li> </ul>		7/1/2021	6/30/2022	WFS Data-base

**Goal 3:** Establish collaborative partnerships to provide diversity, equity, and inclusion education to maternal healthcare providers.

**Objective 1:** Identify those with expertise in healthcare disparities to assist with incorporating diversity, equity, and inclusion principals into the healthcare workforce.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Collaborate with FSU and FAMU to research projects and programs they are working on that involve health equity	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>FAMU</li> </ul>	7/1/2021	6/30/2022	Dates of meetings
Partner with community agencies that provide education, workshops, and conferences on Health Equity	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>FAMU</li> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>UPHS -DEI Taskforce</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	List of agency partners

**Objective 2:** Encourage education of health care providers about implicit bias.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Collaborate with entities who are developing strategies that focus on creating awareness with health care providers on bias in their system of care	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>American Medical Association</li> <li>American College of Obstetricians and Gynecologists (ACOG)</li> </ul>	7/1/2021	6/30/2022	List of entities ; dates of meetings

### Priority Area III: Maternal Mental Health and Substance Exposure

**Goal 1:** Ensure women of childbearing age in Leon and Wakulla counties are aware of maternal mental health issues and have access to quality mental health services.

**Objective 1:** Work with community partners to identify women and mothers who experience depression and other mental health issues.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate providers on the importance of screening women for depression and other mental health issues	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> <li>LCHF</li> <li>WCHF</li> <li>FL BH Impact</li> <li>NAMI-Leon and Wakulla</li> <li>Big Bend Mental Health Council</li> </ul>	7/1/2021	6/30/2022	Dates and locations of education provided
Educate women and the community about the importance of being screened to identify depression or other mental health issues	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> <li>LCHF</li> <li>WCHF</li> <li>Bond Community</li> <li>Neighborhood Medical Center</li> <li>Neighborhood First Planning Groups</li> <li>WIC</li> <li>FL BH Impact</li> </ul>	7/1/2021	6/30/2022	Dates and list of education provided; snapshots of social media campaigns
Advocate for universal mental health screening by prenatal and pediatric providers	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>FL BH Impact</li> <li>Private insurance plans</li> <li>MCOs</li> <li>William Gunn Medical Society</li> <li>Capital Medical Society</li> <li>FSU</li> <li>FAMU</li> <li>ACOG</li> </ul>	7/1/2021	6/30/2022	Copy of educational material
Provide community education on signs of depression and on how to access resources	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> <li>LCHF</li> <li>WCHF</li> <li>FL BH Impact</li> <li>Big Bend 2-1-1</li> <li>FDOH-Leon</li> </ul>	7/1/2021	6/30/2022	Educational material and resource guide; list of entities given material

**Objective 2:** Work with community partners to increase the number of pregnant women and mothers who access mental health services.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Create, maintain and disseminate maternal mental health resource guides	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• LCHS</li> <li>• WCHS</li> <li>• CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>• OB/GYN providers</li> <li>• Pediatric providers</li> <li>• TMH</li> <li>• CRMC</li> <li>• LCHF</li> <li>• WCHF</li> <li>• FL BH Impact</li> </ul>	7/1/2021	6/30/2022	Resource guide and rack cards; list of entities provided the material
Address stigma attached to receiving mental health services through media campaigns	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> </ul>		7/1/2021	6/30/2022	Dates of media campaigns; snapshots of social media campaigns
Identify and address other barriers to accessing mental health services	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• LCHS</li> <li>• WCHS</li> <li>• CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>• OB/GYN providers</li> <li>• Pediatric providers</li> <li>• CRMC</li> <li>• LCHF</li> <li>• WCHF</li> <li>• FL BH Impact</li> <li>• FSU Maternal Mental Health Collaborative</li> </ul>	7/1/2021	6/30/2022	Survey results
Provide information and resources about Bereavement support and counseling	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• FIMR Program Coordinator &amp; Outreach Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Big Bend Hospice</li> <li>• Covenant Care Hospice</li> <li>• Lee's Place</li> <li>• First Candle</li> </ul>	7/1/2021	6/30/2022	Bereavement resource guide; social media snapshots; number of mailings by FIMR
Collaborate with agencies that provide inpatient and outpatient mental health services in our area	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Apalachee Center</li> <li>• TMH Behavioral Health</li> <li>• Capital Regional Behavioral Health</li> <li>• Disc Village</li> <li>• FSU Primary Health</li> <li>• WCL-Pediatric Behavioral Health Navigator program</li> <li>• FDOH-Leon-Adult Behavioral Health Navigation Program</li> </ul>	7/1/2021	6/30/2022	Dates and locations of meetings

