

**Jackson**  
HEALTH SYSTEM



*Miracles made daily.*

# Community Health Needs Assessment Implementation Plan 2021-2023



## Table of Contents

Executive Summary.....	2
Prioritized Areas of Opportunity and Implementation Plans .....	4
Priority Area 1: COVID-19/Coronavirus Disease .....	4
Priority Area 2: Access to Health Care Services .....	6
Priority Area 3: Mental Health .....	9
Priority Area 4: Nutrition, Physical Activity & Weight.....	10
Priority Area 5: Heart Disease & Stroke.....	12
Priority Area 6: Diabetes .....	13
Priority Area 7: Substance Abuse .....	14
Priority Area 8: Sexual Health.....	16
Priority Area 9: Housing .....	17
Priority Area 10: Cancer.....	17
Priority Area 11: Injury & Violence .....	19
Priority Area 12: Tobacco Use .....	20

# Executive Summary

---

Jackson Health System (JHS or Jackson), in partnership with the University of Miami Health System (UM) and in collaboration with Nicklaus Children's Health System (NCH), engaged Professional Research Consultants, Inc. (PRC) to prepare a Community Health Needs Assessment (CHNA), which was completed in December 2020.

The study objectives included:

- Determining the health status, behaviors, and needs of residents in Miami-Dade County and providing baseline measures for key indicators.
- Developing a comprehensive understanding of healthcare needs and gaps for residents of Miami-Dade County.
- Providing information to identify issues of greatest concern and decide to commit resources to those areas, thereby making the greatest possible impact on community health status.
- Building an implementation plan that will address those priorities.
- Serving as a resource for individuals and agencies to identify community health needs.
- Fulfilling the community health benefit requirements as outlined in Section 5007 of the Patient Protection and Affordable Care Act (PPACA).

The information uncovered in the CHNA may be used to inform decisions and guide efforts to improve community health and wellness. It will serve as a tool to reach the following goals:

- Improve residents' health status, increase their life spans, and elevate their overall quality of life. A healthy community is not only one where its residents suffer little from physical and mental illness, but also one where its residents enjoy a high quality of life.
- Reduce the health disparities among residents. By gathering demographic information along with health status and behavior data, it will be possible to identify population segments that are most at-risk for various diseases and injuries.
- Increase accessibility to preventive services for all community residents. More accessible preventive services will prove beneficial in accomplishing the first goal (improving health status, increasing life spans, and elevating the quality of life), as well as lowering the costs associated with caring for late-stage diseases resulting from a lack of preventive care.

PRC utilized a variety of resources to complete this assessment, which consisted of:

- Primary research via community health surveys, key informant surveys, and in-depth interviews with JHS, UM, and NCH leadership.
- Secondary research via vital statistics, demographic data, and other existing health-related data.

It is important to acknowledge that the surveys were administered between August and October 2020, a time when communities were implementing preventive measures in response to the novel coronavirus/COVID-19 pandemic of 2020. To a greater or lesser extent, the social, behavioral, and economic impacts of isolation, job losses, etc., might be reflected in some of the surveys' findings.

With JHS's commitment to serving all members of the community, regardless of ability to pay, it is a priority to recognize and address the healthcare concerns of the County.

PRC identified 12 areas of opportunity, which represent the significant health needs of the community. Ranked in order of prioritization and outlined in this implementation plan, the areas are:

1. COVID-19/ CORONAVIRUS DISEASE	<ul style="list-style-type: none"> <li>▪ Economic Impact of the Pandemic</li> <li>▪ Mental Health Impact of the Pandemic</li> <li>▪ Health Care Delay/Avoidance</li> <li>▪ <i>Key Informants: COVID-19 ranked as a top concern</i></li> </ul>
2. ACCESS TO HEALTH CARE SERVICES	<ul style="list-style-type: none"> <li>▪ Barriers to Access               <ul style="list-style-type: none"> <li>– Cost of Physician Visits</li> <li>– Finding a Physician</li> </ul> </li> <li>▪ Routine Medical Care</li> <li>▪ Regular Dental Care</li> <li>▪ Difficulty Accessing Children's Health Care</li> <li>▪ Ratings of Local Health Care</li> </ul>
3. MENTAL HEALTH	<ul style="list-style-type: none"> <li>▪ Depression</li> <li>▪ <i>Key Informants: Mental health ranked as a top concern</i></li> </ul>
4. NUTRITION, PHYSICAL ACTIVITY & WEIGHT	<ul style="list-style-type: none"> <li>▪ Children's Physical Activity</li> <li>▪ Overweight &amp; Obesity [Adults]</li> <li>▪ <i>Key Informants: Nutrition, physical activity, and weight ranked as a top concern</i></li> </ul>
5. HEART DISEASE & STROKE	<ul style="list-style-type: none"> <li>▪ Leading Cause of Death               <ul style="list-style-type: none"> <li>– High Blood Pressure Prevalence</li> <li>– High Blood Cholesterol Prevalence</li> </ul> </li> <li>▪ <i>Key Informants: Heart disease and stroke ranked as a top concern</i></li> </ul>
6. DIABETES	<ul style="list-style-type: none"> <li>▪ Prevalence of Borderline/Pre-Diabetes</li> <li>▪ <i>Key Informants: Diabetes ranked as a top concern</i></li> </ul>
7. SUBSTANCE ABUSE	<ul style="list-style-type: none"> <li>▪ Binge Drinking</li> </ul>
8. SEXUAL HEALTH	<ul style="list-style-type: none"> <li>▪ HIV/AIDS Deaths</li> <li>▪ HIV Prevalence</li> </ul>
9. HOUSING	<ul style="list-style-type: none"> <li>▪ Housing Insecurity</li> <li>▪ Unhealthy/Unsafe Housing Conditions</li> </ul>
10. CANCER	<ul style="list-style-type: none"> <li>▪ Leading Cause of Death</li> <li>▪ Prostate Cancer (Deaths and Incidence)</li> </ul>
11. INJURY & VIOLENCE	<ul style="list-style-type: none"> <li>▪ Homicide Deaths</li> <li>▪ Violent Crime Rate</li> </ul>
12. TOBACCO USE	<ul style="list-style-type: none"> <li>▪ Use of Vaping Products</li> </ul>

