

HEALTHY COMMUNITY PARTNERSHIP LIVE HEALTHY MIAMI GARDENS

OCTOBER 2015



COMMUNITY ACTION PLAN

COMMUNITY VERSION



**Healthy Community Partnership
Live Healthy Miami Gardens
Community Action Plan - Community Version**

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**Healthy Community Partnership
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Community Action Plan - Community Version**

I. Executive Summary

Research indicates that how we live, where we live and other social and economic forces can have dramatic effects on health, and new kinds of partnerships are playing an increasingly important role in improving community health. In December 2013, the Health Foundation of South Florida began targeting community health factors by allocating \$7.5 million to support two Healthy Community Partnerships over a multi-year period.

After a highly competitive evaluation process, Health Foundation of South Florida (HFSF) selected the City of Miami Gardens and the neighborhood of Little Havana to receive Healthy Community Partnerships (HCP) initiative grants. HCP is part of the Foundation’s strategic and systemic effort to reduce poor health outcomes by engaging community residents to improve selected public health indicators.

In February, 2014, the City of Miami Gardens began its six year, \$3.75 million HCP initiative. HCP is a place-based, multi-year project aimed at making this vibrant community a healthier place to live. The initiative seeks to go beyond the achievements of existing community-based organizations by concentrating resources and combining the "best" of what has been learned from social, economic, physical, and civic development as a catalyst for transformation within the City of Miami Gardens. HCP’s primary purpose is strengthening the neighborhood’s capacity to collaboratively plan and carry out strategies that will help make Miami Gardens residents healthier by developing community resident leadership and obtaining multi-sector representation and collaboration; by aligning existing resources and generating new resources in support of HCP goals; and by fostering policy, system and environmental changes that promote improved health.

Over a period of 15 months (6/14-9/15), the City of Miami Gardens accomplished the following milestones:

- 1st Host Council (HC) Meeting held 6/14
- Hired Program Director 7/14
- Established HC Committees 8/14
- Co-Designed Evaluation Process & Procedures 8/14-10/14
- Data Gathering and Analysis Process 8/14-12/14
- Developed Governance Policies & Procedures 10/14-12/14
- Developed Vision & Mission Statements 10/14
- Developed Core Value Statements 11/14
- Selected Health Impact Areas (HIAs) 11/14
- Initiative named *Live Healthy Miami Gardens (LHMG)* 12/14
- Sub-Council for each HIAs formed/1st meetings held 11/14-12/14
- 1st Draft of Community Action Plan (CAP) developed 2/15
- Launched LHMG Website & Social Media platforms 5/15
- Strategy Prioritizing Process 2/15-4/14
- LHMG Community Kickoff Event Held 6/15
- Funding Process finalized 8/15
- Community Action Plan (CAP) finalized 8/15
- Launched RFP process 9/15

HCP’s Planning and Prioritization Process

Two of the main tasks to be accomplished by community stakeholders through the HCP’s first year of planning were to: 1). Select the Health Impact Areas (HIAs) of focus for the City of Miami Gardens; and 2). Recommend “best practice” strategies to move the needle on the prioritized HIAs. The HCP planning process gathered and analyzed information from various city, county, state and national sources as well as residents through a Community Check-Ins process (surveys and focus groups) and five Sub-Councils addressing the five HIAs selected by the Host Council. The HIAs selected by the HC based on data, community feedback and known community assets are as follows:



In all discussions held during the various planning phases of the initiative, the common thread identified for all five health impact areas was the need for educational information residents could use to improve their health literacy and activity level. Also, many of the residents and providers we spoke with consistently expressed frustration at the lack of access to reliable, comprehensive and timely information on available community resources. As a result, the HC prioritized **Communications** as an overarching focal point that will support a community outreach program, providing communications on all facets of Live Healthy Miami Gardens to residents and people who work and play in the City and provide a comprehensive listing of available resources at the local level.

Key elements involve creating a Community Action Plan (CAP) that is inclusive and targets the health impact areas prioritized by the HC. The plan also includes strategies for addressing HIAs which are based on feasible best practices, and afford the leveraging of additional resources to expand the HCP’s effort. Once the HIAs were selected by the HC, Sub-Councils were formed for each HIA comprised of community content experts and other stakeholders with a keen interest in a specific HIA. Based on the recommendations of those Sub-Councils, the HC met with all engaged participants on January 27, 2015 to rank overall priorities. Seventeen strategies were ranked for inclusion in this CAP. Various strategies will have different emphasis in Year One and in later years, as basic planning and infrastructure development lead to implementation and evaluation of success. In addition, several strategies are components of an overall initiative, and it is important that such collaboration is included as a required component.

We are recommending that the following strategies receive maximum attention and budget in **Year 1**, because they establish the infrastructure and partnerships for the entire five-year HCP Community Action plan.

Alcohol, Tobacco and other Drugs (ATOD)	
1	Develop, implement and enforce City policies that restrict ATOD product placement, marketing and promotion of alcoholic beverages and tobacco products at local convenience stores and gas stations in Miami Gardens.
2	Reduce Tobacco use among teens through the implementation of Student Working Against Tobacco (SWAT).
3	Train parents and other adults about the law against providing alcohol to minors and having them commit to enforcing the law through the implementation of Underage Drinking Reduction Strategies (UDRS).

Communications	
1	Create and implement a strategic communications campaign which will include:
	- A website with a Resource Inventory Platform.
	- Social media presence to increase information and messaging about living a healthy lifestyle for Miami Gardens' residents and people who work in the city.
	- Increase Health literacy and residents' capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions.
	- Branding and messaging specific to the Live Healthy Miami Gardens (LHMG) initiative.
Mental Health	
1	Train Miami Gardens' residents, service providers, law enforcement and other first responders in Mental Health First Aid to aid in identification and support for at risk residents.
Nutrition/Healthy Eating	
2	Offer Cooking Classes/Demonstrations to increase food and cooking knowledge and promote healthful eating.
Physical Activity	
1	Support residents' physical activity by creating Walking & Fitness Groups with a social support component.
2	Increase physical activity in Miami Gardens' worksites through a Workplace Wellness project.
Primary Health	
1	Improve the health literacy of Miami Gardens residents by providing Education on Life Cycle Health Literacy, targeted to various age groups.

Our strategy templates describe the evidence based practices we have identified, and provide substantial information on the requirements needed for an applicant to be successful in gaining funding to implement these strategies in Miami Gardens.

Next Steps:

LHMG's CAP was submitted to the Health Foundation of South Florida for approval in August 2015. Upon final approval of the CAP, which is expected by September, 15, 2015, LHMG will launch the Implementation Phase of the initiative. This will be done in collaboration with our key community partners, including members of our Host Council, Advisory Committees and Sub-Council members, who have helped LHMG identify no-cost and low-cost strategies which can be implemented, or phased-in, over the next 6-12 months without significant investments from the Health Foundation of South Florida (HFSF). At that time, LHMG will also work closely with HFSF to identify those sections of the CAP which will be included in the Health Foundation of South Florida's upcoming Request for Proposal (RFP) process. The Foundation's RFP process is expected to be carried out between October 2015 and February 2016. LHMG's Host Council and Sub-councils will then shift its focus to providing oversight of the initiative.

II. Vision, Mission and Value Statements

Vision and Mission

Creating Vision, Mission, and Core Value Statements was viewed by LHMGM stakeholders as an important task in establishing and articulating a common purpose, guiding decisions about where to focus future efforts, and forming the foundation on which we perform work and conduct ourselves in all facets of our work on HCP. Through a 2-month process, the Governance Committee worked with the Host Council to establish a clear set of policies and procedures that define Live Healthy Miami Gardens' purpose, structure and operational procedures, and the following Vision, Mission and Core Value Statements:

LHMGM Vision: Live Healthy Miami Gardens aspires to create a community where all residents' physical, emotional and spiritual needs are fulfilled.

LHMGM Mission: The mission of Live Healthy Miami Gardens is to foster and maintain a community culture of health and well-being for all residents of the City through access, information, activities and services.

Core Values:

- **Accountability** - we assume and demonstrate responsibility for our actions and decisions.
- **Community Engagement** - we strive to engage the community in all that we do, recognizing that community involvement is empowering and increases the likelihood of cooperation, ownership and success.
- **Data Driven** - we are committed to utilizing data collection and analysis to guide participatory decision making that improves success.
- **Education** – we educate people, organizations and institutions about how they can support, encourage, and engage in healthy behaviors in the community.
- **Health Equity** – we are committed to eliminating health disparities and ensuring everyone in our community has the opportunity to attain his or her full health potential and no one is disadvantaged from achieving this potential because of social position or socially determined circumstances.
- **Sustainability** - we will focus on efforts that can be scaled.

III. Organizational Structure

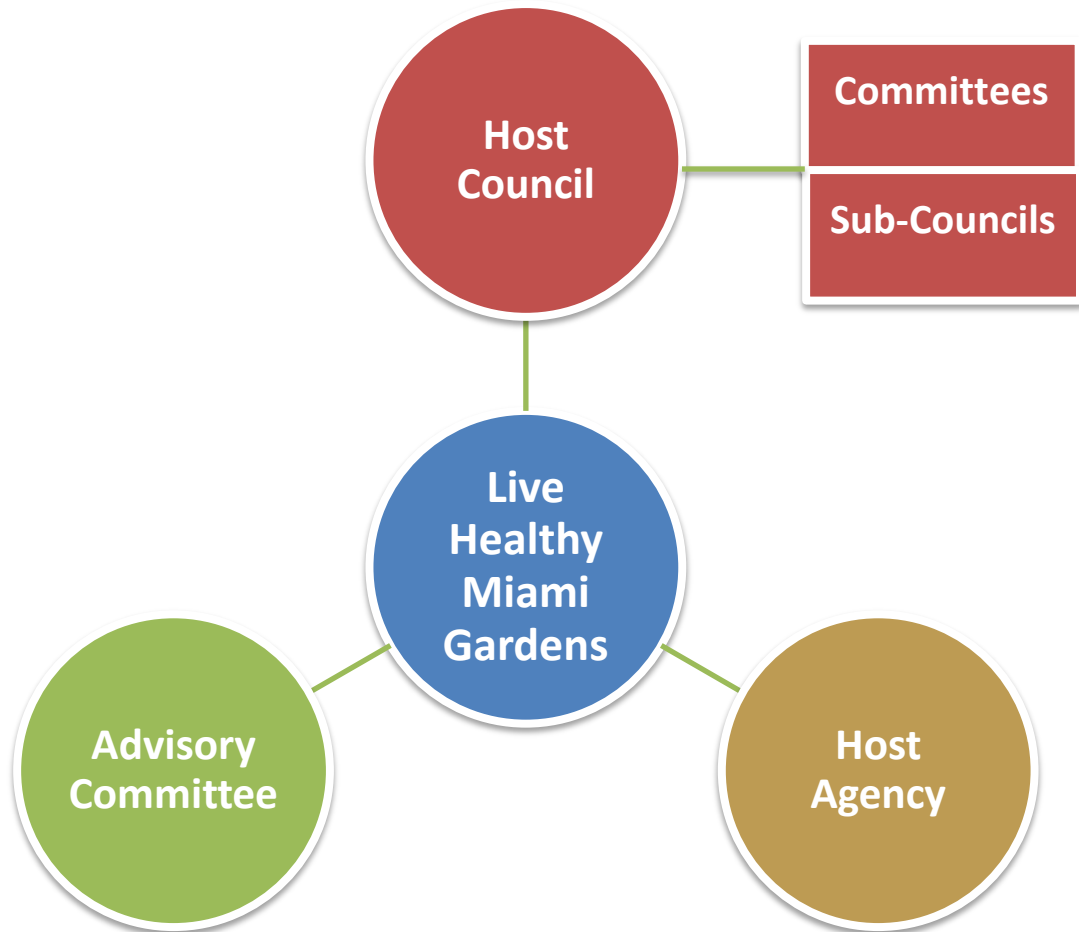
The City of Miami Gardens serves as the **Host Agency** (HA) for LHMGM. As HA, the City is the primary convener, communicator, coordinator and capacity builder throughout the LHMGM process; and is ultimately responsible for the success of the program and for ensuring that program related policies are implemented.

To ensure community leadership of the LHMGM initiative, the City convened an 18-member **Host Council** (HC) which includes community residents, government, nonprofits, business, medical providers and academia. The HC serves as the LHMGM planning and decision-making body. The HC selects the Health Impact Areas for the Community Action Plan (CAP); provides leadership and direction for development of the CAP; and continues to play a key role, upon approval of the CAP, by overseeing the implementation and evaluation of the CAP over the next five years.