**Goal 2:** Ensure women of childbearing age in Leon and Wakulla counties are aware of the adverse effects of substance use on pregnancy outcomes and healthy infants.

**Objective 1:** Educate women of childbearing age about risks of substance use and where they can receive intervention services.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate women on the potential effects of substances on pregnancy outcomes	<ul style="list-style-type: none"> <li>• CAHSC Outreach</li> <li>• LCHS</li> <li>• WCHS</li> <li>• CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>• OB/GYN providers</li> <li>• Pediatric providers</li> <li>• TMH</li> <li>• CRMC</li> <li>• LCHF</li> <li>• WCHF</li> <li>• FL BH Impact</li> <li>• Neighborhood First Planning Groups</li> <li>• MADD Leon County</li> <li>• Mothers in Crisis</li> <li>• Big Bend 2-1-1</li> <li>• Help me Grow</li> <li>• Autism Foundation</li> <li>• Leon County ARC</li> </ul>	7/1/2021	6/30/2022	Copy of educational material



**Objective 2:** Educate the community about the risks of substance use on pregnancy outcomes and the health of infants.

Action Step	Person or Entity Responsible	Proposed Partnerships	Start Date	End Date	Evaluation Measures
Educate providers about screening and encourage universal evidence-based substance use screenings to be administered by the prenatal healthcare provider at the first prenatal visit	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> </ul>	<ul style="list-style-type: none"> <li>OB/GYN providers</li> </ul>	7/1/2021	6/30/2022	Identify a universal evidence-based substance use screening tool
Work with community partners in creating a local Substance Exposed Newborn (SEN) Task Force	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> <li>CI&amp;R</li> </ul>	<ul style="list-style-type: none"> <li>FSU</li> <li>FDOH-Leon</li> <li>FDOH-Wakulla</li> <li>LCHF</li> <li>WCHF</li> <li>Pregnancy Testing Centers</li> <li>Private insurance companies</li> <li>MCOs</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	List of community partners interested in serving on a SEN Task-force
Partner with the Florida Department of Children and Families (DCF) on their Plan of Safe Care initiative	<ul style="list-style-type: none"> <li>CAHSC Outreach</li> <li>LCHS</li> <li>WCHS</li> </ul>	<ul style="list-style-type: none"> <li>DCF</li> <li>OB/GYN providers</li> <li>Pediatric providers</li> <li>TMH</li> <li>CRMC</li> </ul>	7/1/2021	6/30/2022	Dates of meetings with DCF

## **ALLOCATION PLAN**



CAHSC has an annual budget of approximately \$1,157,000, comprised primarily of funding from the Florida Department of Health and the Agency for Healthcare Administration. In addition, a small amount of funding is received through contributions from individuals and businesses.

The Coalition has the authority under Florida Statutes to solicit, select and monitor local service providers and to determine the allocation of available federal, state and local resources to promote Healthy Start services in the community. CAHSC is held accountable for monitoring the use of these funds in accordance with the requirements of the State of Florida Department of Health.

CAHSC has contracted with local providers to provide Healthy Start client services. The contracts and agreements with each agency and individuals have their own set of restrictions and requirements. The allocation of funding is driven by these restrictions and requirements.