# Prioritized Areas of Opportunity and Implementation Plans

---

Just as it has for the last hundred years, Jackson Health System is committed to building the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County. Through natural disasters, times of community crisis, and a pandemic, Jackson has been the leader in providing excellence in healthcare to the community it serves. Using the following priorities as a guide, Jackson will direct efforts to affect change in the following areas of need.

*Findings on the indicators of healthcare needs represent a point-in-time survey administered between August and October 2020.*

## Priority Area 1: COVID-19/Coronavirus Disease

---

COVID-19 became the third leading cause of death in the country in 2020. It has impacted many aspects of the lives of the residents of Miami-Dade County, including health, financial, and emotional well-being. South Florida has a diverse composition of age, race, and ethnicity. COVID-19 has disproportionately affected these high risk segments of the population and their communities highlighting the disparity in the availability of preventative care and healthcare resources.

### A. Priority area indicators of healthcare needs:

- Over half of Miami-Dade County survey respondents consider the coronavirus/COVID-19 to be a “major problem” in the community.
  - DISPARITY ► “Major problem” ratings are lowest in Southwest Miami-Dade. Greater concern is noted among women and adults age 40 and older.
- A total of 24.9% of survey respondents in Miami-Dade County report that they or a member of their household lost a job as a result of the coronavirus/COVID-19 pandemic.
  - DISPARITY ► The prevalence is higher in younger adults, those with lower incomes, and in communities of color.
- Overall, 8.8% of respondents indicate that they or a member of their household lost health insurance coverage as a result of the COVID-19 pandemic.
  - DISPARITY ► This is particularly prevalent in Central Miami.

### B. Key activities to address indicators:

Since diagnosing its first COVID-19 positive patient on March 19, 2020, Jackson Health System has been at the forefront of treating and protecting Miami-Dade communities against the disease. JHS remains committed to being a trusted source of information and resources. As the virus and its effects persist and continue to evolve, long-term solutions and treatments will be required to promote the health and wellbeing of the community. JHS aims to:

**1. Expand telemedicine capabilities to provide access to healthcare providers when physically meeting is risky or not possible.**

- Telemedicine appointments are available at all Jackson Medical Group offices and Primary Care Centers, offering primary care, obstetrics (when possible), and specialty care provider visits.
- Telemedicine will be considered for urgent care visits.
- Telemedicine is now available at each site to enhance access to services, including behavioral health, transplant, and stroke in the EDs. The telemedicine consultative program has expanded to community hospitals and outpatient facilities.
- Consultative services are being provided via telemedicine to the Correctional Department to minimize the exposure risk of inmates. This will continue and expand to other facets and services within Corrections.

**2. Educate the community and promote the importance of getting vaccinated and provide access to the vaccine.**

- In January 2021, Jackson launched a community outreach campaign, focused on educating the public about the benefits of the vaccine. JHS will continue these efforts and keep abreast of changing information to provide the most current and accurate information to the residents of Miami-Dade.
- JHS is committed to ensuring that all residents in the community have access to the vaccine program, especially those with access issues. Jackson leadership contacted existing and former patients in especially vulnerable populations directly to schedule vaccination appointments.
- Jackson partnered with houses of worship in many denominations and non-profit organizations to reach people in underserved communities. As of March 2020, Jackson is working with more than 100 of these organizations, which are given vaccination appointment slots every Thursday and Friday.
- JHS continues to update the dedicated vaccine-related section of Jackson's website – [www.SafeAtJackson.org](http://www.SafeAtJackson.org) – that contains educational videos in English, Spanish, and Haitian Creole.
- Jackson has hosted two virtual Town Halls for the public, featuring doctors and nurses discussing the vaccine and answering questions from the public, and will continue hosting educational sessions as necessary.
- Medical experts – doctors, nurses, pharmacists – have also served as guests on panels and webinars hosted by various community groups, where they are answering vaccine-related questions from the public and will continue to do so.
- Once the vaccination effort is over, JHS will continue building the relationships fostered to provide the at-risk and vulnerable population with other valuable health-related resources focused on a variety of topics, including preventive care, heart health, maternal care, and behavioral health.

**3. Continue making the prevention and treatment of COVID-19 a priority across all of its locations and facilities.**

- Establish a post-COVID clinic to track and treat the long-term effects of the virus.

- Maintain designated COVID-ready units.
- Adapt PPE and treatment protocols as is recommended by the CDC.

## Priority Area 2: Access to Health Care Services

---

According to Healthy People 2030, 1 in 10 people in the United States do not have health insurance. People without insurance are less likely to have a primary care provider, and may not be able to access healthcare services. In addition, Miami-Dade County has been designated as a Primary Care Health Professional Shortage area by the US Department of Health and Human Services, referring to a low number of healthcare providers servicing the area. Strategies to increase access to health care services for preventative medicine, diagnostic screenings, and treatment for chronic illnesses.