LHMG also developed an **Advisory Committee** comprised of community stakeholders who are committed to serving as champions and contributing to LHMG’s efforts to raise awareness, raise resources and engage the community as a whole. Currently there are 26 members on the Advisory Committee. Additionally, there are six **Sub-Councils**, one for each Health Impact Area included in the CAP. Sub-Councils are working bodies specially formed to identify and recommend strategies for the CAP. Sub-councils are comprised of members of the HC and other community stakeholders with interest and/or expertise in a specific health impact area. Currently, there are six Sub-Councils with a total of 65 community stakeholders engaged. As the initiative moves from planning to implementation, the Sub-Councils will also be responsible for working collaboratively with funded community partners to ensure successful strategy implementation and ensuring the partners at the table are appropriate to meet population level change for the HIAs.

Finally, the LHMG developed six **Committees** which are essentially working groups of the HC which were convened to address long term or ad-hoc needs of the LHMG initiative: Governance; Communications/Special Events; Grants; Evaluation; Data; and Nominations. Committees may be comprised of HC and non-HC members; however, any non-HC members serving on LHMG committees do not have voting privileges.

LHMG Organizational Structure



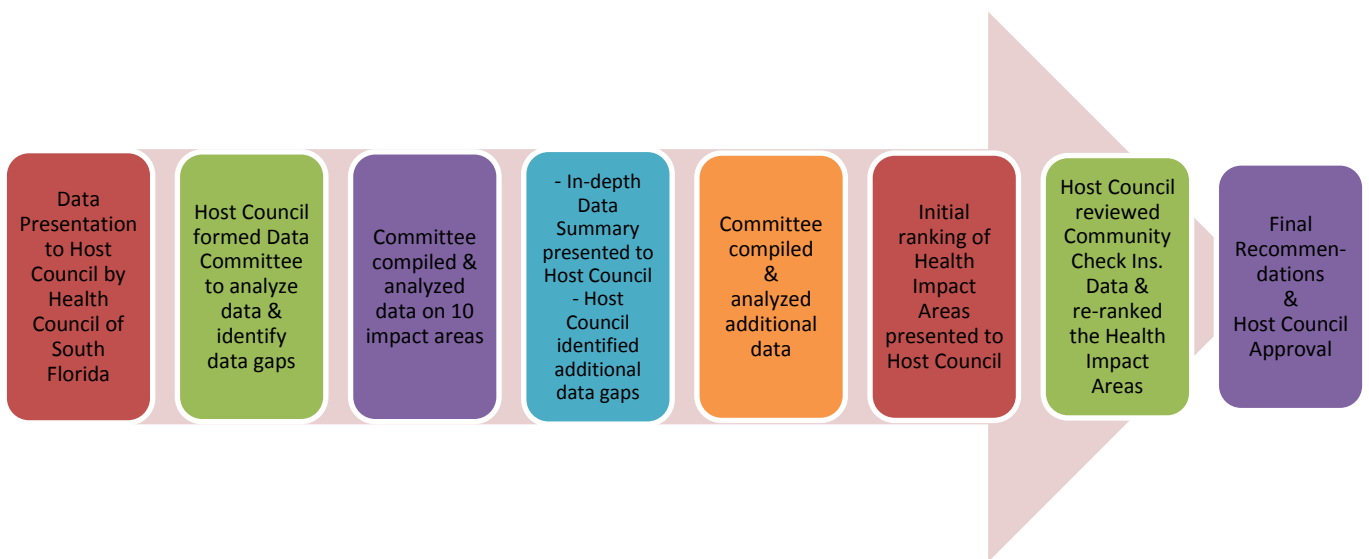
IV. Community Planning and Prioritization Process

In August, 2014, LHMG began a vigorous data gathering, analysis and prioritizing process. To assist in and guide the community’s planning and needs identification process, we worked with the Health Council of South Florida to integrate existing City health data relevant to these priorities. Health Council staff with extensive experience in conducting needs assessments in Miami-Dade worked with the City of Miami Gardens HA to create a comprehensive data document on the latest data, local reports and integration of neighborhood-specific data sets. Comparisons by race, ethnicity and gender were provided where data was available to determine the relative health of our residents. In addition to this data, HC formed a Data Committee responsible for reviewing data from multiple local, state and national sources.

The Data Committee worked tirelessly to ensure that the HC would have a seamless selection process. Countless hours were spent pouring over Health Council data; supplemental data from university studies and outside resources; and data collected from LHMH focus groups, surveys and a two-month Community Check-In Process. Subsequent to the data gathering and analysis phase, a ranking process was facilitated based on the following: the number of persons affected by the health issues; impact on the greater Miami Gardens community; consequences of not addressing the issue; the availability of existing resources; potential for change; and effective best practices/strategies that could be applied to address the health priority. As a result, the following Health Impact Areas (HIAs) were chosen as the focal points for LHMG in November 2014:



In addition to the HIAs above, **Communications** was identified as an overarching focus for LHMG.



V. Recommended Strategies (2015-2020)

Upon the HC’s approval of the six Health Impact Areas that are the focus of LHMG’s CAP, Sub-Councils formed for each HIA was charged with identifying and recommending strategies for their respective sections of the CAP. The following chart summarizes the proposed strategies for each HIA.

Alcohol, Tobacco and other Drugs (ATOD)	
1	Develop, implement and enforce City policies that restrict ATOD product placement, marketing and promotion of alcoholic beverages and tobacco products at local convenience stores and gas stations in Miami Gardens.
2	Reduce Tobacco use among teens through the implementation of Student Working Against Tobacco (SWAT).
3	Train parents and other adults about the law against providing alcohol to minors and having them commit to enforcing the law through the implementation of Underage Drinking Reduction Strategies (UDRS).
Communications	
1	Create and implement a strategic communications campaign which will include:
	- A website with a Resource Inventory Platform.
	- Social media presence to increase information and messaging about living a healthy lifestyle for Miami Gardens’ residents and people who work in the city.
	- Increase health literacy and residents’ capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions.
	- Branding and messaging specific to the Live Healthy Miami Gardens (LHMG) initiative.
Mental Health	
1	Link Miami Gardens’ residents to appropriate and available mental health services through a single System of Care (SOC) to help resolve their social and behavioral health needs.
2	Train Miami Gardens’ residents, service providers, law enforcement and other first responders in Mental Health First Aid to aid in identification and support for at risk residents.
3	Implement and promote peer support groups in Miami Gardens.
Nutrition/Healthy Eating	
1	Increase the number of corner/convenience stores, gas stations, mobile vendors, farmers markets, grocery stores, and other retail food vendors that offer affordable, healthy, nutritious food including fruits and vegetables.
2	Increase and promote healthy food options in local Miami Gardens restaurants through a Healthy Restaurant Program.
3	Improve access to healthy foods through Farmers Markets.
4	Offer cooking classes/demonstrations to increase food and cooking knowledge and promote healthful eating.
Physical Activity	
1	Increase the number of safe environments for community members to engage in physical activity by implementing Complete Streets policies into street design.
2	Increase access and security in the City of Miami Gardens’ Parks.
3	Support residents’ physical activity by creating Walking & Fitness Groups with a social support component.
4	Increase physical activity in Miami Gardens’ worksites through a Workplace Wellness project.
Primary Health	
1	Improve the health literacy of Miami Gardens residents by providing Education on Life Cycle Health Literacy, targeted to various age groups.
2	Increase the number of Patient-Centered Medical Home Providers in Miami Gardens.

Please see Section VI of this CAP for a detailed description of the proposed strategies and preliminary implementation plans for each of the Health Impact areas included in LHMG’s Community Action Plan.

VI. The Story Behind the Baseline Curve

A. Background on the City of Miami Gardens and Why this initiative

1. Profile of Miami Gardens

At a population of 107,167, the City of Miami Gardens is the third largest city in Miami-Dade County (after Miami and Hialeah) and is home to a vibrant population of predominantly African-Americans. According to the 2010 Census, demographics include: African-American: 76.3%; White 18.3%; and 22% of Miami Gardens residents are of Hispanic descent (Census Quick Facts, 2010, 2012 update). The total number of Households in Miami Gardens is 34,284; and the median age of City residents is 35.6 years. The City’s population has grown approximately 17% between 2005 and 2010. Miami Gardens has a vibrant business community, with firms in various sectors. According to the 2007 Economic Census, there are 947 employer business establishments and over 17,000 employees.

2. Community Assets:

The City of Miami Gardens offers a wide array of programs and activities geared towards improving health outcomes within the City. Several members of the City Council have played an active role in carrying out educational activities and programming to increase health literacy and physical activity through their own initiatives, including:

- The Mayor’s Fitness Challenge - a ten-week program that encourages residents to live healthier lifestyles and increase their physical activity;
- Councilwoman Lisa Davis hosts a Diabetes Awareness Event - a community fair geared at raising awareness about diabetes and offering community resources to prevent and manage the disease;
- Vice Mayor Felicia Robinson’s Paint the City Pink Month - four separate events held in October during breast cancer awareness month;
- Councilwoman Lillie Q. Odom’s yearly community event in commemoration of National HIV/AIDS and Aging Awareness Day (NHAAAD) called “Open the Curtains. Remove the Stigma. Let’s Talk.” The event provides HIV prevention and educational messages as well as health screenings and free rapid HIV testing.
- Councilman Harris’ Food Truck Invasion provides vouchers for residents to try an identified LHMG Healthy Food menu item; and
- Councilman Williams’ community garden which promotes community; healthy eating, physical activity and other health benefits.

At the time of the City of Miami Gardens’ incorporation in 2003, area residents implemented a vision to become “masters of their own fate.” One factor in particular that helped spur this movement was the lack of parks that met the needs of residents. With incorporation, the City inherited 16 parks from Miami-Dade County. The condition of these parks was fair to poor and very few met the desires and needs of the surrounding residents. A top priority for the new City was to re-establish these parks as an integral part of the community, providing for the needs of residents young and old.

The City identified some \$30 million available over the next five years to renovate these parks into state-of-the-art facilities that will meet the needs of current and future residents for decades to come by utilizing-old County bond issued monies that had been set aside for use on these parks (but had not been used); a new County bond issue, which passed in 2005; as well as grants, impact fees and other monies. In 2005, the City embarked on a comprehensive planning program to identify opportunities and challenges faced in renovating these parks. This included the development of a Parks and Recreation Element to the City's proposed first Comprehensive Development Master Plan (CDMP), a separate Parks and Recreation Master Plan covering improvements to all 16 parks, and the development of a Recreational Trails Master Plan (RTMP).

One key challenge which was quickly identified was the profound lack of land available for park expansion. Miami Gardens is, currently 93% built-out; and land values have become an obstacle to even moderate park property additions. Aware of development pressures and other challenges threatening park expansion, the City and residents began to look beyond the traditional "park" as possibilities for recreational opportunities. The one thing that South Florida in general, and Miami Gardens in particular, has is an abundance of canals. Drainage canals belonging to the South Florida Water Management District, Miami-Dade County and the City provide an unparalleled opportunity to develop non-traditional linear parks and blueway trails". Blueways are water-based trails developed with launch points, camping locations and points of interest for canoeists, paddle boarders and kayakers. Trails are linked to the Blueway as a land-based, water-resource trail.

In 2014, the residents of the City of Miami Gardens approved a \$60 million General Obligation Bond referendum to renovate the City's parks and recreational facilities and equip the City with cutting-edge public safety technology. The large-scale renovations to existing parks and facilities aim to engage the City's youth and adults alike. The City of Miami Gardens has also begun significant environmental changes through its Capital Improvement Plan managed by the Departments of Public Works and Parks and Recreation. These changes have available funding over the next several years thus providing a solid base on which the LHMG initiative can layer significant physical activity programs and policies.

In addition, the City has an active sidewalk program with the goal of completing compliance with ADA requirements and sidewalk connectivity throughout the city. This involves upgrade of existing sidewalks; construction of new sidewalks; and installation of ADA ramps at all intersections. In the fiscal year 2014 alone, the City expended more than \$760,000 in the reconstruction of existing and construction of new sidewalks. Funding for this is primarily from annual income received from the People's Transportation Plan, commonly referred to as the half-penny tax. In specific cases, connectivity from streets to parks has received particular attention. Recently the Department of Public Works partnered with the Parks Department in upgrading sidewalk around the Rolling Oaks Park area as part of the overall Rolling Oaks Parks Trail Upgrade to connect to Sunlife Stadium. Since becoming incorporated, the City has improved approximately 75,000 feet, or 14 miles of sidewalk.

