



2024-2026

Implementation Strategy



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Implementation Strategy

Introduction

In 2019, Flagler Hospital expanded to become Flagler Health+. Flagler Health+ is a total care enterprise aimed at advancing the physical, social and economic health of Northeast Florida communities. Flagler Health+ has primary care and specialty care services, urgent care, telehealth, imaging centers, laboratory services and Flagler Hospital. Flagler Hospital is a 335-bed, tax-exempt, acute care facility serving St. Johns County, Florida.

In 2023, Flagler Hospital conducted a Community Health Needs Assessment (CHNA) to assess the significant health needs for the hospital service area. The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide the hospital's community health improvement programs and community benefit activities, as well as its collaborative efforts with other organizations that share a mission to improve health. This Implementation Strategy explains how Flagler Hospital plans to address the significant health needs identified in the CHNA.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by the Flagler Health+ Board of Directors on August 24, 2023. The report is widely available to the public on the hospital's web site and can be accessed at <https://www.flaglerhealth.org/community-health-improvement/community-benefit-planning/st-johns-county-health-needs-assessment/>. To send comments or questions about this report, please email communityhealth@flaglerhealth.org.

2023 Community Health Needs Assessment Summary

Flagler Hospital conducted a CHNA to comply with federal regulations guiding tax-exempt hospitals. The CHNA incorporated data collected from county and state sources to present community demographics, social determinants of health, access to health care, birth characteristics, leading causes of death, COVID-19, acute and chronic disease, health behaviors, mental health, substance use and preventive practices. Seventeen (17) phone interviews were conducted with community stakeholders. Interview participants included a broad range of stakeholders concerned with health and wellbeing in St. Johns County, who spoke to issues and needs in the communities served by the hospital.

Significant Community Needs

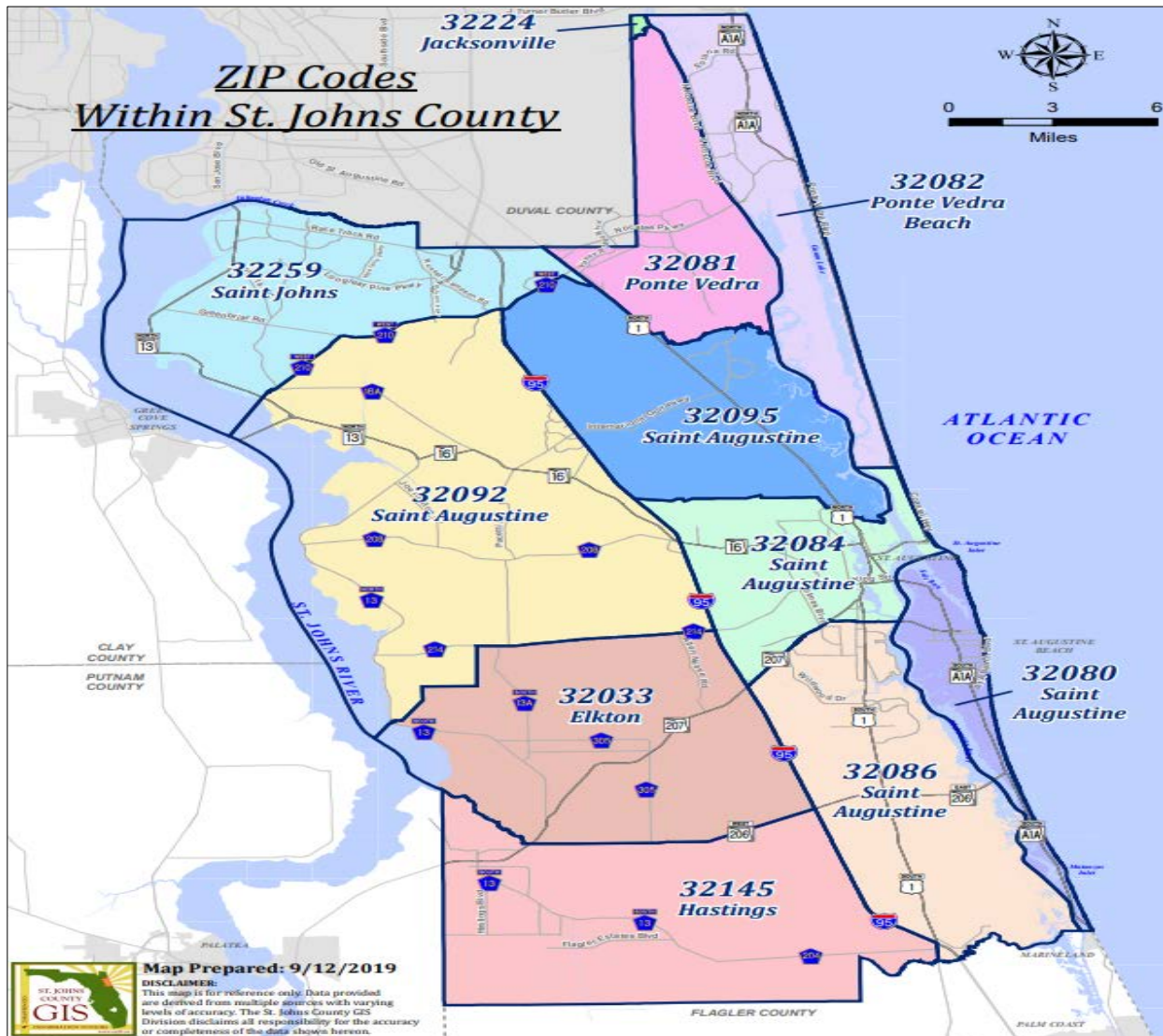
Significant needs were identified through a review of the secondary health data and validation through stakeholder interviews. The identified significant needs included:

- Access to health care
- Chronic diseases
- Healthy eating and physical activity (overweight and obesity)
- Housing and homelessness
- Mental health
- Preventive practices (screenings, vaccines)
- Substance use

Community Service Area

Flagler Hospital is located at 400 Health Park Blvd., St. Augustine, Florida 32086. The hospital service area is St. Johns County.

Service Area Map



The population of St. Johns County is 265,724. Children and youth, ages 0-19, make up 24.2% of the population, 55.7% are adults, ages 20-64, and 20.1% of the population are senior adults, ages 65 and older. The majority population in the county are non-Hispanic White residents (80.9%). 7.6% of the population are Hispanic or Latino residents, 5.1% of the population are Black or African American residents, and 3% of the population are Asian residents. Residents who are multiracial (two-or-more races) make up 2.8% of the population, while Native Hawaiian or Pacific Islander residents and American Indian or Alaskan Native residents each make up 0.1% of the population. Those who identify as a race or ethnicity not listed represent 0.4% of the population.

Among the residents in the county, 7.7% were living at or below 100% of the federal poverty level (FPL) and 18.6% were at or below 200% of FPL. In St. Johns County, the median household income is \$88,794. In the county, 5.3% of adults, ages 25 and older, lack a high school diploma. 46% of area adults have a bachelor's or higher degree.

Prioritized Health Needs the Hospital Will Address

This Implementation Strategy details how Flagler Hospital plans to address the significant health needs identified in the 2023 CHNA. The hospital will build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

The following criteria were used to determine the significant health needs Flagler Hospital will address in the Implementation Strategy:

- Existing infrastructure: There are programs, systems, staff, and support resources in place to address the issue.
- Established relationships: There are established relationships with community partners to address the issue.
- Ongoing investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus area: Has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission. The need was identified as a priority in the previous Implementation Strategy.

Hospital leaders examined the identified health needs according to these criteria. As a result of the application of the above criteria, Flagler Hospital chose to focus on:

- Access to care
- Chronic disease (including overweight and obesity)
- Housing and homelessness
- Mental health

Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the following: actions the hospital intends to take, including programs and resources it plans to commit; anticipated impacts of these actions; and planned collaboration between the hospital and other organizations.