### Priority area indicators of healthcare needs:

- Among adults age 18 to 64, 10.5% report having no insurance coverage for health care expenses.
  - BENCHMARK ► Half the Florida percentage but fails to satisfy the Healthy People 2030 objective.
  - DISPARITY ► Unfavorably high in Central Miami. Strong correlation with household income level; higher among adults age 40 through 64.
- A total of 40.5% of Miami-Dade County adults report some type of difficulty or delay in obtaining health care services in the past year.
  - DISPARITY ► Highest in Northeast Miami-Dade (affecting half of respondents there). Highest among young adults, residents living on very low incomes, and Whites.
- Of the tested barriers, cost of a physician visit and difficulty finding a doctor impacted the greatest shares of Miami-Dade County adults.
  - BENCHMARK ► Both barriers received a much higher percentage response than found nationally.
  - DISPARITY ► Northeast Miami-Dade, Central Miami, and South Miami-Dade reported the highest percentages of barriers (not shown).
- A considerable proportion (35.8%) of survey respondents report that there been a time since the start of the pandemic when they needed medical care or had a medical appointment scheduled, but chose to avoid receiving care due to concerns about possible exposure to the virus.
  - DISPARITY ► The prevalence is lowest among Southwest Miami-Dade respondents. By demographics, the percentage decreases with age in Miami-Dade County.

### A. Key activities to address indicators:

Jackson Health System strives to improve the overall health and wellbeing of the Miami-Dade community by providing greater access to primary, preventive specialty healthcare services. JHS will strive to address these issues by:

**1. Broadening primary care access and specialty care locations to regions throughout the county.**

- Conduct a demand analysis to understand the need for additional primary care physicians within its network of primary care centers and Jackson Medical Group (JMG).
- Expand network of community-based physicians, including specialists, affiliated with JHS hospitals and outpatient services.
- Open Jackson West Medical Center in July 2021. Jackson West will consist of a 100-bed inpatient tower, adult and pediatric emergency room, imaging and diagnostic center, inpatient and outpatient surgical suites, and maternity surgical services.
- Continue telehealth appointments to increase access to health care and reduce barriers related to age, health status, and transportation.

**2. Continuing to offer services at existing urgent care centers (UCCs).**

- Consider establishing primary care providers at select urgent care centers, where patients can make appointments to see a provider for scheduled appointments and walk-in visits.
- Determine the feasibility of providing virtual urgent care visits.

**3. Establishing multispecialty sites in selected regions in Miami-Dade County.**

- Medical office buildings are being built at the Jackson South and Jackson West medical campuses. JHS is planning a comprehensive complement of services including primary care, specialty medical and surgical specialties, obstetric and maternal fetal medicine, and pediatric multispecialty ambulatory offices. JHS is also working to recruit community healthcare providers to support the healthcare needs of the respective communities.
- Holtz Children's Hospital is planning the construction and development of an ambulatory clinic in ACC East to provide outpatient diagnostics and multi-specialty clinical care.
- JHS partners with Federally Qualified Health Clinics for women's health, maternity, and pediatric services.
- JHS also established relationships with hospital leadership throughout Miami-Dade County for adult and pediatric trauma, tertiary, and quaternary service lines provided at Jackson Health System.

**4. Sustaining capital building campaign to improve access to outpatient programs and services through upgrade and expansion of JHS facilities.**

- Jackson Health System began the Miracle Building program in 2014 with a \$1.4 billion commitment to improving existing facilities and establishing new programs and facilities in the communities it serves. \$617 million was spent over the last three years to expand and improve facilities and points of access. Almost \$44 million will be spent on capital projects in fiscal year 2022. Some of the capital projects include OB/GYN clinic renovation, obstetrics triage renovation, Miami Transplant Institute donor desk expansion, JMH building modifications, ICU and GI renovations, neuro interventional lab, and Jackson South's continued renovation. A freestanding emergency department and medical office building is in development in Coral Gables.



- All Jackson facilities have been upgraded in recent years to improve patient experience and improve capacity in the heavy transit departments. Some areas that have been upgraded are patient rooms, maternity units at all hospitals, a newly constructed Christine E. Lynn Rehabilitation Hospital, Miami Transplant Institute clinic, Jackson North rehabilitation unit, and Holtz Children's Hospital pediatric ED.
- Develop business plans for potential new programs or gaps in services that include resource needs for program development and investment.
- Identify growth initiatives beyond 2020 that will require program development and future investment to align complimentary services or expand the service continuum.
- Address consumer preferences through access to PHR (personal health record) and enhance current JHS consumer/patient portal.

**5. Ensuring contractual relationships with existing and emerging payers to enhance access to JHS continuum of care.**

- JHS will continue to have ongoing discussions with all managed care providers to ensure competitive rates are negotiated at for all JHS facilities.
- Evaluate and assess alternative payment models as they arise.
- Identify large specialty networks and pursue consultative and coverage opportunities with affiliated providers.
- Identify partnership opportunities with MSOs and Medicare Managed Care partners for specialties under JMG (i.e. orthopedics, cardiology, and gastroenterology).
- Establish service line performance metrics with MSOs and managed care plans to meet expected outcome measures.

**6. Developing strategies to enroll the 65+ year-old population into Medicare:**

- JHS will investigate opportunities to work with managed care companies to convert these patients to Medicare upon turning 65 years of age.
- As part of Jackson's Medicare strategy, culture and age specific hospitality measures will be explored to make the 65+ population as comfortable as possible.