Each fiscal year, an allocation plan for Healthy Start funds is developed by reviewing priorities established in the Service Delivery Plan, strategies contained in the action plan and the performance of subcontracted providers. Coalition staff develops a proposed allocation plan which is presented to the Board of Directors for approval.

After the Board of Directors approves the final allocation plan, staff completes contract preparations, conducts contract negotiations and facilitate contract execution. Copies of all executed contracts are provided to the Department of Health. The allocation plan is reviewed on a quarterly basis and modified if necessary in order to maximize the effectiveness with which resources are utilized in order to achieve established goals.

CAHSC currently contracts with the following entities for the provision of Healthy Start and Coordinated Intake and Referral services: Florida Department of Health-Wakulla County, Florida Department of Health-Leon County, and independent contractors. In July 2021, CAHSC will be contracting with Children's Home Society-Big Bend Region for Healthy Start services in Leon County.

## **QUALITY ASSURANCE/ IMPROVEMENT PLAN**



**Internal Quality Assurance System  
for  
Provider Oversight**

**May 2021**

The Capital Area Healthy Start Coalition (CAHSC) is contractually responsible for provision of services for the Coordinated Intake and Referral (CI&R) programs and the Healthy Start direct client services programs in Leon and Wakulla counties. The programs and services are delivered by contracted agencies, by contracted individuals, and/or by staff of the CAHSC as shown below.

**CI&R Services**

Leon County: CI&R services are provided in-house by employees of the CAHSC. CAHSC's staff who work directly with CI&R clients include a CI&R program supervisor and two Intake Specialists. These staff are under the supervision of CAHSC's Executive Director, with CAHSC's Administrative Director providing programmatic monitoring and oversight, and CAHSC's Director of Operations provides financial oversight.

Wakulla County: The Florida Department of Health in Wakulla County has a contract with CAHSC to provide these services. They employ a CI&R program manager who oversees their CI&R staff and programs.

**Healthy Start Direct Client Services**

Leon County: In Fiscal Year 2020-21, Healthy Start direct client services were provided by Independent Contractors who served as care coordinators. One of the Independent Contractors was designated as the program supervisor and lead care coordinator with another Independent Contractor designated as an assistant supervisor and care coordinator. As well as working directly with Healthy Start clients, the two supervisors were also responsible for training care coordinators, providing them with direct services guidance, case assignments, case closure approvals, and ensuring delivery of services adhere to both the Healthy Start Standards and Guidelines and requirements of funders of the services. The other Independent Contractors worked directly with Healthy Start clients as care coordinators without having supervisory duties.

For Fiscal Year 2021-2022, CAHSC plans to contract with Children's Home Society (CHS) for provision of all Healthy Start direct client services. The new agency will be hiring and training staff prior to July 1, 2021, in efforts to have minimal, and hopefully no, disruption in any client services. CHS plans to interview current Leon County Healthy Start care coordinators and supervisors in hopes of hiring as many of them as apply and qualify. CAHSC will be providing intensive training to the new agency.

Wakulla County: The Florida Department of Health in Wakulla County has a contract with the CAHSC to provide Healthy Start services to Wakulla County residents. They employ a Healthy Start program manager who oversees their Healthy Start staff and programs.

### **CAHSC's General Provider and Monitoring Plans**

All the above programs and services are monitored by CAHSC. The CAHSC's Administrative Director provides most of the direct program monitoring and contract management, with the Executive Director providing supervision and oversight as well. Our Coalition's Director of Operations provides financial oversight and interacts with our in-house providers and subcontracted providers as needed.

Some of the monitoring of direct client services is performed through desk monitoring by using the Well Family System (WFS). The Administrative Director and/or the Executive Director also provide monitoring by having frequent direct contact with the contracted service providers and the in-house providers. Our goals of the monitoring are to assure that contractual performance measures are being met, that programs are adhering to our funders' contractual requirements, the programs align with the Healthy Start Standards and Guidelines, and that clients are receiving quality services that are designed to improve pregnancy outcomes and reduce infant mortality. Our subcontractors are required to have an internal QA/QI plan which must be approved by the CAHSC.

