



SAPPHIREAward
THE BLUE FOUNDATION FOR A HEALTHY FLORIDA



2006 Profiles

Recognizing Community Health Excellence

The Sapphire Award



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The Blue Foundation for a Healthy Florida Sapphire Award

The purpose of The Blue Foundation for a Healthy Florida is to enhance access to quality health-related services through grants to nonprofit organizations that serve the state's uninsured and underserved citizens. The Sapphire Award is the result of our desire to recognize programs that create a significant, positive impact on health-related outcomes for the state's at-risk citizens and communities.

The 2006 Sapphire Award honorees represent programs that demonstrate excellence and achievements through processes that can be replicated in other communities and programs. The characteristics that these winners possess are many. In addition to a creative and passionate approach to serving unmet needs in their communities, these programs demonstrate continuous improvement. As learning organizations, they constantly seek expert advice, updated information on their clients' needs and the latest developments in best practices. As a group they overcome obstacles to serve their clients, and they network with other service providers to ensure a complete continuum of care. Some programs depend on volunteers, but all of them share a passion to serve their communities. Their work is improving the health of thousands of Floridians who might otherwise go without care at all.

Originally, we envisioned recognizing three organizations. However, the nominations inspired the Selection Committee of medical, public health and health communications experts from across the country. The Selection Committee decided to recognize five organizations in all. Each of the three winners of The Sapphire Award will receive \$100,000; the one Honorable Mention honoree will receive \$25,000; and the remaining Finalist will receive \$5,000.

We invite you to take a closer look at the 2006 Sapphire Award honorees. The following pages present brief profiles of the organizations and illustrate how they deliver excellence in community health programming in their own ways. We hope their stories will inspire you as they do us.

For additional information, please contact us:

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Toll free 1-800-477-3736 ext. 63215, option 2

The Sapphire Award

2006 Honorees

The Sapphire Award Winners (\$100,000 each)

- Alachua County Organization for Rural Needs (ACORN) Clinic, Brooker
- Kristi House, Miami
- The Bridge of Northeast Florida, Jacksonville

Honorable Mention (\$25,000)

- Neighborhood Health Clinic, Naples

Finalist (\$5,000)

- Henderson Mental Health Center – Cottages in the Pines COURT Project, Fort Lauderdale

Alachua County Organization for Rural Needs Inc. (ACORN Clinic)

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The Alachua County Organization for Rural Needs, Inc. (ACORN Clinic) is a family centered primary health clinic located in rural northwestern Alachua County in a primarily agricultural area with limited economic development. Established in 1974 when two VISTA volunteers were funded by local churches to provide health care to migrant farm workers in outlying parts of Alachua County, today ACORN Clinic is a full-scale rural health facility that provides medical and dental care, social services and outreach education to low income, socio-economically disadvantaged residents of North Central Florida, primarily living in Alachua, Bradford, and Union counties. Of ACORN's total caseload, 98% is at or below 180% of the current Federal Poverty Level. Clinic fees are on a sliding scale based on federal poverty guidelines. No patient is refused care due to inability to pay.

Services include, but are not limited to, primary care, pediatric medicine, women's health, breast health and outreach education, mental health and family counseling, family planning, disease management, comprehensive dentistry, pediatric dentistry including outreach services via public schools, prescription medication assistance and specialty services such as orthopedics, rheumatology, endocrinology, and pulmonology.

ACORN has seen 30 years of sustained growth in volume and composition of services despite unusually difficult circumstances.

In 2005, with a staff of 28 (15 full-time and 13 part-time), the Clinic recorded 17,515 patient encounters. Of these, 8,090 (1,036 unduplicated) were in the Medical Clinic; 5,090 (1,684 unduplicated) were in the Dental Clinic; 516 encounters took place in the social services department; 2,702 encounters focused on dental outreach education; and 1,117 focused on breast health outreach education.

Each year over 100 individuals provide volunteer support. In 2005, 14,576 volunteer hours were recorded at an estimated value of \$2.1 million. Community volunteer professional staff boast an average tenure of 10 years of service to the Clinic, providing exceptional continuity of care and relationships.