**7. Providing education on the Jackson Prime program to residents without health insurance.**

JHS will continue to aggressively enroll qualified individuals into Medicaid or programs they may qualify for, such as Jackson Prime. Jackson Prime is a program to identify and improve access to underserved and uninsured populations by creating a patient-centered medical home model that assists in managing and coordinating all aspects of the patient's care. Patients can currently access financial assistance at numerous locations, as well as sending financial applications via email and fax. In the future, JHS will likely add a patient access department to help patients with financial assistance at Jackson West facility.

## **JHS Financial Assistance Locations**

<b>Location</b>	<b>Address</b>
Jackson Memorial Hospital	1611 N.W. 12th Avenue, Miami
Jackson South Community Hospital	8950 S.W. 152nd Street, Suite 146, Miami
Jefferson Reaves, Sr. Health Center	1009 N.W. 5th Avenue, Miami
North Dade Health Center	16555 N.W. 25th Avenue, Miami Gardens
Rosie Lee Wesley Health Center	6601 S.W. 62nd Avenue, South Miami
Fax: (305) 355-1524	Email: FinancialAssessment@jhsMiami.org

## **Priority Area 3: Mental Health**

---

About 50 percent of the population in the United States will be diagnosed with a mental health disorder at some point in their lifetime, according to Healthy People 2030. Mental disorders affect people of all ages, genders, and cultures. Some groups are disproportionately affected and data suggests that only about half of people with mental health disorders receive treatment. Denial and stigma, access to services, vulnerable populations, awareness and education, and affordable care all contribute to patients not seeking treatment.

As mental health and physical health are closely linked, it is essential for healthcare organizations to make a concerted effort to treat the entire patient.

### **A. Priority area indicators of healthcare needs:**

- A total of 19.2% of Miami-Dade County adults have been diagnosed by a physician as having a depressive disorder (such as depression, major depression, dysthymia, or minor depression).
  - BENCHMARK ► Worse than the Florida percentage.
  - DISPARITY ► Unfavorably high in Central Miami.
- In Miami-Dade County, there were 8.6 suicides per 100,000 population (2016-2018 annual average age-adjusted rate).
  - BENCHMARK ► Below the state and national suicide rates. Satisfies the Healthy People 2030 objective.
  - DISPARITY ► Dramatically higher among Whites than Blacks and Hispanics in Miami-Dade County
- Difficulty Accessing Mental Health Services- 10.0% of Miami-Dade County adults report a time in the past year when they needed mental health services but were not able to get them.
  - DISPARITY ► Correlates with income level and is highest among adults under age 40
- A total of 23.1% of survey respondents believe that their mental health status has gotten worse since the beginning of the pandemic.

### **B. Key activities to address indicators:**

Behavioral health and substance abuse has been a growing concern for some time. The pervasiveness of social media has contributed to a rise in cyber bullying, and increased awareness of mental/behavioral health issues including suicide, anxiety, and depression. Other disorders, the

ongoing opioid epidemic, and the additional stresses of the COVID-19 pandemic has placed mental health at the forefront of healthcare providers' agendas. JHS hopes to address these issues by:

**1. Expanding behavioral health service offerings.**

- Establish diagnosis related units for substance abuse, co-occurring diagnoses, adult, geriatrics, pediatrics and adolescents.
- Develop First Episode Coordinated Specialty Care (CSC) program for treatment of First Episode Psychosis (FEP) of young adults ages 15 to 25, which will include an integrated team of specialists and an opportunity to designate a 20-inpatient bed unit.
- Establish a Transcranial Magnetic Stimulation program in the Treatment Resistance Depression clinic.
- Spravato (nasal spray indicated for the treatment of depression) clinical trial program was launched in July 2019; findings will be evaluated and implemented as necessary.
- Create a dedicated resource center for improved outreach and education.
- Collaborate with Thriving Mind to support the prevention, treatment, and recovery services for those at risk of mental health and substance abuse issues.
- Explore the feasibility of a pediatric observation unit.

**2. Partnering and aligning with community-based providers, the University of Miami, and other academic providers.**

- JHS will bring awareness of prevention and substance abuse by aligning with community-based providers, the University of Miami, and other academic partners.
- Evaluate opportunity for affiliation agreement with hospital providers to facilitate efficient transfer process for patients requiring inpatient services at Jackson Behavioral Health Hospital (JBHH).
- Evaluate physician specialty staffing model to maximize patient care coordination and quality outcomes.
- Partner with managed care providers to improve access to the appropriate level of care.
- Recruit the following physicians to support service expansion: geriatric psychiatry, child and adolescent psychiatry, psychiatrist specializing in opioid and substance disorder.
- Develop staffing plan to support future program development.

## **Priority Area 4: Nutrition, Physical Activity & Weight**

---

Jackson Health System's leadership recognizes its continued need to promote healthy living through a population health focused environment to its patients at every encounter, whether that be in urgent care, ambulatory care, or inpatient hospital setting. JHS aspires to improve nutrition, increase physical activity and improve weight management among patients to help avoid serious health problems, such as type 2 diabetes, heart disease, hypertension, stroke, and some types of cancer.

**A. Priority area indicators of healthcare needs:**

- 18.2% of Miami-Dade County adults find it "very" or "somewhat" difficult to access affordable fresh fruits and vegetables.

- DISPARITY ► Unfavorably high among Central Miami respondents. More often reported among young adults and those living at or near the federal poverty level.
- A total of 26.7% of Miami-Dade County adults report no leisure-time physical activity in the past month.
  - BENCHMARK ► Better than the US figure but fails to satisfy the Healthy People 2030 objective.
  - DISPARITY ► Highest among respondents in Central Miami.
- A total of 26.4% of Miami-Dade County adults regularly participate in adequate levels of both aerobic and strengthening activities (meeting physical activity recommendations).
  - BENCHMARK ► Better than the Florida and US percentages.
  - DISPARITY ► Lowest in Central Miami. These adults are less likely to report activity levels that meet physical activity recommendations: women, adults age 65+, lower-income residents, and communities of color.