In 2014, the City constructed a trail along NW 42nd Ave from NW 171st St to 179th St. This trail is approximately half a mile long and meanders along the canal in an aesthetically pleasing fashion. Phase 2 of this project, known as the West Side Blue Way trail, will continue east along the canal on NW 179th Street and north onto NW 191st St, connecting to Risco Park. This trail will also feature Vita Course fitness stations. Phase 3 of this project is proposed to extend the trail further to Betty T. Ferguson Community Center. The City also has many assets in its programming. The City offers fitness classes several times a week at different City parks throughout the community including kickboxing, aqua fit/water aerobics, boot camp, plyometric, walking/running, Pilates, yoga, and much more.

3. Overarching Challenges:

- a. **Maximizing and Coordinating Existing Resources in support of LHMG:** As positive as these existing initiatives are, we know we need to increase their effectiveness in order to achieve LHMG goals. We envision LHMG's Host Council and Advisory Committee members playing an active supportive role in planning and coordinating our efforts with these existing activities in order to maximize their reach and overall success. As we roll out our Community Action Plan in 2015-2016, LHMG will also make every effort to identify opportunities to link goals with community improvement efforts which are currently underway within the City of Miami Gardens, such as community policing, and capital improvements underway to parks, sidewalks and streets.
- b. **Communications:** In recent conversations with the City staff as well as several council members, LHMG identified the need to increase resident awareness of local health programs, services and activities as an overarching goal of LHMG. We have begun to explore ways, through the communications aspect of the LHMG initiative, that we can work with the City to strengthen communications to residents. A starting point will be to allot a quarter of the City's 16 page community newspaper for health related articles and events. The newspaper is primarily electronic with 10,000 printed copies. Five thousand of the printed copies are placed in prominent places throughout the City such as Betty T. Ferguson Center and City Hall, with the remainder distributed via mail. Residents on the mail out list are those who do not have regular access to a computer or have limited mobility. LHMG staff and Host Council will develop and coordinate health related content for the paper.

B. The Story Behind the Curve for each LHMG Health Impact Area

To ensure community improvements are achieved, LHMG utilizes the Result Based Accountability (RBA) Model. RBA, also known as Outcomes-Based Accountability™ (OBA), is a disciplined way of thinking and taking action that communities can use to improve the lives of children, youth, families, adults and the community as a whole. RBA is also used by organizations to improve the performance of their programs or services. RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.

To help build the community's capacity, stakeholders were trained on the RBA model by a national RBA expert and received ongoing technical assistance from a local entity while working through the Action Plan development process (including data gathering and analysis, prioritization, and strategy recommendation). Emphasis was placed on The Story Behind the Curve which is the step by step process to get from ends to mean and is based on the following 5 steps:

- Step 1: Graph the measure you have chosen including a history and a forecast of where you think this measure is going if you do nothing differently.
- Step 2: Analyze the "story behind the data."
- Step 3: Identify existing and new partners who have a role to play in improving the data.
- Step 4: Brainstorm what works to address the contributing factors and "turn the curve".
- Step 5: Develop and implement a comprehensive community action plan.

For Miami Gardens, as is true for many high need urban areas across South Florida, there are certain aspects of the “Story behind the Curve” which are common to all six of the HIAs chosen for our CAP, including:

- When compared to the nation, state, and other municipalities within Miami-Dade County, Miami Gardens fares worse on many risk factors associated with poor health outcomes, including: pockets of concentrated poverty; high levels of alcohol, tobacco and other drug use, including drug dealing; serious habitual youth offenders; high rates of truancy and out of school suspensions, enrollment in alternative education; gun and domestic violence calls; reported runaways low birth-weight infants; and substantiated referrals of child maltreatment.
- Continued **high levels of uninsured, and under-insured** Miami Gardens residents.
- **Lack of access to, availability of affordable, healthy food options** impacts healthy eating and nutrition. Even when healthier food options may be available, in some neighborhoods, the prices are beyond what some residents’ budgets can support.
- **A high level of stigma associated with mental health disorders** discourages many individuals and families from seeking needed mental health care; however, this challenge is compounded by **fragmentation/lack of coordination between health, education and social services providers** when early identification of children, youth and families at risk would link those families to available resources in a more timely way.
- **Numerous opportunities already exist within the City of Miami Gardens for healthy living, such as** programs through City parks, Mayor’s Fitness Challenge, primary care physicians, and many organizations that are working towards creating healthier environments—but residents are either not aware of, or not utilizing many of these resources because they lack information, time and/or resources necessary to avail themselves of these resources, or they perceive significant barriers (such as poor lighting and fear of crime in parks, lack of sidewalks or bike trails) which prevent them from utilizing these resources.

Frustration with the lack of access to reliable, comprehensive and timely information about available community resources which would support residents in their efforts to improve health outcomes for family members, including: availability of primary health care/preventive screenings; physical activities available through City parks; access to healthy food options; educational programs about healthy cooking; education on identifying symptoms of early stage cancers and other chronic health conditions prevalent in the City of Miami Gardens.

VII. LIVE HEALTHY MIAMI GARDENS (LHMG) - COMMUNITY ACTION PLAN-STRATEGY DETAILS

ALCOHOL, TOBACCO, and OTHER DRUGS (ATOD)
POSITIVES – Reasons youth do NOT have access to ATOD:
<ul style="list-style-type: none"> - ATOD rates in Miami Gardens for youth are below county-wide rates, but Miami Gardens residents catch up by age 25. - Miami Dade County Public Schools (MDCPS) provides a Positive Behavior Support (PBS) program at many middle and high schools in Miami Gardens. - Law Enforcement agencies, including Miami Gardens Police Department (MGPD) and MDCPS Police have worked collaboratively in identifying community ATOD data and analyzing the environment in partnership with local drug abuse providers and planning coalitions. - South Florida Behavioral Health Network has developed a county-wide plan for behavioral health and addiction resources to support individual persons needing such services.
NEGATIVES – Reason youth do have access to ATOD:
<ul style="list-style-type: none"> - Youth and community attitudes are supportive of alcohol and marijuana use. - There are 135 licensed alcohol retailers in Miami Gardens (49 convenience stores, 54 Gas Stations, 25 Grocery Stores, and 7 Liquor Stores) - Many of these retailers are not complying with laws that prohibit the sale of ATOD to minors. - City of Miami Gardens’ code enforcement staff does not have the capacity to inspect retailers more than annually except in response to citizen complaints to monitor sales to underage persons. - When compared to the nation, state, and county, Miami Gardens fares worse on most risk factors for substance abuse (street level drug dealing; serious habitual youth offenders; truancy; out of school suspensions; pockets of concentrated poverty; enrollment in alternative education; gun and domestic violence calls; reported runaways; births to low weight infants; and substantiated referrals of child maltreatment). - Number of hotspots in Miami Gardens which fosters drug activity. - Youth and community attitudes are supportive of alcohol and marijuana use.
STORY BEHIND THE CURVE:
<p>The major strategy selected for this Health Impact area is to reduce the availability of ATOD. During the Community Check-in process, residents ranked Alcohol/Drugs and Smoking as the third and fifth top community health issues respectively. Epidemiology studies and community surveys of youth related to ATOD used by The Miami Coalition and the Miami Gardens Drug-Free Coalition (MGDFC) over the past decade, as well as Countywide studies by The Miami Coalition indicates that youth in Miami Dade County exhibit <u>behavioral issues</u> at home, family and school first; and when they begin using ATOD, substance use compounds problem behaviors. The 2012 Miami Gardens Needs Assessment conducted by the Community Crusade Against Drugs utilizing The Communities That Care (CTC) model and questionnaires (industry standard) reported the following results of the surveys, which were administered to 4,500 students in four middle schools in Miami Gardens:</p> <ul style="list-style-type: none"> - 27.52% of our students in grades 6-12 used alcohol in the past year and more than 1 out of seven (14.7%) are regular users. Of great concern is that 47.5% of our 10th grade students used alcohol in the past year and 1 in 5 or 22.5% are regular users; - 10.8% of all students surveyed used marijuana; however 27% of our 10th grade students have used in the last year and 20.8% are current users; - Alcohol is the drug of choice for female students who drink regularly (female: 52%; male: 40%); - Illicit drug use is the drug of choice for male students who drink regularly (female: 27.6%; male: 32.9%);

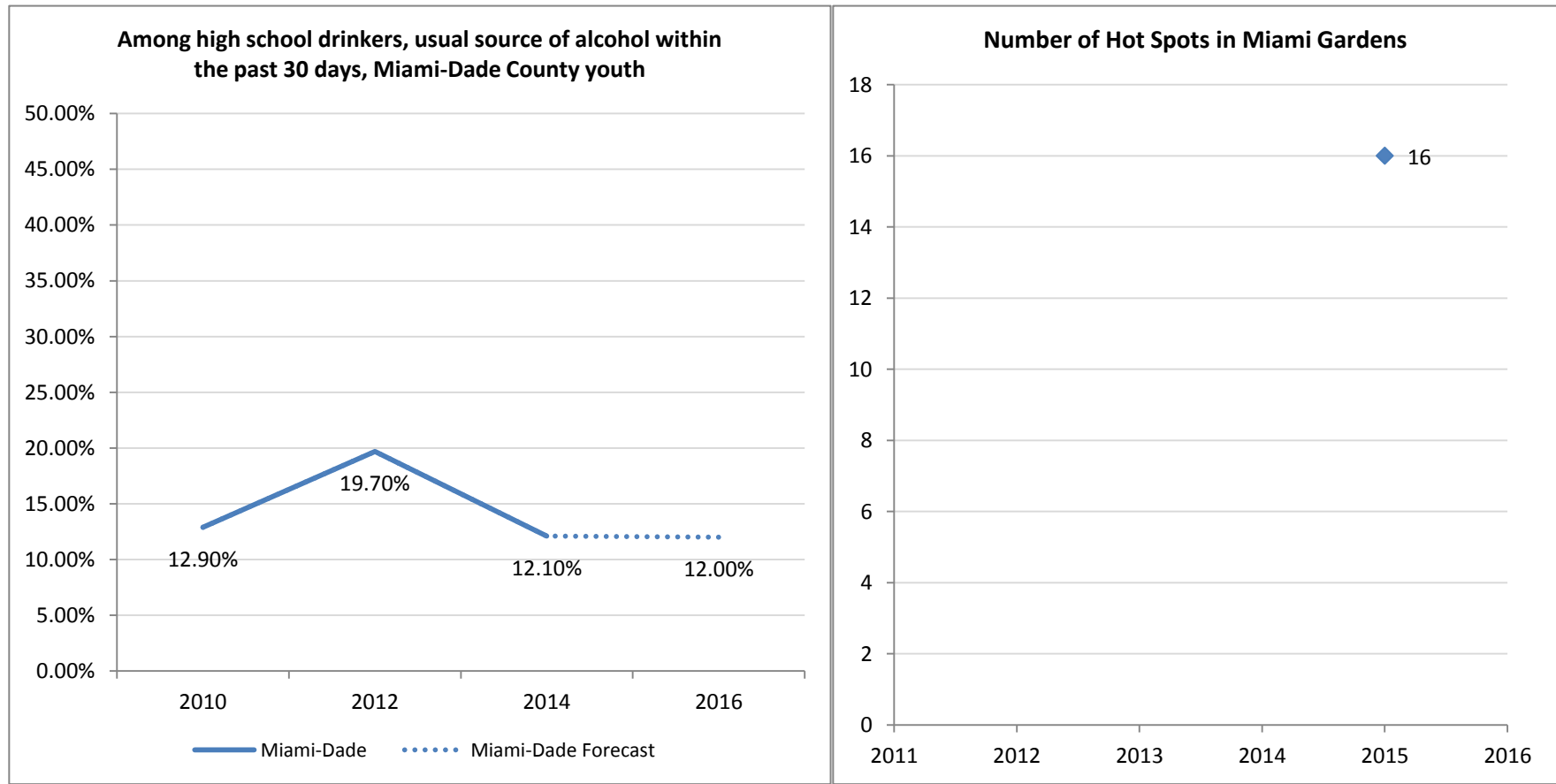
- Less than 1 out of 2 MG youth in grades 6-12 report that they view ATOD, alcohol and marijuana as harmful;
- Higher percentages of MG youth believe that it is okay for their peers to use tobacco than their peers at the county and state levels (tobacco 40.6% local, versus 12.3% county and 14.4% state); and
- MG youth feel their parents are much more likely to disapprove of alcohol use (76.6%) than parents of youth at the county level (56%), however, focus groups reveal the MG parents are unaware of this social norm.