During 2005, the Pediatric Dental Clinic provided 695 visits that encompassed 2,742 different procedures performed on children under age 12. The Clinic has contracts with four HeadStart programs and 27 elementary schools in six rural counties to provide pediatric dental services. The children are bussed to the Clinic from various counties and receive cleanings, restorations, sealants and extractions. In more complex cases, referrals are made to the University of Florida College of Dentistry.

In 1995, ACORN provided approximately \$54,000 in medication assistance to patients. In 2005, more than \$1.3 million was provided with the acquisition of lower or no cost pharmaceutical products through strategic, systematic use of pharmaceutical compassionate use programs.

The Women's Health Program in the medical clinic has facilitated over 500 free mammography screenings for uninsured women since April 1, 2004. Eight women were ultimately diagnosed with malignancies and received care.

ACORN has instituted a voucher system for fuel for patients in the Women's Health Program, which has been noted to increase compliance and total visits.

The Clinic has sustained itself due in part to budget efficiencies: the current average cost per patient encounter, including standard laboratory tests and prescription medications, is approximately \$76.

ACORN works on the culture of expanding impact by stretching every dollar. A few dentist volunteers drove to Omaha, Nebraska, to obtain free dental equipment at the dental school of one volunteer's alma mater. One staff member became certified in water testing to eliminate monthly fees for tests of its well, an annual cost savings of \$6,000. ACORN staff secured in-kind services from a local unit of the Department of Corrections to provide a work crew to handle lawn maintenance, an annual savings of \$4,000.

Educational partnerships with the University of Florida and Santa Fe Community College provide staff to serve ACORN patients while also assuring meaningful training locations for physicians, dentists, hygienists, pharmacists and nurse practitioners.

ACORN partners have gone to outside funders to develop creative programs that include ACORN. The University of Florida College of Dentistry has used its ACORN experience to lobby for new state funds to offer dental outreach, enabling ACORN to add a special Children's Dental Clinic to expand needed dental and oral surgery.

ACORN represents a remarkable example of success in an extremely challenging context by reducing the complications associated with engaging health professionals and volunteers. There is a manageable set of basic rules revealed from the ACORN experience that provide guidance and continuity for others working in rural and highly challenging settings. These simple but powerful rules include:

1. Reduce hassles for volunteer practitioners.
2. Keep it simple for patients.
3. Let local community needs dictate service offerings.
4. Leverage partnerships into more resources.

Fort Lauderdale, Florida

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Henderson Mental Health Center operates mental health facilities throughout Broward County. The Cottages in the Pines COURT (Community Opportunities Utilizing Recovery) Project is a 24-bed transitional residential health treatment facility. In conjunction with Broward County's Mental Health Court, the first misdemeanor Mental Health Court in the nation, the COURT Project sets out to identify and support individuals 18 years or older with mental illness, with or without co-occurring substance abuse, who are homeless, and in need of comprehensive treatment and services. COURT serves clients arrested on non-violent misdemeanor offenses and diverts them out of the jail system into structured, community-based mental health treatment. Follow-up treatment services and housing or linkage to alternative housing options off-site are provided for up to 35 additional individuals at any given time.

Residential learning modules involve client participation in and learning "activities of daily living," with progression through the modules allowing clients to gain more privileges and freedoms in the home and community. Each client is assigned an individual intensive case manager who works with the client throughout their residential stay and for 6-12 months after they leave the residential facility. Individualized treatment plans which include personal life goals are developed and continue to evolve as an individual progresses. The treatment model employed is the Role Recovery Model pioneered out of the Center for Psychiatric Rehabilitation at Boston University. This model helps clients examine lost roles (family, relationship, work, student, etc.) and retrieve them through a supportive environment, including counseling, therapy and medication. Psychopharmacology algorithms are employed, prescribing psychiatric medication based on diagnosis and symptoms.

The COURT Project is a novel strategy that works toward breaking the cycle of persons with mental illness revolving between jail, the street, homeless shelters and hospital emergency rooms.