**B. Key activities to address indicators:**

**1. Providing community-based disease prevention education.**

- JHS will continue to participate in health fairs and other community events to provide awareness and education in person and virtually. Know Your Heart Age is an online quiz that helps determine risk for heart disease (<https://learnyourheartage.org/>). The JHS online blog also include women’s health tips and guidelines for proper frequency of screening and exams.
- JHS providers will continue to participate in educational series based on need and disease state.
- JHS’s website publishes a wellness section with resources about infectious diseases, injury prevention, poison control, and tobacco cessation resources.
- Expand modules for population health management.

**2. Developing health and wellness programs for employees and employer-based programs in Miami-Dade County.**

- Encourage maintaining a healthy work life balance by creating specialized programs to promote employee wellness. Jackson has many programs and services in place committed to enhancing the work life balance of its employees. Employees are incentivized to have their annual wellness visit with a primary care physician and the Wheel of Wellness gives cash rewards to employees that lead healthy lifestyles.
- The Employee Assistance Program (EAP) is available to all employees and focuses on resources for living. Services include, but are not limited to: counseling, work-life balance services, stress management, legal/financial services, identify theft, fraud resolution consultation, emotional wellbeing, time management, setting personal goals, health and wellness, grief support, crisis intervention, and mediation. Pausing for Peace spiritual sessions, Music in the Park, and yoga is also offered.
- JHS has partnered with MDLive to provide Virtual Visits. Virtual Visits provides remote access to board-certified doctors. It can be used to treat minor illnesses and injuries, including but not limited to cold/flu, cough, earaches, fever, nausea/indigestion, pink eye, rash, respiratory problems, and sore throats.

- Identify large public and private employer groups in Miami-Dade County and establish employer-based programs.

### 3. **Promoting education and wellness through all primary care providers.**

- JHS and its providers are committed to educating patients during visits and discussing the benefits of wellness tools to their quality of life.

## **Priority Area 5: Heart Disease & Stroke**

---

Total cardiovascular risk reflects the individual-level risk factors which put a person at increased risk for cardiovascular disease, including:

- High Blood Pressure
- High Blood Cholesterol
- Cigarette Smoking
- Physical Inactivity
- Overweight/Obesity

Modifying these behaviors and adhering to treatment for high blood pressure and cholesterol are critical both for preventing and for controlling cardiovascular disease. Heart disease and stroke can result in poor quality of life, disability, and death, but can often be prevented by controlling risk factors like high blood pressure and high cholesterol through treatment.

### **A. Priority area indicators of healthcare needs:**

- Together, heart disease and cancers accounted for nearly one-half of all deaths in Miami-Dade County in 2018.
- Between 2016 and 2018, there was an annual average age-adjusted heart disease mortality rate of 147.2 deaths per 100,000 population in Miami-Dade County.
  - DISPARITY ► Highest in the county's Black population.
- Between 2016 and 2018, there was an annual average age-adjusted stroke mortality rate of 42.8 deaths per 100,000 population in Miami-Dade County.
  - DISPARITY ► Considerably higher in the county's Black population.

### **B. Key activities to address indicators:**

In 2019, prior to COVID-19, heart disease was the leading cause of death and stroke was the third leading cause of death in Miami-Dade County. Together, these two diseases account for more than a third of all deaths in the county. Ensuring people who experience a cardiovascular emergency, like stroke, heart, attack, or cardiac arrest, get timely recommended treatment can reduce their risk for long-term disability and death. Teaching people to recognize symptoms is key to helping more people receive the treatment they need. To address this major problem in the community, Jackson will focus on:

**1. Providing education to the community and patients on the importance of reducing risk factors and promoting heart health.**

- Jackson’s network of cardiologists will continue to educate on heart health and bariatric surgeons will continue to conduct seminars on weight management.
- Physicians give lectures and discussions through a series called DocTalks on different topics to educate the community.
- In compliance with Medicare requirements, Jackson’s providers educate patients on healthy eating, smoking cessation, preventative testing, cardiac health, wellness initiatives, review of lab results and indicators, weight management, cholesterol, blood pressure, women’s health issues, and men’s health issues.
- The Heart Age cardiac screening tool launched in February 2021 to monitor a person’s heart age and estimate risk for disease. This is a free online tool available at any time on the JHS website.
- Jackson’s physician network has expanded in the following specialties: cardiology, interventional cardiology, cardiac surgery, and will continue to expand to meet the health needs of the community.
- Participate in outreach events to provide information about cardiology service, conduct biometric screenings, and give presentations on heart health.

**2. Expanding service offerings and access points of care to reach more residents with a wider range of afflictions.**

- Work toward receiving a Center of Excellence designation for the Jackson Health Institute Comprehensive Cardiac Center, with an Aortic Center, nodule clinic, and the development of programs focused on the heart brain, advanced ablation, and pulmonary embolectomy.
- Formalize and grow the Adult Congenital Heart Disease program, and work towards obtaining AHCA accreditation.
- Conduct a feasibility analysis for additional EP labs, a hybrid angiographic suite, and renovation of catheterization labs.
- Jackson West Medical Center will open in 2021 with a variety of cardiac-related services including catheterization lab, stress test lab, and ultrasound/echocardiogram lab.
- Additional multispecialty sites will be opening at Jackson West, Jackson South Medical Center, and a new location Coral Gables, with office space available for cardiology specialists.