Key informant interviews conducted by the MG Coalition with law enforcement and residents in 2012 & 2014 confirmed high availability of street level drug dealing (i.e. marijuana, heroin, cocaine, and prescription medication) in Miami Gardens. Primary users are coming from outside MG; and drug dealers are atypically primary users of their products, which creates problems around drug dependence and crimes. Through this analysis, the Coalition learned that MG is a source of drugs for people coming from surrounding communities including North Miami Beach and Aventura. This is largely because buyers do not have easy to access drugs in neighboring cities. The MGDFC also conducts an environmental scan annually (2014 is the baseline) looking at the percentage of floor space in convenience stores dedicated to alcohol and tobacco sales; product placement; and placement of advertisement to determine access issues and how they match up with youth self-reports.

The interviews conducted by the Coalition in 2012 also highlighted the concern that resources for enforcement of existing laws related to selling alcohol and tobacco are very modest (per Miami Gardens' Chief of Police). Code enforcement staff who participated in the strategy identification phase of the HCP indicated that they do not have the capacity to monitor stores after licenses are issued unless complaints are filed. Within Miami Gardens' city limits, there are 49 convenience stores, 54 gas stations, 25 grocery stores, and 7 liquor stores totaling 135 alcohol sales outlets for a population of 109,000. This results in convenient and easy access to tobacco products, alcohol, and synthetic marijuana. Although there is great diversity in the types of alcohol, tobacco and other drugs outlets and the products they sell, all are part of the outlet density mix that make access too easy in Miami Gardens.

In 2014, there were a total of 853 narcotics and alcohol related arrests in Miami Gardens, representing 23% of all arrests (3,763 total). Of these, 64 were alcohol related and 721 were narcotics related, while a vast majority of the cases were for Possession of Cannabis followed by Drug Paraphernalia Possession. It is also worth noting that with those narcotics arrests, there were 49 cases where the top charge in the arrest was either possession of, or grand theft of a firearm.

BASELINE CURVE (S):



ALCOHOL, TOBACCO, and OTHER DRUGS (ATOD)

STRATEGY 1:	Develop, implement and enforce city policies that restrict ATOD product placement, marketing and promotion of alcoholic beverages and tobacco products at local convenience stores and gas stations in Miami Gardens.		
DESIRED RESULT:	Miami Gardens youth and young adults will make healthy choices.		
TYPE OF STRATEGY:	<input checked="" type="checkbox"/> Policy Change	<input checked="" type="checkbox"/> Systems Change	Estimated Reach: Direct: 5,000 Indirect: 15,000
	<input checked="" type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change	
Desired Community Change	Strategy Justification	Community Assets & Opportunities	Potential Partners
<ul style="list-style-type: none"> - DECREASE the number of Miami-Dade County high school alcohol drinkers who report buying alcohol in a store (Change between FYSAS- 2014 vs. 2016). - DECREASE the number of “hot spots” (open air drug markets) in public places 	<p>Johns Hopkins Bloomberg School of Public Health (JHSPH) ; CADCA’s Strategizer 55: An Action Guide for Regulating Alcohol Outlet Density: http://www.camy.org/action/Outlet_Density_includes/Outlet%20Density%20Strategizer_Nov_2011.pdf</p> <p>City of Miami Gardens Police Department</p>	<ul style="list-style-type: none"> - Law Enforcement agencies, including Miami Gardens Police Department (MGPD) and Miami Dade County Public Schools (MDCPS) Police have worked collaboratively in identifying community ATOD data and analyzing the environment in partnership with local drug abuse providers and planning coalitions. - South Florida Behavioral Health Network has developed a county-wide plan for behavioral health and addiction resources to support individual persons needing such services. - The Miami Coalition has worked to develop and update the MDC ATOD plan, which brings law enforcement together with ATOD program resources while the Miami Gardens Drug-Free Coalition provides leadership for the CMG activities related to epidemiology; planning; selecting initiatives; and maintaining local coalition policy initiatives. - The Miami Coalition also has a social media consultant who could lend expertise to LHMG. - MCDPS provides Positive Behavior Support (PBS) programs at many middle and high schools within CMG. PBS is an evidence-based program used to identify youth with behavior issues and help schools support them rather than suspending them. 	<ul style="list-style-type: none"> - South Florida Behavioral Health Network - Citrus Community Mental Health Center - North Dade Youth & Family Coalition - Miami Gardens Drug-Free Coalition (MGDFC) - The Miami Coalition - City of Miami Gardens – City Council - City of Miami Gardens – Code Enforcement - City of Miami Gardens Police Department (MGPD) - Miami Dade County Public Schools (MDCPS) Police - South Florida Behavioral Health Network

ALCOHOL, TOBACCO, AND OTHER DRUGS (ATOD)

STRATEGY 2:				Reduce Tobacco use among teens through the implementation of Student Working Against Tobacco (SWAT).			
DESIRED RESULT:				Miami Gardens youth and young adults will make healthy choices.			
TYPE OF STRATEGY:		<input checked="" type="checkbox"/> Policy Change <input type="checkbox"/> Environmental		<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change		Estimated Reach:	
						Direct: 5,000	
						Indirect: 15,000	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners	
- DECREASE the number of Miami-Dade County high school alcohol drinkers who report buying alcohol in a store (Change between FYSAS- 2014 vs. 2016).		Florida Dept. of Health http://www.tobaccofreeflorida.com/get-involved/students-working-against-tobacco-swat/		- Florida Department of Health in Miami-Dade County who oversees SWAT implementation		- Florida Department of Health in Miami-Dade County - Miami Dade County Public Schools - Miami Gardens Drug-Free Coalition (MGDFC)	
STRATEGY 3:				Train parents and other adults about the law against providing alcohol to minors and having them commit to enforcing the law through the implementation of Underage Drinking Reduction Strategies (UDRS).			
DESIRED RESULT:				Miami Gardens youth and young adults will make healthy choices.			
TYPE OF STRATEGY:		<input type="checkbox"/> Policy Change <input checked="" type="checkbox"/> Environmental		<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change		Estimated Reach:	
						Direct: 200	
						Indirect: 15,000	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners	
- DECREASE the number of Miami-Dade County high school alcohol drinkers who report buying alcohol in a store (Change between FYSAS- 2014 vs. 2016).		National Institute of Health http://www.nih.gov/news/health/jan2014/niaaa-14.htm		- Informed Families offers an array of programs for parents and other adults on how to help youth avoid drug and alcohol use.		- Miami Gardens Drug-Free Coalition (MGDFC) - The Miami Coalition - North Dade Youth & Family Coalition - South Florida Behavioral Health Network	

COMMUNICATIONS

POSITIVES - Reasons MG residents **are** receiving timely information on healthy living opportunities:

- There are opportunities in Miami Gardens for healthy living: programs through city parks, Mayor's Fitness Challenge, primary care physicians, and many organizations working towards creating healthier environments
- Through the internet and various social media platforms, it has become easier to communicate with a broad audience than ever before.
- The Miami Gardens Express, a free trolley system in Miami Gardens began operation on June 1, 2015. This creates a great opportunity to share information with the community and promote physical activity and primary health.

NEGATIVES - Reasons why Miami Gardens **are not** receiving timely information on healthy living opportunities:

- Many of the residents and providers we spoke with consistently expressed frustration at the lack of access to reliable, comprehensive and timely information on available community resources.
- Communications isn't well coordinated within the City and with other outside entities.

STORY BEHIND THE CURVE:

The HCP planning process gathered information from residents through the Community Check-In surveys and focus groups and through five Sub-Councils addressing the five priorities selected by the HOST Council. In all discussions held during these phases of the initiatives, the common thread identified for all five health impact areas was the need for educational information residents could use to improve their health literacy and activity level. Also, many of the residents and providers we spoke with consistently expressed frustration at the lack of access to reliable, comprehensive and timely information on available community resources. As a result, the Host Council has prioritized a Social Marketing Campaign strategy that will support a community outreach program, communicate about all facets of Live Healthy Miami Gardens to residents and people who work and play in the City and provide a comprehensive listing of available resources, at the local level. Throughout the data-gathering and strategy identification steps conducted during the LHMG planning process, Miami Gardens residents, providers and other stakeholders identified many barriers to living healthy that could be addressed through a social marketing campaign including:

- Early identification of risk factors and ways to build resilient families and children using a Life Cycle Campaign to improve health literacy;
- Healthy cooking and healthy food options, including community demonstrations and expanding the availability of fresh foods within the City;
- Reducing delays by residents in seeking primary health care/screenings;
- Education on identifying symptoms of early stage cancers and other chronic health conditions prevalent in the City of Miami Gardens;
- Marketing physical activity resources available through city parks (which are underutilized by lack of information, fees, fear of safety, etc.); and
- Providing timely information on existing programs and special initiatives (i.e. Mayor's Fitness Challenge); Addressing the Drug and Alcohol Culture that exist in Miami Gardens (Youth attitudes and beliefs indicating acceptance of alcohol and drug use are shaped by the ready availability of alcohol and tobacco in the City); and Expanding and marketing of resources to support families with managing daily life stressors.

We have begun to explore ways LHMG through the Communications aspect of the initiative can help to strengthen communications to residents. As a starting place, a quarter of city's existing 16 page Community Newspaper will be allotted to LHMG for health related articles and events. The newspaper is primarily electronic with 10,000 printed copies. 5,000 of the printed copies are placed in prominent places throughout the city such as the Betty T. Ferguson Center and City Hall and 5,000 are mailed out. Residents on the mail out list are those who do not have regular access to a computer or have limited mobility. LHMG staff and Host Council will develop and coordinate health related content for the paper.

COMMUNICATIONS

STRATEGY 1:	Create and implement a strategic communications campaign which will include: <ol style="list-style-type: none"> 1. A website with a Resource Inventory Platform 2. Social media presence to increase information and messaging about living a healthy lifestyle for Miami Gardens’ residents and people who work in the city. 3. Increase Health literacy and resident’s capacity to obtain, process, and understand basic health information and services needed to make appropriate health decision. 4. Branding and messaging specific to the Live Healthy Miami Gardens initiative. 		
DESIRED RESULT:	All Miami Gardens residents understand the importance of health and are aware of the opportunities for activities and resources to improve their own health.		
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change <input type="checkbox"/> Environmental	<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change	Estimated Reach: Direct: 32,000 (30% of population) Indirect: 80,000 (80% of population)
Desired Community Change	Strategy Justification	Community Assets & Opportunities	Potential Partners
<ul style="list-style-type: none"> - All Miami Gardens residents receive timely information on healthy living opportunities and activities. - All Miami Gardens residents understand the importance of health and are aware of the opportunities for activities and resources to improve their own health. 	CDC’s Putting Prevention to Work Social Media Toolkit http://www.cdc.gov/socialmedia/Tools/guidelines/pdf/SocialMediaToolkit_BM.pdf	<ul style="list-style-type: none"> - St. Thomas University - Health Psychology Program – work with LHMG to develop educational content - North Dade Youth and Family Coalition – Information and Resource Director - City of Miami Gardens Communications/Events Department - City of Miami Gardens - Parks and Recreation Department - City of Miami Gardens – Public Works Department (Miami Gardens Express) - Service Providers for programs in Physical Activity, Nutrition, Substance Abuse, Mental Health and Primary Care - Local businesses i.e. PR/Communications firms, Health Marketing representative - The Children’s Trust, Communications Department - Florida Department of Health in Miami Dade 	<ul style="list-style-type: none"> - Sonshine Communications - Medium Four - The CaliBrand Team - St. Thomas University - Kaliah Communications, Inc.

MENTAL HEALTH

POSITIVES - Reasons Miami Gardens residents have access to Mental Health services:

Medicaid offers coverage for treatment of diagnosed Mental Health disorders.

There are several providers in Miami Gardens who currently offer services: North Dade Youth & Family Coalition (NDY&FC); Institute for Child and Family Health (ICFH); Miami-Dade Chapter of the Federation of Families; Concerned African Women.

NEGATIVES - Reasons Miami Gardens residents **do not** have access to Mental Health Services:

- Many residents reported feeling an enormous amount of stress and anxiety in managing daily aspects of life and not knowing where to go to receive services and support.
- The issues described by residents (stress, anxiety) are not the typical diagnosable mental health conditions that providers are organized and funded to serve.
- Residents also reported frustration with the “inefficient and fragmented” system.
- Residents reported experiencing high levels of stress and anxiety due to increased violent crimes in Miami Gardens, resulting in a lack of access to services and a lack of early identification of emotional disturbances before violence occur including episodes of domestic violence.
- Many older people are isolated due to illness, economics, lack of transportation and are more likely to experience depression which can affect their physical illnesses and relationships.
- Mental Health Professionals reported that there is a high level of stigma associated with mental health disorders that discourages people from seeking care.
- In some cases, there is a 10 year gap from the onset of symptoms to diagnosis, resulting in many years where the individual is not able to receive care (Medicaid will not reimburse for MH services until a diagnosis is made).
- Lack of community resources resulting in lack of access to services and waiting lists.
- High rates of Baker Acts.