Health Need: Access to Health Care	
Goal	<ul style="list-style-type: none"> Improve the health of medically underserved individuals in the community.
Anticipated Impact	<ul style="list-style-type: none"> Increase access to health care services and reduce barriers to care.
Strategy or Program	Summary Description
Financial assistance for the uninsured and underinsured	Provides financial assistance through free and discounted care and government health programs for low-income patients for health care services, consistent with the hospital's financial assistance policy.
Care Connect+	Increases coordination and access to services while assisting clients to navigate the health care system. Works in partnership with a network of over 130 partners to determine what services clients can receive and follows client progress until needs are met.
Transportation	Provides free transportation to and from medical appointments.
Plus Bus	A mobile health unit, the Plus Bus provides health care services to vulnerable populations and serves people who are low income, high-risk, experiencing homelessness, or those who do not have adequate access to care.
Telehealth services and community outreach	Manages medical telehealth kiosks in two elementary schools located in traditionally underserved neighborhoods. Operates the kiosks with a Wellness Coordinator to allow the community to use the kiosks free of charge. Flagler Hospital doctors prescribe necessary medications at the kiosks or make referrals to specialists.
Community support	Provides funds to nonprofit organizations to support programs that focus on access to health care services.
Planned Partnerships and Collaborators	Health & Human Services Aza Healthcare Bolt Catholic Charities City of St. Augustine Dining with Dignity Epic Behavioral Health Epic-Cure Family Worship Center

Health Need: Access to Health Care

Habitat for Humanity
Hastings Food Bank
Home Again
Law enforcement
Lutheran Services Florida
SMA
South Woods Elementary School
St. Francis House homeless shelter
St. Johns County Council on Aging, Inc.
St. Johns County Health Leadership Council
St. Johns Housing Partnership
The Salvation Army
The Webster School
Uber Health
Veterans Affairs
Wildflower Clinic

Health Need: Chronic Disease (including Overweight and Obesity)	
Goals	<ul style="list-style-type: none"> • Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education. • Increase healthy eating and physical activity.
Anticipated Impact	<ul style="list-style-type: none"> • Increase compliance with chronic disease prevention and management recommendations. • Increase access to healthy lifestyle choices in the community.
Strategy or Program	Summary Description
Wildflower Chronic Care Clinic (CCC)	Flagler Hospital partners with the Wildflower Clinic and provides care to uninsured, chronically ill, and low-income residents. The Flagler CCC focuses on chronic disease management, with an emphasis on diabetes management. The clinic is available to any patient with an unmanaged, chronic condition and patients receive services free of charge.
Cancer awareness and prevention programs	Participates in community health fairs and distributes information on cancer screening guidelines and healthy lifestyles. Makes presentations to local churches and civic groups, lung cancer awareness events, colorectal cancer prevention and awareness events, and skin cancer prevention programs.
Cancer Resource Center	Maintains a Cancer Resource Center, open to the public, along with a wig and prosthesis closet. A free computer kiosk is available to disseminate health information. The Center is staffed by a Cancer Education and Support Coordinator and volunteers each weekday from 8:00 to 4:00. The Cancer Resource Center is available to cancer support groups.
Smoking cessation	Offers free “Quit Smoking Now” classes. Provides smoking prevention lozenges, patches and nicotine gum. Works in partnership with community organizations to eliminate initiation and use of tobacco among St. Johns County residents.
Cardiac care	Provides resources and education for persons with heart failure.
Flu shots	Provides vaccines and booster shots at community locations.
Community health education and outreach	Provides free community education on topics related to healthy eating and physical activity. Provides fitness courses: Beginner’s Tai-Chi, Yoga for Young Ones, Chair Yoga, and Restorative Yoga. Provides

Health Need: Chronic Disease (including Overweight and Obesity)	
	cooking demonstrations, diabetes education, and nutrition workshops.
Community support	Provides funds to nonprofit organizations to support programs that focus on chronic diseases and overweight and obesity prevention.
Planned Partnerships and Collaborators	American Cancer Society Lung Cancer Alliance Mt. Moriah Baptist Church Northeast Florida Area Health Education Center Pink-Up the Pace Tobacco Free St. Johns Unity Outreach Wildflower Clinic