Program monitoring for QA/QI is an ongoing process which is provided both formally and informally by our Coalition. Desk monitoring occurs frequently, looking at information in the WFS. This includes, but is not limited to, running reports, performing abridged and in-depth client case reviews, and reviewing tickler files. Data on client service provisions such as caseloads, encounter timeframes, types of encounters, coding, and Pathways are reviewed. Abridged case reviews are done periodically to look at program compliance and quality of services. Participant surveys will be utilized. Findings are reported to subcontracted agencies and individuals, with strengths, weaknesses, improvement needed, and progress made discussed.

If warranted, the CAHSC will issue a Corrective Action Plan (CAP) to the subcontracted agencies or individuals in which the issues were found. Progress made to CAPs is monitored by the CAHSC. Future findings result in the CAPs being lifted, the CAPs being extended, and/or termination of the contract.

Annual site visits are conducted by the Administrative Director with each of our subcontractors who have been providing services for at least one year. As part of the site visits, the Administrative Director performs intensive, in-depth client case reviews looking at service provisions, case notes, timeliness of services, coding, Pathways, and other contractual and programmatic aspects of the Healthy Start and CI&R programs to assure participants are receiving services as intended.

The process described above allows our Coalition to monitor strengths and weakness of our Healthy Start and CI&R subcontractors and providers; allows for subcontractors and providers to share their concerns and success with our Coalition; allows our Coalition to provide feedback, guidance, and updates to subcontractors and providers; and helps to assure that participants' needs are being met. Maintaining open communication is essential for the success of the Healthy Start and CI&R programs.

### **Formal Oversight Monitoring Plan**

Below is an outline of the formal QA/QI activities that is conducted by our Coalition. The following occur on a regular basis between our Coalition and our program providers.

#### Monthly:

- The Executive Director and/or Administrative Director meets with the Leon County Healthy Start lead care coordinators and their designees
- The Administrative Director meets with the Leon County Healthy Start independent contractors
- The Executive Director and/or Administrative Director meets with the Leon County Healthy Start CI&R program supervisor
- The Administrative Director meets with the Wakulla County CI&R and Healthy Start program manager and their designees
- The Administrative Director monitors contract measures and requirements by running reports in the Well Family System
- The Administrative Director submits monthly reports to the Florida Department of Health as required

Quarterly:

- The Administrative Director compiles quarterly performance measure reports for each of the contracted providers
- The Administrative Director reviews contract performance measures and requirements with each subcontractor and shares the information with the CAHSC's Executive Director
- The Administrative Director reviews quarterly reports that are required of each subcontractor. Reports include the number of face-to-face client services per month; trainings; community activities; case reviews; and local trends, needs, and issues. Subcontracted agencies also submit quarterly expenditure reports.
- The Administrative Director holds quarterly meetings with program managers, supervisors, and Independent Contractors to review their quarterly performance measures reports with them.

Annually:

- The Administrative Director conducts an Annual Site Visit with each of the subcontractors who have been providing services for at least one year
- The Administrative Director performs in-depth client case reviews as part of the Annual Site Visits
- The Administrative Director provides feedback to the subcontractors on findings from the Annual Site Visits

Additionally:

The Administrative Director has frequent communication with the Coalition's Executive Director regarding programs and services. The Administrative Director and/or Executive Director additionally:

- Communicates with administrators of the subcontracting agencies
- Communicate more frequently with subcontractors as needed
- Ensures that Healthy Start care coordinators and CI&R staff are in compliance with contract requirements
- Ensures that Healthy Start care coordinators and CI&R staff are in compliance with the Healthy Start Standards and Guidelines
- May attend subcontractor staff meetings
- Serve as liaison between DOH and subcontractors as directed



## APPENDIX



## I: CAHSC 2020 Community Needs Assessment