STORY BEHIND THE CURVE:

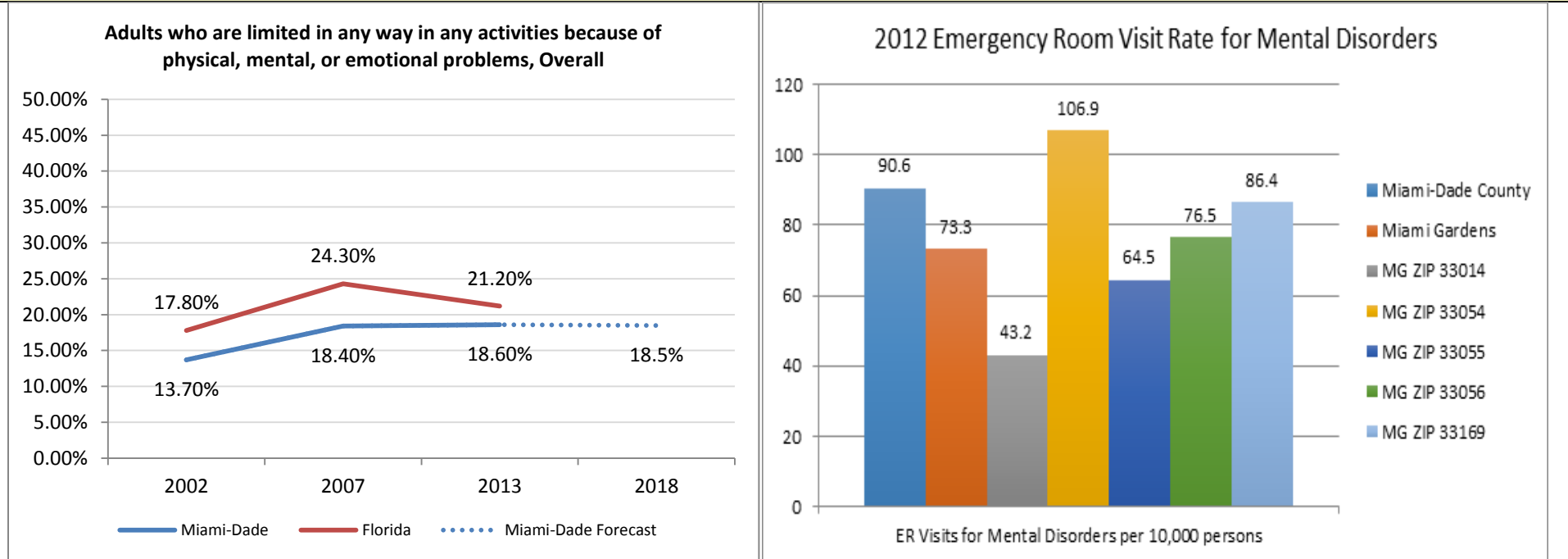
It is well known that the majority of persons with mental disorders and substance abuse issues do not receive services and that the high level of stigma associated with mental health disorders discourages individuals/families from seeking needed mental health care. Even after the Affordable Care Act, many Miami Gardens residents are still uninsured, or underinsured. For residents who have Medicaid, the system does not pay the full cost incurred by agencies providing services, and providers are not allowed to supplement Medicaid reimbursement. Professionals on the Sub-Council also noted that the gap between onset and clinical diagnoses of mental health disorders averages 10 years; and Medicaid will not pay for mental health services until there is a clinical diagnosis. Miami Gardens residents who are uninsured, or underinsured, may also have difficulties accessing mental health care because providers are unable to bill insurance companies for needed services such as family counseling. The elimination of the stigma associated with mental disorders may encourage more individuals to seek mental health care.

During the Healthy Community Partnership (HCP) Community Check-Ins, many Miami Gardens residents reported feeling an enormous amount of stress and anxiety in managing daily aspects of life and not knowing where to go to receive services and support. Residents’ mental health is closely linked with the high rates of poverty, unemployment, lack of access to health care, transportation issues, crime, and violence, including domestic violence. Issues described by residents are not the typical diagnosable mental health conditions that providers are organized and funded to serve. They are community conditions experienced by families exposed to a number of community and personal risk factors. Eleven percent of the population of Miami Gardens is over the age of 65. Many older people are isolated due to illness, economics and lack of transportation and are more likely to experience depression which negatively impacts physical well-being and relationships.

In 2012, emergency room visits due to mental illness in Miami Dade County were 90.6 per 10,000 adults. In Miami Gardens ER visits due to mental disorder diagnoses were 73.3 per 10,000 adults. In ZIP code 33054, the rate was as high as 106.9 per 10,000. Violent crime serves as an indicator of the overall well-being of a population. Violent crimes have risen in Miami Gardens as compared to five years ago. Related to that is the trauma caused by the experience, as well as the subsequent trauma for those who witness violence, particularly children. Among Miami Gardens youth assessed by Miami-Dade County's Juvenile Services Division assessment center, 60% were found to have moderate to severe mental health needs. When re-entry youth were asked to explain what had helped them, they indicated that, through family counseling, they recognized the importance of developing a strong bond with their mothers prior to release and acknowledged that their behaviors had to change in order for these relationships to thrive after their release from detention. Individual counseling was perceived as helpful, but fewer youth consider it to be as effective as family counseling.

A major part of the LHMG Mental Health Sub-Council conversations focused on frustrations with our current social service system, including fragmentation which leads to individuals and families being passed around to numerous providers, leaving them to feel that no one cares or wants to deal with their issues; lack of service integration; and duplication of services. The Mental Health sub-council identified a need for better collaboration and coordination across agencies and sectors to improve services and access and provide culturally and linguistically competent services and supports for residents in need of mental health services. In particular, providers and residents expressed the need for a comprehensive single point of entry to serve individuals and families.

BASELINE CURVE (S):



MENTAL HEALTH				
STRATEGY 1:	Link Miami Gardens residents to appropriate and available mental health services through a single System of Care (SOC) to help resolve their social and behavioral health needs.			
DESIRED RESULT:	Miami Gardens' residents have timely access to a single point of entry into a System of Care (SOC) for social and behavioral health needs.			
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input checked="" type="checkbox"/> Systems Change	Estimated Reach:	Direct: 600 (Intakes per year)
	<input type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change		Indirect: 2,500 residents
Desired Community Change	Strategy Justification	Community Assets & Opportunities		Potential Partners
<ul style="list-style-type: none"> - REDUCE the percentage of Adults in Miami-Dade County who are limited in any way in any activities because of physical, mental, or emotional problems, Overall (Source: Florida BFRSS). - REDUCE the number of Miami Gardens adults who visited the ER due to mental disorder diagnoses (73.3 per 10,000 adults). - INCREASE the number of youth who are linked to services to help resolve their social and behavioral health needs. 	Wrap Around Milwaukee- http://county.milwaukee.gov/WraparoundMilwaukee.htm	<ul style="list-style-type: none"> - Current Mental Health Providers in Miami Gardens: The North Dade Youth & Family Coalition (NDY&FC) currently serves as the City's only SOC organization and provides intake and assessment; follow up and case management services to assure continuity of care. - The Center for Family and Child Enrichment (CFCE) is recognized in the child welfare and children's mental health arenas for its innovative programs and intervention models. The agency has grown from a small grass roots "store front" operation to an organization with numerous locations, touching the lives of 5,000 children and families each year with direct prevention and clinical services. - The Institute for Child and Family Health (ICFH) has been providing health, behavioral health, educational, and prevention services to children, adolescents, and families of Miami-Dade County since 1945, and currently serves over 30,000 children, adolescents, and families per year. - The Miami-Dade Chapter of the Federation of Families provides support, education and guidance to families of children and youth with emotional, behavioral, substance abuse and mental health needs. 		<ul style="list-style-type: none"> - MCO (Medicaid managed care providers) Networks; - PACT Coalition (faith-based advocacy for community improvement) - Concerned African Women (parenting, CINS and juvenile justice diversion services) - The Institute for Child and Family Health - North Dade Youth & Family Coalition - The Center for Family and Child Enrichment (CFCE) - The Miami-Dade Chapter of the Federation of Families

MENTAL HEALTH

MENTAL HEALTH				
STRATEGY 2:	Train Miami Gardens' residents, service providers, law enforcement and other first responders in Mental Health First Aid to aid in identification and support for at risk residents.			
DESIRED RESULT:	Build the community's capacity to address mental health issues in Miami Gardens, Live Healthy Miami Gardens prioritized Mental Health First Aid training for first responders, service providers and residents.			
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input type="checkbox"/> Systems Change	Estimated Reach:	Direct: 1,000 people trained (50 trainings x20 people)
	<input type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change		Indirect: 3,500 residents, 20 organizations
Desired Community Change	Strategy Justification	Community Assets & Opportunities		Potential Partners
- INCREASE the number of residents, service providers, law enforcement and other first responders who are trained in Mental Health First Aid to assist in identification and support for at risk residents.	SAMHSA – Mental Health First Aid http://www.nrepp.samhsa.gov/VieuIntervention.aspx?id=321	<ul style="list-style-type: none"> - In Miami Dade County, there are several providers who conduct Mental Health First Aid Training. - In addition, there is a website with details on upcoming trainings in Miami Dade County (http://www.mentalhealthfirstaid.org/cs/take-a-course/find-a-course/) that is searchable by city and zip code. 		<ul style="list-style-type: none"> - The Federation for Families - Institute for Child and Family Health - South Florida Behavioral Health Network - Citrus Community Mental Health Center - Miami Dade College - The 11th Judicial Criminal Mental Health Project - Youth MOVE Miami - Broward County Public Schools - Breaking the Cycle
STRATEGY 3:	Implement and promote peer support groups in Miami Gardens.			
DESIRED RESULT:	Miami Gardens' residents have access to community base support groups that foster trust, create a sustainable forum for seeking help and sharing information.			
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input type="checkbox"/> Systems Change	Estimated Reach:	Direct: 200 participates (20 @ 10 groups)
	<input type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change		Indirect: 2.500 Residents
Desired Community Change	Strategy Justification	Community Assets & Opportunities		Potential Partners
- INCREASE the number of trained facilitators and sites that provide peer support groups in Miami Gardens.	International Association of Peer Supporters-- http://inaops.org/national-standards/	<ul style="list-style-type: none"> - Florida has recently added services by Certified Peer Counselors to its fundable Medicaid services. - The Federation for Families and Fresh Start now offer drop-in programs for youth and adults in Miami Gardens as a result. 		<ul style="list-style-type: none"> - State of Florida - The Federation for Families and Fresh Start - Institute for Child and Family Health - The North Dade Youth and Family Coalition

NUTRITION/HEALTHY EATING

POSITIVES - Reasons Miami Gardens residents **are** eating nutritious, healthy food:

- After-school and summer programs for children & youth that are sponsored by the City of Miami Gardens Parks & Rec and The Children's Trust already provide meals and snacks that meet the USDA healthy food standards.
- The City of Miami Gardens Parks & Rec Department has provided leadership in nutrition education and has offered periodic Farmers Markets through a USDA grant.
- Common Threads currently provides cooking classes at 2 elementary schools in Miami Gardens. They also partner with afterschool providers to encourage healthy snacking at those sites.
- The Alliance for a Healthier Generation is working with after-school and summer program providers in the adoption of wellness policies at those sites
- The City of Miami Gardens, recognizing the need for nutrition education in the community, has plans to build a new Culinary Park which will provide a venue for healthy eating, food demonstrations, and gardens.
- The Betty T. Ferguson recreation center has a kitchen which is sometimes used for cooking demonstrations and community conversations.

NEGATIVES - Reasons why Miami Gardens residents **are not** eating healthy food:

- Residents report high cost as a barrier to purchasing healthy food.
- Residents felt that there were not enough locations to purchase healthy food in Miami Gardens..
- Some residents felt that they needed additional support to learn to cook healthier options.
- There are many fast-food retailers and other retails in Miami Gardens who don't offer healthy options on their menus.
- Lower number of access points of affordable healthy foods (fruits and vegetables as well as lower fat and whole grain items).
- The sense among most people, including MG residents, is that healthy foods simply doesn't taste good enough for special events, celebrations, or to be eaten on a regular basis.