The Project works within the community with support from the criminal justice system, the State Attorney's Office, Broward County Sheriff's Office, the National Alliance for the Mentally Ill and community providers including AA, NA, DUI School, the local library, and community education programs.

Since it began in 1998, the COURT Project has served over 750 unduplicated individuals. Last fiscal year, 158 unduplicated individuals were served. All had no income or income that fell below the Federal Poverty Level.



During fiscal year 2004-2005:

- During monthly program monitoring of COURT residents receiving case management services, 98% had not been re-arrested.
- Of the 85 persons surveyed receiving intensive case management from the COURT Project, 94% reported this service had a positive impact on their quality of life.
- A total of 87% of the 33 individuals discharged from COURT successfully obtained and maintained independent housing.
- Among approximately 75% of persons who participated in the post-discharge follow-up survey from COURT, 97% reported that they had not been hospitalized or incarcerated since discharge. Also, 97% reported satisfaction with services provided.

The COURT Project is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) consistently at the highest level (requiring renewal every three years, as opposed to one or two years with lower accreditation scores).

Miami, Florida

Trudy Novicki, Executive Director

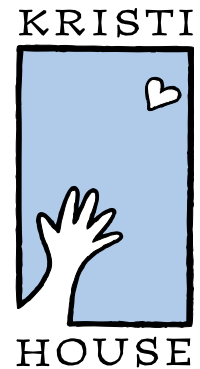
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Kristi House is a children's advocacy center founded in 1996 with a mission of providing a healing environment for child victims of sexual abuse and their families. They provide community collaboration and system coordination of the investigation, prosecution and treatment of sexual abuse in an effort to protect children from further trauma. The continuum of services provided directly by Kristi House includes comprehensive assessments, case management, therapy, parent groups, emergency food assistance, transportation, advocacy, education and prevention. Co-located at Kristi House are the Sex Battery/Child Abuse Unit of the State Attorney's Office, the Children's Special Needs Unit responsible for the forensic interview, Child Protection Team forensic medical suite, the Guardian Ad Litem program and facilities for related investigation units. All services are provided at no cost to clients.

Kristi House bases much of its evidence-based practice on therapeutic mental health practices borne out of Trauma Focused Cognitive Behavioral Therapy. The staff of bilingual (Spanish and English) master's level clinicians, staff psychiatrist and clinical supervisor provide crisis intervention, individual therapy for children ages 2 to 18 years, play therapy for ages 0 to 6 years, psycho-educational groups for non-offending parents, family therapy, group therapy for various age ranges, psychiatric evaluations and medication management. During intake or at any point throughout the course of treatment, a therapist may refer a child for an evaluation to the in-house staff psychiatrist.

Kristi House measures its impact through a number of means including pre- and post-treatment psychological assessment tools, client satisfaction surveys, focus groups, and client tracking over time, and has shown success in each area examined.

Since its inception, Kristi House has provided direct service to approximately 5,200 children and their families. In 2005-06, 819 children received case coordination services, and 3,618 therapy sessions were provided.

Bundling of agencies and resources for sexual abuse victims into one building facilitates case management and ready access to legal counsel for comprehensive care of this population by Kristi House staff.

A weekly staffing meeting is held with all agencies involved including Guardian Ad Litem, Miami-Dade Public Schools, Law Enforcement, Child Protection Team, Rape Treatment Center, Department of Children and Families, State Attorney's Office and Kristi House's Therapy and Case Management departments. This meeting has become the foundation for information sharing, decision-making and collaboration.

From September 1, 2005, through May 31, 2006, Kristi House provided a total of 384 community education and outreach presentations to 2,435 students and 719 adults. Of the students who received presentations, 153 requested follow up services ranging from questions about safety to disclosures of sexual abuse.

For families who have reached the point of crisis where children must be taken away from their parents, Kristi House was selected to conduct comprehensive behavioral assessments to help the courts determine the child's best placement. During their first full year of operation, 156 assessments were conducted, all (100%) within the mandated 24-day window. The statewide average is 46%.