## **Priority Area 6: Diabetes**

---

Diabetes is a top health concern and poorly monitored or untreated diabetes can lead to leg or foot amputations, vision loss, and kidney damage. Interventions to help people manage diabetes can help reduce the risk of complications. In addition, strategies to help people who do not have diabetes eat healthier, get physical activity, and lose weight can help prevent new cases.

**A. Priority area indicators of healthcare needs:**

- Between 2016 and 2018, there was an annual average age-adjusted diabetes mortality rate of 22.1 deaths per 100,000 population in Miami-Dade County.
  - DISPARITY ► Dramatically higher in the Black population.
- A total of 11.9% of Miami-Dade County adults report having been diagnosed with diabetes.
  - DISPARITY ► Unfavorably high in Central Miami. The prevalence increases sharply with age and is higher among Whites and Blacks when compared with Hispanics.

## **B. Key activities to address indicators:**

Diabetes remains the seventh leading cause of death in in Miami Dade County, and rates are particularly higher when compared to Florida and US statistics. JHS understands diabetes is a serious disease that may be controlled through physical activity, balanced diet, appropriate use of insulin and other medications. Patients requiring more specialized care are referred to the UM Comprehensive Diabetes Center.

### **1. Monitoring diabetes through screenings and building a strong partnership with UM for more specialized diabetes care.**

- JHS performs regular screenings with primary doctor visits, bloodwork (AC1 test, blood glucose testing) and takes a preventive care approach.
- The University of Miami partnerships offers a broad spectrum of diabetes specialty care for our patient population. The UM Comprehensive Diabetes Center provides exceptional treatment for gestational diabetes, type 1 diabetes, type 2 diabetes, and other types. The Center also offers a variety of resources that treat diabetes starting with a group of specialized doctors, locations, clinical trials, classes, and events.
  - Specialists include: nephrologists, cardiologists, ophthalmologists, podiatrists, sleep medicine specialists, dietitians, and nurse practitioners specializing in diabetes education.
  - Treatment plans include individualized medical management, education, high-risk care, and device assistance. These resources help mitigate the risk of diabetes related health complications such as heart disease, stroke, kidney disease, eye problems, dental disease, nerve damage, and foot problems.
  - Locations:

#### **The Lennar Foundation Medical Center**

5555 Ponce de Leon Boulevard  
Coral Gables, FL 33146

#### **UHealth Diabetes Research Institute**

1450 NW 10th Avenue  
Miami, FL 33136

## **Priority Area 7: Substance Abuse**

---

Substance use disorders can involve illicit drugs, prescription drugs, or alcohol, and are linked to many health problems. Overdoses can lead to emergency department visits and deaths. Opioid use disorders have become extremely problematic in recent years. Strategies to prevent substance use, especially in

adolescents, and effective treatments for substance use disorders are available, but very few people get the treatment.

#### **A. Priority area indicators of healthcare needs:**

- Between 2016 and 2018, Miami-Dade County reported an annual average age-adjusted cirrhosis/liver disease mortality rate of 7.1 deaths per 100,000 population.
  - BENCHMARK ► Below the state and national rates and satisfying the Healthy People 2030 objective.
- A total of 35.8% of area adults are binge drinkers (men reporting 5+ alcoholic drinks or women reporting 4+ alcoholic drinks on any single occasion during the past month).
  - BENCHMARK ► Much higher than Florida and US benchmarks. Fails to satisfy the Healthy People 2030 objective.
- A total of 10.8% of Miami-Dade County report using a prescription opioid drug in the past year.
  - DISPARITY ► Decreases with age and is highest among Whites and residents at either end of the income spectrum.

#### **B. Key activities to address indicators:**

Opioid-related visits to emergency departments by those 18 and older have risen to 3.8 per 100,000. The death rate due to drug overdose is 10.7 deaths per 100,000. Both have risen since 2013-2015 (Miami-Dade Matters). Research identified the Liberty City ZIP Code as the deadliest neighborhood in the City of Miami for drug overdoses. Miami Fire Rescue recently delivered 1,700 shots of Narcan to reverse drug overdoses in just a 12-month period. Jackson hopes to reduce these figures by:

##### **1. Expanding services targeted at substance abuse and opioid-related illnesses.**

- Further develop the inpatient detox unit to establish Jackson Behavioral Health Hospital as a regional provider of treatment, support, and prevention of opioid use disorder.
- Continue to stabilize and expand the outpatient detox unit.
- Expand Jackson's outreach to community partners to provide Medication-Assisted Treatment (MAT). By working with multiple partners, persons in need of treatment for drug abuse and mental illness are identified, referred, and treated. These partners include the 11<sup>th</sup> Circuit Drug Treatment Court, in lieu of incarceration, and Jackson Corrections Health services, among others.
- Partner with Thriving Mind to support the prevention, treatment, and recovery services for those at risk of mental health and substance abuse issues.
- Evaluate the results of the pilot program with the 11th Circuit Criminal Court to provide involuntary outpatient services (IOS) to individuals with histories of repeated admissions to mental health treatment services, treatment noncompliance, or refusal to engage in treatment. The goal is to reduce costly inpatient placements in crisis stabilization units.
- Promote and progress the Hospital Bridge program which treats individuals with opioid use disorder and offers peer support in addition to MAT service.