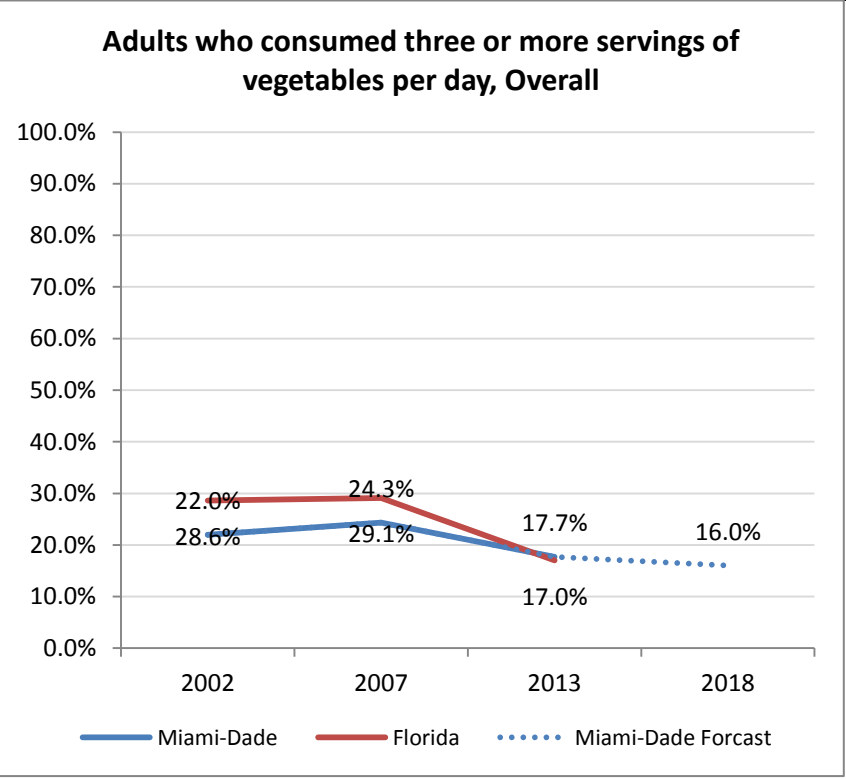
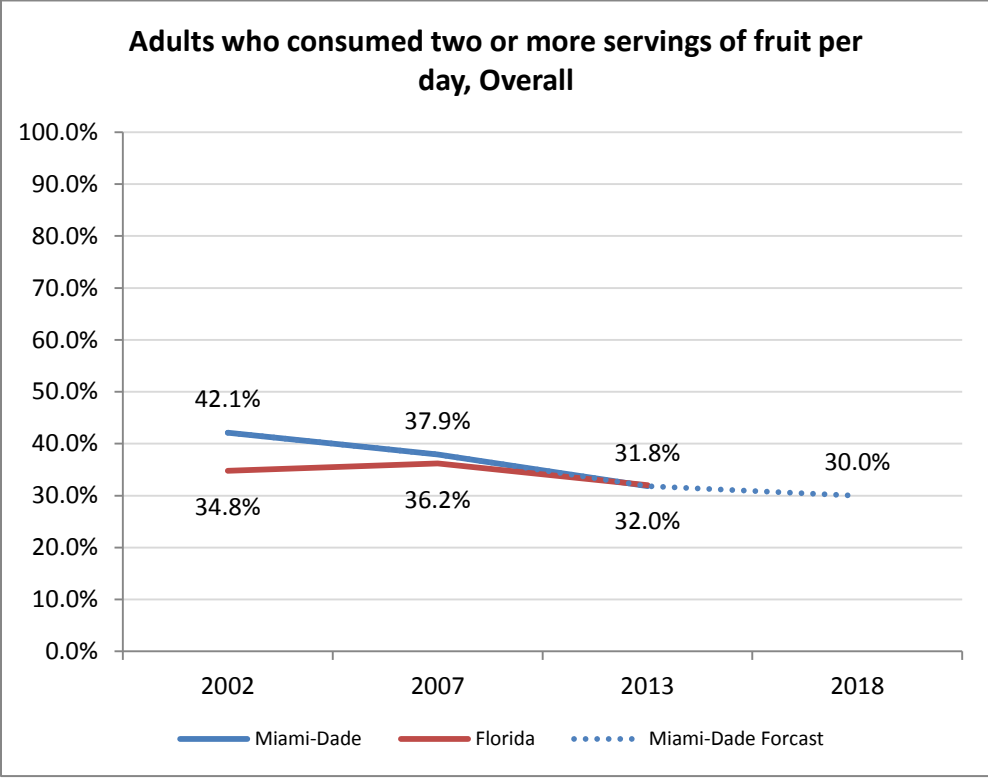
STORY BEHIND THE CURVE:

Through the LHMG Community Check-In surveys and focus groups which gathered information from the community, residents rated "unhealthy eating" as the number two health problem in Miami Gardens. By age group, they ranked poor nutrition as number one for children and obesity as number one for older adults. Residents identified lower number of access points for affordable healthy foods (fruits and vegetables as well as lower fat and whole grain items) and the high cost of healthy foods in the top five access/affordability issues. In addition, the sense amongst most people is that healthy foods simply do not taste good, particularly for special events, celebrations, or to be eaten on a regular basis. As it relates to Nutrition/Health Eating, availability and access are the two primary issues for residents in Miami Gardens. . Availability refers to the physical location or proximity of food retail outlets to residential areas, for example if a neighborhood has or is close to a grocery store. Availability also describes the presence of healthier foods within stores, for example whether or not a neighborhood convenience store sells fruits, vegetables, whole grains, and other healthier items.

Accessibility is a broader concept that includes availability as well as the selection, cost (affordability), and quality of foods. Healthier food options may be available, but in some neighborhoods the prices of those foods are beyond the scope of some budgets. In other cases the selection or quality of food is inadequate (for example, limited varieties, spoiled produce, or expired dairy products), thereby restricted accessibility to healthier foods. In Miami Gardens, zip codes 33054 and 33056 are considered areas where a significant number of residents are more than a half mile from the nearest supermarket. Miami-Dade County Department of Health found that since income is lower in these areas, families face greater difficulty traveling to places in the City where supermarkets are concentrated. Existing "food desert" mapping shows residential neighborhoods (primarily middle class with access to automobiles) that have no retail shopping and where residents must walk/drive to nearby shopping corridors. Food desert mapping also highlights more densely populated,

lower income neighborhoods served primarily by corner stores that have little or no healthy foods available in areas where residents access stores by walking or public transportation. Stores featuring healthy foods such as Whole Foods and/or Trader Joe's may make healthy food more available, but it is not affordable for the lower income population in the apartment complexes and southern neighborhoods of Miami Gardens.

BASELINE CURVE (S):



NUTRITION/HEALTHY EATING

STRATEGY 1:	Increase the number of corner/convenience stores and gas stations that offer affordable, healthy, nutritious food including fruits and vegetables.			
DESIRED RESULT:	All Miami Gardens residents have access to affordable healthy food.			
TYPE OF STRATEGY:	<input checked="" type="checkbox"/> Policy Change	<input type="checkbox"/> Systems Change	Estimated Reach:	Direct: 10,000
	<input checked="" type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change		Indirect: 25,000
Desired Community Change	Strategy Justification	Community Assets & Opportunities		Potential Partners
<ul style="list-style-type: none"> - INCREASE percentage of adults who consume two or more servings of fruit per day. - INCREASE percentage of adults who consumed three or more servings of vegetables per day. 	<p>Policy Link – Healthy Food Retailing http://www.policylink.info/EDTK/HealthyFoodRetailing/default.html</p>	<ul style="list-style-type: none"> - CMG – Code Compliance Services (the City licenses new businesses, including food outlets, so has the opportunity to set policy regarding convenience store licensing). - Miami Gardens Drug Free Coalition (MGC) - has some funding to develop a campaign to address the conditions of operations for alcohol and tobacco retail outlets (gas stations and corner stores) in Miami Gardens. - CMG - City Council (Policy making). - Touch Broward has conducted a corner store program and has resources that can be used for the assessment phase. The organization also conducted a NEMS (Nutrition Environment Measures Study) to observe store environments; a corner store owner/manager survey to assess management’s attitudes towards implementing healthy sales; and a community survey to assess residents attitudes about corner stores and purchasing behaviors (assessments could be started soon with little to no financial support). - USDA - proposing for the first time to permit grocery purchasing and delivery services run by government and non-profit organizations to accept SNAP benefits as payment, allowing for home delivery to those unable to shop for food. 		<ul style="list-style-type: none"> - Touch Broward - CMG – Code Compliance Services - Miami Gardens Drug Free Coalition (MGC) - USDA

STRATEGY 2:	Increase and promote healthy food options in local Miami Gardens Restaurants through a Healthy Restaurant Program.		
DESIRED RESULT:	All Miami Gardens residents have access to affordable healthy food.		
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input checked="" type="checkbox"/> Systems Change	Estimated Reach:
	<input checked="" type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change	
			Indirect: 50,000
Desired Community Change	Strategy Justification	Community Assets & Opportunities	Potential Partners
- INCREASE the number of restaurants in Miami Gardens that offer healthy menu items.	<p>Healthy Restaurants Tool Kit – Putting Health on the Menu</p> <p>http://changelabsolutions.org/sites/phlpnet.org/files/Putting_Health_on_the_Menu_FINAL_20120120_1.pdf</p>	<ul style="list-style-type: none"> - Opportunities for collaboration with the Florida Dept. of Health in Miami Dade who has a restaurant program through their PICH (Partnerships to Improve Community Health) Grant, funded by the CDC. - ACA (affordable care act) menu labeling requirements for chain restaurants with more than 20 sites. LHMG could perhaps use this as a leveraging talking point with smaller chain restaurants currently not required. - TOUCH Broward is working on Healthy Restaurant program in Broward County in partnership with McDonalds. Their lessons learned will be helpful if this strategy seeks to include fast-food retailers or large chain restaurants. 	<ul style="list-style-type: none"> - Florida Dept. of Health in Miami Dade - Touch Broward

NUTRITION/HEALTHY EATING

STRATEGY 3:				Improve access to healthy foods through Farmers Markets.			
DESIRED RESULT:				All Miami Gardens residents have access to affordable healthy food.			
TYPE OF STRATEGY:		<input type="checkbox"/> Policy Change <input checked="" type="checkbox"/> Environmental	<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change	Estimated Reach:		Direct: 5,000 Shoppers Indirect: 15,000 Family members and shoppers	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners	
<ul style="list-style-type: none"> - INCREASE percentage of adults who consume two or more servings of fruit per day. - INCREASE percentage of adults who consumed three or more servings of vegetables per day. 		<p>Project for Public Space http://www.pps.org/wp-content/uploads/2013/02/RWJF-Report.pdf</p>		<ul style="list-style-type: none"> - City Ordinance passed in 2013 that designated agricultural zones and Town Center zones for Farmers Markets. - Florida Organic Growers – recently received dollars for Double the Value. - Federal funding available for farmers markets and equipping them with EBT machines to accept SNAP. USDA funding generally. - Urban Oasis – provides technical assistance for starting farmer’s markets and could help mentor the process. - The City’s Archdiocese property has a historical dairy farm. There has been talk about building stalls to host farmer’s market there through the GOB funds. 		<ul style="list-style-type: none"> - Urban Oasis - City of Miami Gardens - Florida Organic Growers 	
STRATEGY 4:				Offer Cooking Classes/Demonstrations to increase food and cooking knowledge and promote healthy eating.			
DESIRED RESULT:				All Miami Gardens residents have access to affordable healthy food.			
TYPE OF STRATEGY:		<input type="checkbox"/> Policy Change <input type="checkbox"/> Environmental	<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change	Estimated Reach:		Direct: 5,000 youth and adult residents, participating Indirect: 15,000 Family members of participants	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners	
<ul style="list-style-type: none"> - Miami Gardens residents will participate in programs that teach skills to select and prepare healthy meals in an effort to foster lifelong positive healthy lifestyles. 		<p>http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-RP-FoodDemoTrainingKit-2007-10.pdf</p>		<ul style="list-style-type: none"> - The City of Miami Gardens has plans to build a new Culinary Park which will provide a venue for healthy eating, food demonstrations, and gardens. 		<ul style="list-style-type: none"> - Short Chef - Common Threads - The Education Fund - Bring Back Organics - Endlessly Organic 	

PHYSICAL ACTIVITY

POSITIVES - Reasons Miami Gardens residents **are** meeting the guidelines for Physical Activity (PA):

- Perception that City leaders care about the health of residents
- The Betty T. Ferguson Community center and numerous other parks located throughout the CMG (18)
- The number of health clinics located in the city.