The Florida Department of Children and Families conducted a consumer satisfaction survey, querying consumers at 14 agencies to gauge satisfaction levels. Kristi House was the only agency where 100% of respondents said they “would recommend this program to others.”

Based on a community need first recognized in published research by University of Miami Medical School’s Dr. Jon Shaw and Kristi House’s Dr. Andrea Loeb, the “Pathways for Strong Families” program was implemented in 2004, targeting the sexually reactive child. These consist of evidence-based group therapy programs for children run concurrently with a group for their parents. To evaluate whether program participants experienced behavioral changes as a result of the program, assessment instruments were administered at the beginning and at the end of the specific programs.

The Child Sexual Behavior Inventory results suggest that participants had improvements in terms of sexual behavior problems and sexual behaviors that are developmentally appropriate. The Family Environment Scale results indicate that there was a significant improvement in the degree of support family members provided for each other and the degree to which family members were encouraged to express their feelings directly to each other. In addition, the findings indicated that there was an improvement in the following areas in the families: how much activities (such as school and work) were cast into an achievement-oriented light; the extent of interest in political, intellectual, and cultural activities; and, the amount of participation in social and recreational activities. Finally, the Child-Behavior Checklist results revealed significant improvements in the domains of reducing interpersonal and attention problems.

A trilingual (English, Spanish, Creole) video and guidebook were designed by Kristi House staff and volunteers to take children, their caregivers and advocates step-by-step through the court process to make it less intimidating and traumatic for those children who must testify in court. These resources are being made available to other Child Advocacy Centers and agencies.

In the most recent client survey (completed by parents and other caregivers) 94% agreed or strongly agreed that “Kristi House is meeting its mission,” 100% agreed or strongly agreed that they “have good communication with the staff,” 100% strongly agreed that “my child and I feel safe at Kristi House,” and 100% agreed or strongly agreed that “staff was experienced enough to help me as I needed.”

Kristi House was recently selected by the Medical University of South Carolina to pilot a culturally modified Trauma Focused Therapy program aimed at the Hispanic population. Kristi House’s current mental health programs also include a pilot program providing therapy services for parents who are sexual abuse survivors, and a new satellite office in south Miami-Dade County to improve access for clients.

Kristi House, in collaboration with Florida International University, conducts an annual Multi-Disciplinary Approach to the Investigation of Child Abuse conference with nationally recognized experts in the field.

Kristi House is accredited by the National Children’s Alliance and the Council of Accreditation.

Neighborhood Health Clinic (NHC)

Naples, Florida

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The Neighborhood Health Clinic provides health care for working, uninsured adults of Collier County ages 19 to 64, employed at or below 150% of the Federal Poverty Level. NHC has a salaried staff of five, and an enormous volunteer base of over 240 physicians, 100 nurses, and 150 non-medical volunteers. For a donation of one hour's wage (average \$8), patients receive a thorough nursing assessment, a physician visit, a month of prescription medications, and in-house laboratory services. Other tests and radiology exams are referred off property at no charge. Immediate specialty and surgical needs are referred to the appropriate volunteer specialists' offices. Patients who need hospital care may be admitted directly to the hospital. All physician and hospital services are donated. Patients never receive a bill for any health care they have received.

Beyond acute care, Neighborhood Health Clinic is firmly committed to health promotion and chronic disease management. Monthly clinics are provided in 12 specialty areas staffed by volunteer board certified physicians. Specialty clinics include: gastroenterology, rheumatology, dermatology, gynecology, endocrinology, neurology, dyslipidemia, hepatology, otolaryngology, nephrology, allergy and pain management. In addition, educational programs to supplement the specialty clinics have been developed for some diseases. Four programs currently in place are: Diabetes Management, including an ongoing education program with bilingual classes; Hepatitis; Lipid and Hypertension; and Breast Health, including self breast examination instruction, physician exam and screening and/or diagnostic mammograms.

Driven by local patient needs, NHC created a gynecology room, an otolaryngology room, a crisis room for people experiencing more serious mental health, substance abuse, or clinic issues who would otherwise go to a hospital emergency room, as well as a hepatitis program designed and implemented after the local Public Health Department lost its government funding for these patients.