##### **2. Providing education and outreach on the effects of substance abuse and where to find help and treatment.**



- JHS will bring awareness of prevention and substance abuse by aligning with community-based providers, the University of Miami, and other academic and community partners.
- Maintain and further cultivate partnership with The City of Miami Police Department's (MPD) Pre-Arrest Diversion Program, which prioritizes care to adults with mental illness or co-occurring mental illness and substance abuse disorders. If a MPD officer encounters someone in felony possession of opioids within the city's jurisdiction, the officer has the authority to offer a 12-month program of direct treatment services at JBHH as an alternative to arrest and jail. If the person agrees in writing to participate, they are taken to JBHH. When necessary, patients are admitted to the hospital for medically supervised opioid withdrawal.

## Priority Area 8: Sexual Health

---

All age groups are affected by STIs and should receive education on how to take care of their sexual health. Adolescents, young adults, and men who have sex with men are at a higher risk of getting STIs and possibly HIV. Promoting behaviors such as abstinence and condom use can help prevent STIs. Strategies to increase screening and testing for STIs can assess people's risk for infection and help in getting treatment, improving their health, and making it less likely that STIs will spread to others.

### A. Priority area indicators of healthcare needs:

- In 2018, there was a prevalence of 1,116.3 HIV cases per 100,000 population in Miami-Dade County.
  - DISPARITY ► The rate is exponentially higher in the county's Black population.
- In 2018, the chlamydia incidence rate in Miami-Dade County was 486.8 cases per 100,000 population.
  - The Miami-Dade County gonorrhea incidence rate in 2018 was 156.6 cases per 100,000 population.

### B. Key activities to address indicators:

JHS offers a robust and comprehensive system for sexual health testing, education, treatment, and support services. Jackson is a leader in LGBT healthcare equality and offers routine exams and testing at various locations such as STD screenings, Pap smear, family planning, and more. JHS goal is to promote sexual health education to avoid getting an STI and minimize the spread by:

#### 1. Supporting patients through locations with specialized services for HIV/AIDS and rape treatment:

- Refer patients to Ryan White HIV/AIDS programs for specialized services.
  - P.E.T. Center on Miami Beach- operated in conjunction with the Florida Department of Health, the center allows walk-in visits and focuses on early intervention education, prevention, screening, anonymous, and confidential testing,.
  - South Florida AIDS Network at ACC East- part of the National Prevention Information Network (NPIN).
  - North Dade Health Center
  - Roxcy Bolton Rape Treatment Center (RTC)- open 24/7 to serve victims of sexual assault. All services are free of charge and completely confidential. Services include:

medical treatment, 24/7 crisis and sexual assault helpline, information and referrals, crisis intervention, advocacy, accompaniment, community awareness, system coordination, support groups, counseling, therapies, victim compensation, and relocation application assistance.

## Priority Area 9: Housing

---

Social determinants of health are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes, and risks. Social determinants of health have a major impact on people's health, well-being, and quality of life. Examples of SDOH include:

- Safe housing, transportation, and neighborhoods
- Racism, discrimination, and violence
- Education, job opportunities, and income
- Access to nutritious foods and physical activity opportunities
- Polluted air and water
- Language and literacy skills

Housing instability does not have one definition, but encompasses a number of challenges, such as trouble paying rent, overcrowding, moving frequently, staying with relatives, or spending the bulk of household income on housing. These challenges may negatively affect physical health and make it harder to access health care.

### A. Priority area indicators of healthcare needs:

- A total of 18.5% of Miami-Dade County residents report living in unhealthy or unsafe housing conditions during the past year.
  - BENCHMARK ► Well above the US prevalence.
  - DISPARITY ► Considerably higher in Northeast Miami-Dade. Correlates with age and income and is higher in the Black population.

### B. Key activities to address indicators:

Miami has the highest rate in the nation of residents who are cost burdened, or paying 30% or more of their income on housing.

Although housing does not necessarily fall within the purview of a health system, JHS is committed to supporting community efforts, such as the University of Miami's Office of Civic and Community Engagement's housing initiatives, in alleviating housing instability in Miami-Dade.

## Priority Area 10: Cancer

---

The cancer death rate has declined in recent decades, but still ranks as the second leading death cause in Miami-Dade County, with 152.6 people dying per 100,000 residents. Death rates are higher for some cancers and in some racial/ethnic minority groups. These disparities are often linked to social

determinants of health, including education, economic status, and access to health care. Interventions to promote evidence-based cancer screenings — such as screenings for lung, breast, cervical, and colorectal cancer — can help reduce cancer deaths. Other effective prevention strategies include programs that increase HPV vaccine use, prevent tobacco use and promote quitting, and promote healthy eating and physical activity. In addition, effective targeted therapies and personalized treatment are key to helping people with cancer live longer.

**A. Priority area indicators of healthcare needs:**

- Lung cancer is the leading cause of cancer deaths in Miami-Dade County.
  - Other leading causes include prostate cancer, female breast cancer, and colorectal cancer (both sexes)
- The highest cancer incidence rates are for prostate cancer and female breast cancer.