Health Need: Housing and Homelessness	
Goal	<ul style="list-style-type: none"> Improve the health of persons experiencing homelessness.
Anticipated Impact	<ul style="list-style-type: none"> Connect people experiencing homelessness to community-based programs and services.
Strategy or Program	Summary Description
Community partnerships	Participates in community-wide efforts to collaboratively address housing and homelessness, including the St. Johns County Continuum of Care.
Care Connect+	Increases coordination and access of services while assisting clients to navigate the health care system. Works with a network of over 130 partners to determine what services clients can receive and follows client progress until needs are met.
Plus Bus	A mobile health unit, The Plus Bus provides health care services to vulnerable populations. Aids people who are low income, at high-risk, experiencing homelessness, or those who do not have adequate access to care.
Community support	Provides funds to nonprofit organizations to support programs that focus on housing and homelessness.
Planned Partnerships and Collaborators	Aza Healthcare Catholic Charities Department of Health and Human Services Dining with Dignity Epic-Cure Family Worship Center Hastings Food Bank Home Again Law enforcement Lutheran Services Florida St. Francis House homeless shelter St. Johns County Continuum of Care St. Johns Housing Partnership The Salvation Army Veterans Affairs Wildflower Clinic

Health Need: Mental Health	
Goal	<ul style="list-style-type: none"> • Increase access to mental health services in the community.
Anticipated Impact	<ul style="list-style-type: none"> • Improve screening, prevention, and treatment of mental health conditions.
Strategy or Program	Summary Description
B.R.A.V.E. program (Be Resilient and Voice Emotions)	Care Connect+ serves as the hub for student health referrals for the St. Johns, Clay, Nassau, Putnam and Volusia School Districts. Care Connect+ supports a telemedicine platform so providers can maintain student and adult mental health appointments.
Community partnerships	Participates in community-wide efforts to collaboratively address mental health and provides referral services.
Care Connect+	Increases coordination and access of services while assisting clients to navigate the health care system. Works with a network of over 130 partners to determine what services clients can receive and follows client progress until needs are met.
Intensive outpatient mental health services	Supports patients after being released from inpatient mental health care. Improves quality of life and reduces symptoms to prevent relapse through group therapy, medication and symptom management and individual psychotherapy.
CAIR (Crisis, Assessment, Intervention and Referral) Center	Reduces unnecessary Baker Act admissions, increases diversion from the criminal justice system, and reduces recidivism to hospitals while providing a supportive and approachable environment for those in mental health crisis to receive support. Raises awareness about mental health issues and informs the community about available resources.
Community support	Provides funds to nonprofit organizations to support programs that focus on access to mental health services.
Planned Partnerships and Collaborators	EPIC Community Services Mobile Response Team PACT (Prevention, Action, Choices and Teamwork) Prevention Services Schools and school districts

Health Need: Mental Health	
	St. Augustine Youth Services (SAYS) St. Johns County Behavioral Health Consortium Tobacco Free St. Johns

Evaluation of Impact

Flagler Hospital will monitor and evaluate the programs and activities outlined above. The hospital anticipates the actions taken to address significant health needs will improve health knowledge, behaviors, and status, increase access to care, and help support good health. The hospital is committed to monitoring key initiatives to assess impact and track the implementation of the activities. An evaluation of the impact of the hospital's actions to address these priority health needs will be reported in the next scheduled CHNA.

Needs the Hospital Will Not Address

Taking existing hospital and community resources into consideration, Flagler Hospital will not directly address preventive practices and substance use as priority health needs. The hospital has insufficient resources to effectively address all the identified needs, and, in some cases, the needs are currently addressed by others in the community. Knowing that there are not sufficient resources to address all the community health needs, Flagler Hospital chose to concentrate on those health needs that can most effectively be addressed given the organization's areas of focus and expertise.