Clinic sessions are held in the late afternoon, evenings and Saturday mornings to best accommodate client schedules.

In fiscal year 2004-05:

- A total of 4,739 patients were seen, 829 of whom were new.
- A total of 20,110 volunteer hours were worked at an estimated value of \$1,205,684.
- A total of 10,709 prescriptions were filled for patients at an estimated value of \$797,942.
- \$3,014,221 was leveraged in donated care, services, and medicine.



In its seven years of operation, NHC has successfully leveraged significant community support providing comprehensive care to local, working, underserved. NHC receives funding solely from private philanthropy and 91 cents of every dollar raised goes directly to patient services.

NHC has successfully established an aggressive medication procurement system accessing medications from pharmaceutical companies' compassionate medication programs, private practices and bulk purchasing, thereby saving the Clinic approximately \$58,000 per month. During each four-hour clinic, over 150 prescriptions are filled.

NHC produced a self breast exam DVD tutorial that can be viewed in English, Spanish, or Creole which the local hospitals are currently using to teach their own patients.

Translators are available who speak at least seven languages, including: Spanish, Creole, French, Russian, German, Ukrainian and Greek. Currently, discharge instructions and health information are translated, but any documents that patients must sign and prescription instructions are transcribed into their primary language.

NHC has been visited and observed by individuals or groups from five other states (California, Pennsylvania, Wisconsin, Connecticut, and Vermont) interested in establishing a similar clinic.

The Bridge of Northeast Florida

Jacksonville, Florida

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The Bridge of Northeast Florida was established in 1972 following a study by the Jacksonville Community Council, Inc. that sought to address a major problem in high local teen pregnancy. Since then, the organization has grown into a multi-service youth agency, providing positive youth development services throughout the inner city. It has systematically integrated programmatic activity in the areas of health, education, recreation, social services and employment. Programs are run in different sites (generally as after-school tutoring and support at identified inner-city public schools and home health visits) and the main campus is located in the Springfield neighborhood where it connects services in health, pregnancy prevention, education, after-school support, mentoring/tutoring, employment preparation and recreation. There is a partnership with HeadStart to serve 20 additional pre-school children in a specially designed area in one of the three buildings on the main campus. Bridge programs have been studied by a variety of evaluators, all of whom have found achievement in desired outcomes or at least indicators associated with successful outcomes.

The Bridge has an on-site health clinic, overseen by the Duval County Health Department, that is staffed by a physician and nurse. This was one of the first youth health clinics situated within a youth agency in Northeast Florida. Overall, the health clinic serves over 1,200 families, mothers, babies and children. Also, 220 low-income children at The Bridge are enrolled in Healthy Families Jacksonville services that provide care for pregnant women, and mothers and fathers with newborns through age five.

Key Programs

Bridge Urban Springfield (BUS) Program

BUS seeks to develop the strengths of youth to meet their full potential, and avoid negative behaviors, teen pregnancies and trancies. This is an after-school and summer program, providing free educational, nutritional, health, vocational and social services to more than 500 children and their families each year. In 2004-2005:

- 212 youth participated in a six-week enrichment camp that included programs in nutrition and health in addition to recreation and fitness.
- 191 youth attended The Bridge after-school program for academic support and to reduce risk during otherwise unstructured and unsupervised time.
- 82 youth successfully achieved academic, personal and public service goals to earn a Jacksonville Jaguars (National Football League team) Honor Rows game ticket.
- 32 youth successfully completed the Baptist Hospital Tipping the Scale Partnership year-round mentoring and employment program to help support them in preparing for healthcare related jobs.
- 44 students were employed full-time during the summer through the Baptist Hospital Tipping the Scale Partnership.