**B. Key activities to address indicators:**

JHS offers early detection screenings, education, and state-of-the-art care that leads to improved clinical outcomes. Our radiation oncologists work together in specific areas of expertise to find and create individualized cancer treatments for head, neck, lung, prostate, breast, gastrointestinal, gynecological, and the central nervous system. JHS’s objective is to reduce the incidences of cancer by:

**1. Helping patients with early detection screenings, promote wellness fairs, and continue a collaborative partnership with UM.**

- JHS’s community health checks take place throughout the year at events like health fairs in our primary care clinics and back to school wellness fairs.
- Pediatric oncology is offered at our Holtz Children’s Hospital and is specialized in providing world-class care in diagnosing, treating, and managing these often life-threatening conditions, including all types of cancer, and blood disorders such as hemophilia and sickle cell disease.
- JHS maintains a close collaborative partnership with UM and its nationally recognized cancer center of excellence. The Sylvester Comprehensive Cancer Center is designated by the National Cancer Institute and offers in person or virtual appointments for the following cancer treatments:
  - Bone and Soft Tissue Sarcoma
  - Brain and Spine Tumors
  - Breast Cancer
  - Colorectal Cancer
  - Endocrine Cancers
  - Eye and Ocular Cancer
  - Genitourinary Cancers
  - Gynecologic Cancers
  - Head and Neck Cancers
  - Hematologic (Blood) Cancers
  - Liver and Bile Duct Cancer
  - Lung and Chest Cancer
  - Pancreatic Cancer
  - Pediatric Cancers
  - Precision Medicine
  - Skin Cancers

## Priority Area 11: Injury & Violence

---

Unintentional injuries are the leading cause of death in children, adolescents, and adults younger than 45 in the United States. Unintentional injuries are caused by motor vehicle crashes and falls, and many intentional injuries involve gun violence and physical assaults. Almost 20,000 people die from homicide every year in the United States, and many more people are injured by violence, such as physical assaults, sexual violence, and gun-related injuries. Adolescents are especially at risk for experiencing violence. Interventions to prevent different types of injuries and reduce violence are key to keeping people safe in their homes, workplaces, and communities.

### A. Priority area indicators of healthcare needs:

- Between 2016 and 2018, there was an annual average age-adjusted unintentional injury mortality rate of 31.1 deaths per 100,000 population in Miami-Dade County.
  - BENCHMARK ► Well below the state and national death rates. Satisfies the Healthy People 2030 objective.
  - DISPARITY ► Particularly high among Whites in Miami-Dade County.
- In Miami-Dade County, there were 7.9 homicides per 100,000 population (2016-2018 annual average age-adjusted rate).
  - BENCHMARK ► Worse than the Florida and US homicide rates. Fails to satisfy the Healthy People 2030 objective.
  - DISPARITY ► Dramatically higher in the county's Black population.
- Between 2015 and 2017, there were a reported 568.4 violent crimes per 100,000 population in Miami-Dade County.
  - BENCHMARK ► Worse than the state and national crime rates.

### B. Key activities to address indicators:

Motor vehicle crashes and poisoning (including unintentional drug overdose) accounted for nearly two-thirds of unintentional injury deaths in Miami-Dade County between 2016 and 2018. Miami-Dade's violent crime rate is worse than that of Florida and the United States. To prevent the incidences of injury and violence, JHS's goal is to:

#### 1. Seek new grant opportunities aimed at preventing injury and violence and continue existing programs.

- Explore ways to expand Injury Free Coalition for Kids-Miami, a strong outreach, family education, and child passenger safety program affiliated with the University of Miami School of Medicine and Jackson Health System. The mission of Injury Free is to prevent injury and trauma among children and adolescents. It provides education and support to families and caregivers to prevent and/or reduce unintentional childhood injuries in the home and in the car. The Injury Free Mobile, a full-sized bus retrofitted as a home interior, is used in the targeted neighborhoods to provide engaging, interactive exercises to educate parents from diverse backgrounds, languages, and educational levels about safety in the home and the car.
- Continue to study the outcomes of the GATE Program and expand as needed. The GATE Program for Juvenile Weapon Offenders is a comprehensive educational and behavioral

management program for male youths between the ages of 13 and 17 in Miami-Dade County who have been adjudicated on weapon charges. The program seeks to deter violence and weapon carrying and/or use through experiential education, providing participants with a firsthand look at the immediate and long-term effects of violence and criminal behavior. The program currently operates under the Jackson Behavioral Health Hospital, with ongoing funding support from the Miami-Dade County Office of Management and Budget, the Miami-Dade County Juvenile Services Department, and the Miami Foundation.

- Research new partnership possibilities.

## Priority Area 12: Tobacco Use

---

Most deaths and diseases from tobacco use in the United States are caused by cigarettes. Smoking harms nearly every organ in the body and increases the risk of heart disease, stroke, lung diseases, and many types of cancer. Although smoking is widespread, it is more common in certain groups, including men, American Indians/Alaska Natives, people with behavioral health conditions, LGBT people, and people with lower incomes and education levels.

### A. Priority area indicators of healthcare needs:

- A total of 16.6% of Miami-Dade County adults currently smoke cigarettes, either regularly (every day) or occasionally (on some days).
  - BENCHMARK ► Fails to satisfy the Healthy People 2030 objective.
  - DISPARITY ► Highest in the East Coast/Miami Beach community. More often reported among men, young adults, residents living below poverty, and Whites.

### B. Key activities to address indicators:

JHS takes significant measures to mitigate severe diseases, consequences of tobacco use, and second hand smoke inhalation. On average, smokers die 10 years earlier than nonsmokers do. Smoking is responsible for more than 480,000 deaths per year in the United States. This number includes more than 41,000 deaths resulting from secondhand smoke exposure (per CDC). JHS strives to educate patients of the repercussions of smoking by:

1. **Offering and promoting the “Quit Smoking Now” program as the smoking cessation material and education to reduce smoking in our population.**
  - No cost treatment for our patients, employees, and visitors.
  - Support groups, phone coaching, and individual/group classes with a flexible schedule (morning and evening).
  - Nicotine Replacement Therapy (e.g., patches) for the six-week period (while supplies last).