NEGATIVES - Reasons why Miami Gardens residents **are not** meeting the guidelines for PA:

- Jobs are sedentary
- Lack of time for PA
- Lack of motivation for PA due to a lack of norms within the community as the normal/expected thing to do
- Lack of sidewalks and bike lanes
- Lack of shade/tree canopy
- Fear of Crime including: Lack/poor lighting in some parks/neighborhoods; Lack of supervision in parks by police or other authority; and Existing crime or perception of crime
- Information on opportunities for PA and ways to Live Healthy is not available or accessible in a timely manner
- Lack of equipment in some parks
- Lack of programming in parks that are targeted to the community's interests
- Some residents feel they cannot afford current fees
- Crime and safety concerns in and around certain parks

STORY BEHIND THE CURVE:

According to the 2013 Community Health Needs Assessment (CHNA) of Miami Gardens conducted by The Health Council of South Florida, 51.1% of residents living in the Miami Gardens area stated that they hold jobs that are sedentary; and 27.3% state they did not have time for physical activity in the past month. The assessment also showed 46.5% of residents reported they had received advice about exercise from a physician, nurse or other health professional. During the planning process for the LHMG initiative, additional information was gathered from City residents through a "Community Check-in" survey and several focus groups. Residents provided a wealth of information about the health status and needs of the Miami Gardens community. Several positive local resources were identified including the perception that City leaders care about the health of residents, a large number of engaged residents, the Betty T. Ferguson Community center, and the adequate number of health clinics located in the city. Residents also spoke highly and proudly of the number of parks located in the city (18) and most stated they saw the city as one that is vibrant with enormous potential. When asked about their personal health, many residents rated themselves in good health, indicated they exercise regularly, and have access to healthy foods and medical care. However, residents also indicated key barriers to achieving health which need to be addressed including:

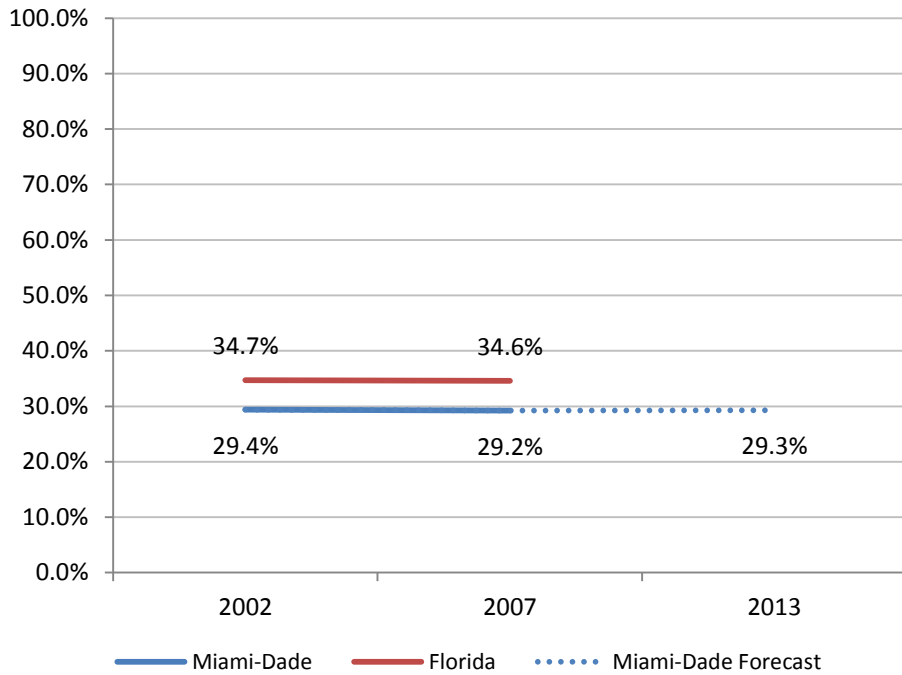
- Affordability and access issues;
- The need for greater health education, information and screening; and
- Concerns about crime, safety and the availability of sufficient venues for physical activity. In particular, residents frequently requested more information that residents could use to improve their health and life activities. Another goal identified through this process was to connect residents to information about available programs that they did not know about.

Input from the LHMG surveys and focus groups also provided context as to reasons why some residents do not exercise more outdoors. These include:

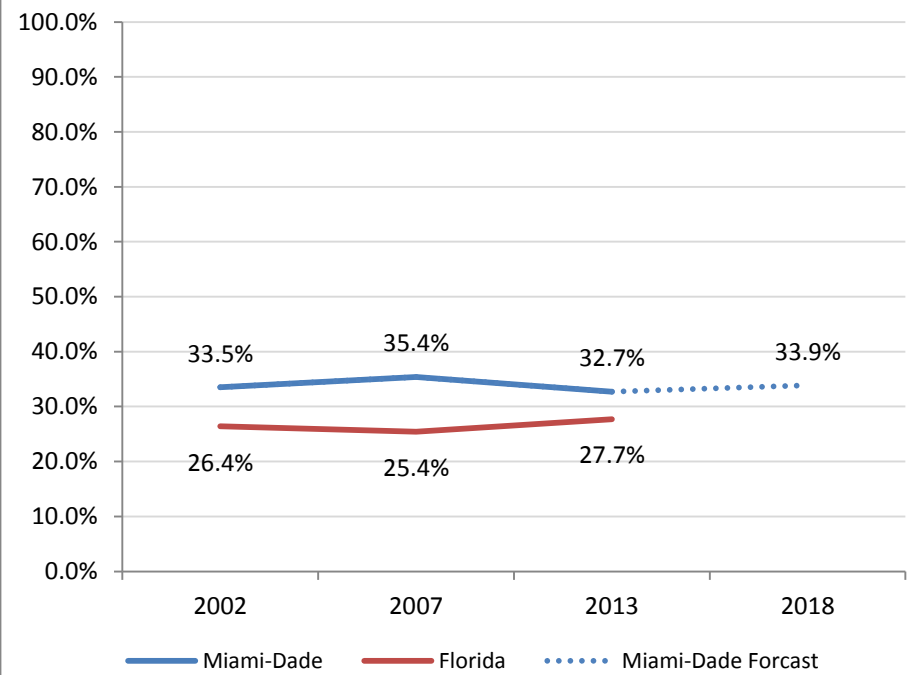
- Lack of motivation;
- Safety - fear of crime in certain neighborhoods;
- Need for safer, well-lit areas to walk and exercise;
- Lack of police/adult supervision at parks;
- Broken and/or lack of sidewalks;
- No existing bike routes in some neighborhoods; and
- Lack of shade (the tree canopy covers less than 20% of community streets and sidewalks which can be a deterrent for many residents).

BASELINE CURVE (S):

1. % of Adults in Miami-Dade County who meet moderate physical activity recommendations, Overall



2. % of Adults in Miami-Dade County who are sedentary, overall



PHYSICAL ACTIVITY

STRATEGY 1:					Increase the number of safe environments for community members to engage in Physical Activity by Implementing Complete Streets policies into street design.						
DESIRED RESULT:					All Miami Gardens residents are physically active.						
TYPE OF STRATEGY:		<input checked="" type="checkbox"/> Policy Change <input checked="" type="checkbox"/> Environmental			<input type="checkbox"/> Systems Change <input type="checkbox"/> Programmatic Change			Estimated Reach:		Direct: 111,000	Indirect: 150,000
Desired Community Change		Strategy Justification		Community Assets & Opportunities			Potential Partners				
<ul style="list-style-type: none"> - INCREASE the percentage of adults in the County who meet moderate physical activity recommendations. - DECREASE the percentage of adults in the County who are sedentary. 		http://www.smartgrowthamerica.org/issues/healthy-communities-and-people/		<ul style="list-style-type: none"> - CMG’s Public Works Dept. has adopted a 5 year sidewalk plan which includes crucial elements for the concept of Complete Streets with the goal of completing compliance with ADA requirements and sidewalk connectivity throughout the city. This involves upgrading existing sidewalks, construction of new sidewalks and installation of ADA ramps at all intersections. Recently, CMG’s Parks Department upgraded sidewalks around the Rolling Oaks Park area as part of its Upgrade to connect to Sunlife Stadium. Since becoming incorporated, the City has improved approximately 75,000 feet (14 miles) of sidewalk. In 2014-2015 CMG expended over \$760,000 for reconstruction of existing and construction of new sidewalks. Funding for this is primarily from annual income received from the People’s Transportation Plan, commonly referred to as the half penny tax. Also, Planning and Zoning Division along with Public Works is working on administrative guidelines for landscape ordinance compliance for commercial and industrial properties within the city. From a planning perspective, if the city adopts a complete streets policy it shall be sensitive to the context and plan for retrofitting, as well as maintenance of the entire right of way network. 			<ul style="list-style-type: none"> - All Things New Wellness Concepts - City of Miami Gardens – Parks & Recreation Department (physical activity programs)’ City of Miami Gardens – Public Works Department (tree planting through Keep Miami Gardens Beautiful); City of Miami Gardens Home Owner Associations (HOA) (organize walking and fitness groups); City of Miami Gardens Neighborhood Crimes Watch groups (13) (organize walking and fitness groups); City of Miami Gardens Police Department (address safety issues to increase park usage/physical activity) - Florida Department of Health in Miami Dade County - Consortium for A Healthier Miami-Dade (technical assistance for program development) - Florida Memorial University (soft surfaced track and multipurpose field) - Mentoring Valuable Protégés, Inc. (physical activity programs for youth) - Miami Gardens Chamber of Commerce (relationships with local MG businesses for worksite wellness programs) - St. Thomas University (outdoor tennis center and ball fields) - YWCA (facility in Miami Gardens and physical activity programs) 				

PHYSICAL ACTIVITY			
STRATEGY 2:	Increase access and security in City Miami Gardens parks.		
DESIRED RESULT:	All Miami Gardens residents are physically active.		
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input type="checkbox"/> Systems Change	Estimated Reach:
	<input type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change	
Desired Community Change	Strategy Justification	Community Assets & Opportunities	Potential Partners
<ul style="list-style-type: none"> - INCREASE the percentage of adults in the County who meet moderate physical activity recommendations. - DECREASE the percentage of adults in the County who are sedentary. 	Parks After Dark (PAD) (reduce crime and improve physical activity) https://www.iom.edu/~media/Files/Perspectives-Files/2014/Discussion-Papers/BPH-SafeSummerParks.pdf	<ul style="list-style-type: none"> - CMG has 18 parks, many of which are regarded as great community parks with high utilization. - CMG has adopted a 5- year sidewalk plan, a tree canopy study and replacement. - CMG \$60 million General Obligation Bond (GOB) for its park infrastructure improvement (large-scale renovations aimed at engaging the City’s youth and adults alike and increasing park utilization) and increased community surveillance. - CMDPD- Community Policing grant and Real Time Crime Centers (RTCC). 	<ul style="list-style-type: none"> - 13 current Neighborhood Crime Watch groups and Home Owner Associations (HOA) (can be used to help organize walking/fitness groups). - Through the City’s Park Department, after-school and summer programs for youth are offered at most parks and the Betty T. Ferguson Community Center provides a public swimming facility and other physical activities at a low cost. Although the primary programs for seniors are offered at the Betty T. Ferguson Community Center, senior programs are also offered at other parks - Optimist Clubs offer extensive youth recreation programs with strong parent participation. Many of the programs for elementary and middle school students are operated by the City parks with extensive physical activity programming. - St. Thomas University is developing an outdoor tennis center and ball fields and Florida Memorial University is in the process of development of 4.2 acres adjacent to the Miami Dade Public Schools Jan Mann Education Center to include a soft surfaced track and multipurpose field, both in partnership with the City. - Training and capacity building for current park staff could be obtained in SPARK or CATCH.