Healthy Families Program

In partnership with the Department of Health, Jacksonville Children's Commission, Healthy Families Florida and Northeast Florida Healthy Start Coalition, The Bridge runs a Healthy Families program to improve the health status of women and infants and prevent child abuse and neglect. Among 220 families served, The Bridge found:

- 95% had no reported child abuse or neglect incidences.
- 100% were linked to a medical care provider.
- 95% of target children are up-to-date with immunizations.
- 97% of mothers enrolled for two years did not have a subsequent pregnancy.
- 96% have established a family goal plan.



Straight Talk, Bridge Connection, and Team Up Programs

The Straight Talk program seeks to promote positive sexual health through education and support, with the goal of preventing teen pregnancy and sexually transmitted infections, including HIV / AIDS. There is a program manager who is trained as a nurse and educator, as well as a program coordinator, and male sexuality instructor. During 2005, 227 youth ages 10-17 were involved in both gender specific and coed classes, teen "RAP" sessions, community outreach (some trained teens served as peer educators), parent / family workshops, and counseling. A total of 89 first-time clinic patients received Clinic RAP educational sessions about reproductive health, anatomy, birth control, abstinence and sexually transmitted diseases. A total of 495 youth met with trained peer educators to talk about their concerns. Eight teen peer educators with two adults attended a youth summit in Washington, D.C.

Using outreach and links to public schools, The Bridge Connection program also seeks to prevent teen pregnancy, while building skills and positive social and health supports. In 2005 this program had 2,370 home visits, 3,144 visits with parents outside the home and more than 5,000 visits to schools by staff. A total of 78 youth visited The Bridge adolescent health clinic for immunizations and medical care. A total of 124 children received dental care.

The Bridge reports that within the BUS, Bridge Connection and Straight Talk Programs:

- 99% of students successfully refrained from pregnancy (of those who attended 60+ days).
- 100% were neither truant nor delinquent.
- 100% increased their commitment and achievement in school.

Wellesley University examined Jacksonville's community based programs and the Team Up program, of which The Bridge was a key partner. Bridge Team Up serves academically challenged middle school youth, and seeks to improve achievement scores, build competencies, and promote positive development. A three-year study was conducted in 2003 and, according to The Bridge, showed positive findings across the sample of participants of 257 middle school children (62% in Team Up and 48% in community based programs). Tracked over a three-year period, they had:

- Fewer absences.
- Greater program retention.
- Higher standardized math and reading scores.

Selection *Committee*

The Sapphire Award Selection Committee

Charles Mahan, MD

Selection Committee Chair
Professor, Community and Family Health/Obstetrics, University of South Florida; Tampa, Fla.

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Michael Beachler, MPH

Director, Rural Health Policy Center; Pennsylvania State University College of Medicine; Hershey, Penn.

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Judy Ann Bigby, MD

Director, Community Health Programs, Office for Women, Family and Community Programs, Brigham and Women's Hospital; Boston, Mass.

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Cyril Blavo, DO, MPH

Director, Master of Public Health Program; Professor of Pediatrics and Public Health, Nova Southeastern University; Fort Lauderdale, Fla.

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Kristi Krueger

Television News Anchor and Health Reporter, WPLG TV; Miami, Fla.

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Alina Perez-Stable

Executive Director
Camillus Health Concern, Miami, Fla.

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Lisa Simpson, MB, BCh, MPH, FAAP

Chair, Child Health Policy, University of South Florida, Department of Pediatrics, Division of Child Health Outcomes; St. Petersburg, Fla.

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James Stout, MD, MPH

Associate Professor of Pediatrics, University of Washington; Seattle, Wash.

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Randy M. Kammer

President, Board of Directors, The Blue Foundation for a Healthy Florida;
Vice President, Regulatory Affairs and Public Policy, Blue Cross and Blue Shield of Florida; Jacksonville, Fla.

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THE BLUE FOUNDATION FOR A HEALTHY FLORIDA

The Blue Foundation for a Healthy Florida is the philanthropic affiliate of Blue Cross and Blue Shield of Florida. Its mission is to enhance access to quality health-related services for Floridians, especially the uninsured and underserved. The Blue Foundation for a Healthy Florida and its parent, Blue Cross and Blue Shield of Florida, are independent licensees of the Blue Cross and Blue Shield Association.

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