PHYSICAL ACTIVITY

STRATEGY 3:					Support residents' physical activity by creating Walking or Fitness Groups with a social support component.				
DESIRED RESULT:					All Miami Gardens residents are physically active.				
TYPE OF STRATEGY:		<input type="checkbox"/> Policy Change <input type="checkbox"/> Environmental		<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change		Estimated Reach:		Direct: 10,000 Indirect: 30,000	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners			
<ul style="list-style-type: none"> - INCREASE the percentage of adults in the County who meet moderate physical activity recommendations. - DECREASE the percentage of adults in the County who are sedentary. 		Neighbor Walk – the Boston Public Health Commission. http://www.bphc.org/whatwedo/healthy-eating-active-living/walking/neighborwalk/Pages/NeighborWalk.aspx		<ul style="list-style-type: none"> - The City of Miami Gardens has adopted a 5 year sidewalk plan, a tree canopy study and replacement, and has general obligation bonds for its park infrastructure improvement. - The Betty T. Ferguson Community Center provides a public swimming facility and other physical activities at a low cost. 		<ul style="list-style-type: none"> - Neighborhood Crimes Watch groups exist in 13 areas along with Home Owner Associations (HOA) which can be utilized to organize walking and fitness groups. - To some degree, Miami Gardens has a cultural of physical activity and wellness as many residents throughout the city are engaged in some level of physical activity. 			
STRATEGY 4:					Increase physical activity in the worksite.				
DESIRED RESULT:					All Miami Gardens residents are physically active.				
TYPE OF STRATEGY:		<input checked="" type="checkbox"/> Policy Change <input type="checkbox"/> Environmental		<input type="checkbox"/> Systems Change <input checked="" type="checkbox"/> Programmatic Change		Estimated Reach:		Direct: 10,000 Indirect: 30,000	
Desired Community Change		Strategy Justification		Community Assets & Opportunities		Potential Partners			
<ul style="list-style-type: none"> - INCREASE the percentage of adults in the County who meet moderate physical activity recommendations. - DECREASE the percentage of adults in the County who are sedentary. 		http://www.cdc.gov/nationalhealthyworksite/about/index.html		<ul style="list-style-type: none"> - Several large employers within the City of Miami Gardens including the City itself. While the City is committed to improving the health of its employees, it lacks the resources and expertise to do so. - The Miami Gardens Chamber of Commerce (GMGCC) has agreed to play a leadership role in the Workplace Wellness Program, particularly in regards to communications and recruitment. - The Consortium for a Healthier Miami Dade – Worksite Wellness Committee can provide training & technical assistance in developing a Worksite Wellness program specifically for the CMG. City of Miami Gardens' Organizational Development and Training Specialist could help support this strategy. 		<ul style="list-style-type: none"> - The City's Economic Development Strategy is focusing on building formal partnerships with local and county-wide economic development organizations, universities and employers. These existing relationships can be utilized to access Miami Garden's largest employers. - <i>All Things New Wellness Concepts</i> is a worksite wellness coordinating and consulting company in South Florida which coordinates and implements worksite wellness programs on behalf of employers. Through collaborative efforts between wellness-related vendors, ATN brings services together in order to implement a comprehensive wellness program. 			

PRIMARY HEALTH

POSITIVES - Reasons Miami Gardens residents **are** receiving regular care:

- There are several primary health community assets in Miami Gardens including: Jessie Trice Community Health Center and Center for Family and Child Enrichment (both FQHCs), St. Thomas University Health Psychology class, Area Resource and Referral Organization for Women, North Miami Beach Medical Center, and Mercy Health Clinic and several mobile units.
- Miami Gardens has an existing cultural of health where many residents see a doctor regularly and are living an active lifestyle which can be built upon.
- High level of community enthusiasm that exists around the notion of Miami Gardens becoming a healthier community.

NEGATIVES - Reasons why Miami Gardens **are not** receiving regular care:

- Confusion about insurance benefits, particularly through Medicaid and Medicare and how to navigate the healthcare system.
- Lack of insurance or underinsured.
- Delays or avoidance of seeking healthcare because of perceptions of how they will be treated by the medical provider.
- Fear of stigma/perceptions/judgments by loved ones.

STORY BEHIND THE CURVE:

The LHMG planning process gathered information from residents through the Community Check-in surveys and focus groups, and through the Sub-Councils addressing the priorities selected by the Host Council. Every source of input requested more information that could be used by residents to improve their health and life activities. Another goal identified through this process was to help residents connect to information about available programs and services that they did not know about.

The Sub-Council on Primary Health was particularly concerned that the data revealed that residents delay in seeking healthcare. This strategy seeks to address that problem through a comprehensive health literacy campaign. The physicians and university faculty members serving on the Sub-Council shared information related to delays in seeking care/screenings:

- Young adults and males are particularly resistant to seeking health screenings and primary care services.
- Delay in seeking medical care, or avoidance of medical care, is significantly affected by residents' perception of how they will be treated by the medical office/MD and fears of being judged.
- People also delay or avoid testing or treatment because they fear being viewed negatively by their loved ones, or even the community. For example, people may delay getting an STD test because they don't want the nurse or doctor to judge them. They may also avoid treatment because they don't want to find out that they have an STD, have to tell other people (former or current partners or family members), or may simply not want to know because they don't want to feel stigmatized by their community.
- Older adults may be too embarrassed to discuss sexual behaviors and often don't consider themselves at risk from HIV and other STDs.

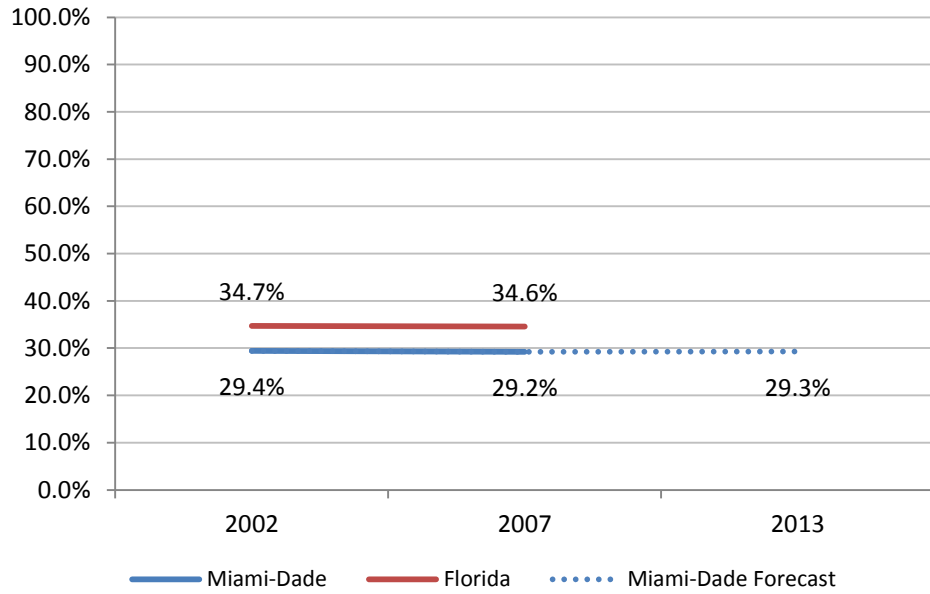
Greater health literacy on common illnesses and preventive care was identified as a high priority for families.

Members of the Primary Health Sub-Council recommended that HCP focus outreach & screening on identifying symptoms of early stage cancers regardless of age group, and address the lack of useful health education currently available in the community. On a positive note, there is high level of community enthusiasm around the notion of Miami Gardens becoming a healthier community. There is also an existing culture of health where many residents we spoke with are tied to a medical home, get regular care and live an active lifestyle.

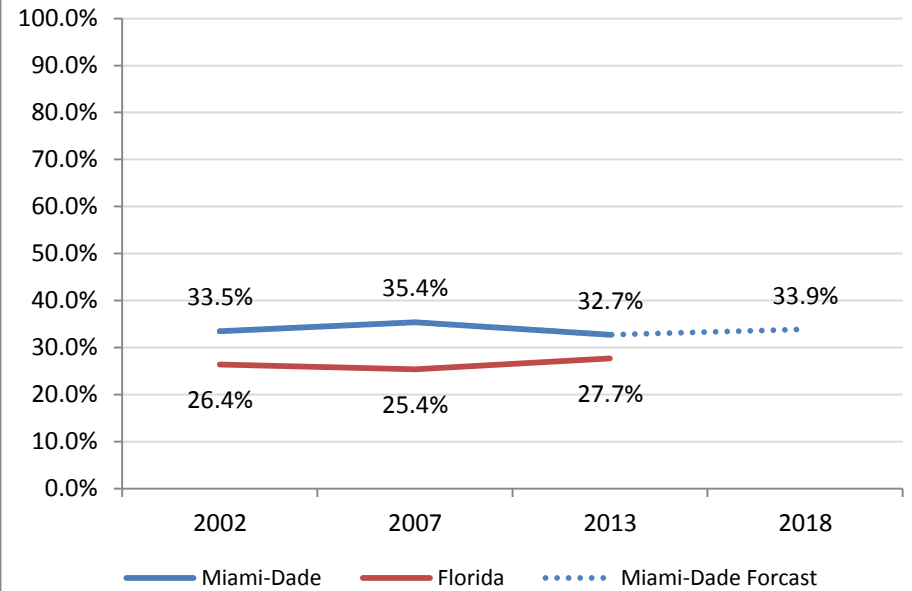
Also, over the past three to five years, the City, primarily through the efforts of its City Council, has held several Community Health Fairs aimed at increasing knowledge and access to care and providing free health screenings, including HIV testing and mammograms. Much of this work has been done around diabetes, HIV/AIDS and breast cancer which represents our council's specific health initiatives.

BASELINE CURVE (S):

1. % of Adults in Miami-Dade County who meet moderate physical activity recommendations, Overall



2. % of Adults in Miami-Dade County who are sedentary, overall



PRIMARY CARE			
STRATEGY 1:	Improve the health literacy of Miami Gardens’ residents by providing Education on Life Cycle Health Literacy, targeted to various age groups.		
DESIRED RESULT:	All Miami Gardens residents receive regular primary care from a provider care team.		
TYPE OF STRATEGY:	<input type="checkbox"/> Policy Change	<input type="checkbox"/> Systems Change	Estimated Reach:
	<input type="checkbox"/> Environmental	<input checked="" type="checkbox"/> Programmatic Change	
Desired Community Change	Strategy Justification	Community Assets & Opportunities	Potential Partners
<ul style="list-style-type: none"> - INCREASE the percentage of Adults in the County who have a personal doctor (Source: Florida BRFSS, collected every 3-4 years). - INCREASE the percentage of Adults who had a medical checkup in the past year. (Source: Florida BRFSS, collected every 3-4 years). 	<p>US Dept. of Health and Human Services- National Action Plan to Improve Health Literacy</p> <p>http://www.health.gov/communication/HLActionPlan/pdf/Health_Literacy_Action_Plan.pdf</p>	<ul style="list-style-type: none"> - Two Federal Qualified Community Health Centers: Jessie Trice Community Health Center (JTCHC) , and Center for Family and Child Enrichment (CFCE). JTCHC was founded in 1967 and has two sites providing Primary Care and Dental Health services in CMG for the past 12 years. The center has received recognition as a Patient-Centered Medical Home (PCMH) from the National Center for Quality Assurance (NCQA) and has implemented a SAMHSA funded program to integrate behavioral health services with primary care at all sites. CFCE has provided the community with prevention and clinical services for over 30 years and recently expanded their services to include Primary Health Care services. - St. Thomas University’s Health Psychology Class provides both research resources to LHMG and trains students in the field of healthy psychology. - Area Resource and Referral Organization for Women (ARROW) is the only nonprofit organization in Florida with the exclusive and explicit mission to improve access to quality health care for LBT (Lesbian, Bi-Sexual and Transgender) females. They provide training to health care providers in how to be culturally sensitive in their services to the LBT community; and develop and disseminate referrals of health care providers and organizations shown to have demonstrated familiarity in knowledge and skills for culturally sensitive care of LBT females. 	<ul style="list-style-type: none"> - Jessie Trice Community Health Center - Center for Family and Child Enrichment (CFCE) - St. Thomas University - Area Resource and Referral Organizational for Women - Alliance for Aging

PRIMARY CARE				
STRATEGY 2:	Increase the number of Patient-Centered Medical Home Providers in Miami Gardens.			
DESIRED RESULT	All Miami Gardens residents receive regular primary care from a provider care team.			
TYPE OF STRATEGY:	<input checked="" type="checkbox"/> Policy Change	<input checked="" type="checkbox"/> Systems Change	Estimated Reach:	Direct: 50 Primary Care Providers
	<input checked="" type="checkbox"/> Environmental	<input type="checkbox"/> Programmatic Change		Indirect: 10,000 residents
Desired Community Change	Strategy Justification	Community Assets & Opportunities		Potential Partners
- IMPROVE the engagement of patients and improve health care in Miami Gardens by transforming how primary care is organized and delivered.	National Committee for Quality Assurance (NCQA) - Patient-Centered Medical Home (PCMH) Recognition http://www.ncqa.org/Programs/Recognition/Practices/PatientCenteredMedicalHomePCMH.aspx	- Jessie Trice Community Center is already a PCMH and can potentially provide guidance/technical assistance for this strategy.		- Jessie Trice Community Center Health