For the past 25 years, local Coalitions have coordinated maternal and child health services in the communities that they serve. The Northeast Florida Healthy Start Coalition has remained steadfast in its efforts to ensure that every baby has a healthy start.

In 2016 we continued to focus on the root causes of infant mortality and the social determinants of health: economic, social and health disparities that impact communities we serve. The environments children and families live in have a great impact on their lives and health. People experience situations across the course of their life that can lead to toxic stress, substance use/abuse, depression and other difficult situations.

Although the infant mortality rate in Northeast Florida declined in 2015, many families continue to experience poor health disparities, sleep-related deaths, substance-exposed newborns and a lack of preconception health services. Health before pregnancy has a significant impact on birth outcomes. Therefore, we expanded services at the Magnolia Project “Oasis” to offer primary care services through collaboration with Agape Community Health Center.

Through continued collaboration and partnerships, the Northeast Florida Healthy Start Coalition launched the Coordinated Intake & Referral program, a system of care leveraging existing partnerships and the statewide Healthy Start prenatal and infant screening process. We are now able to identify families and connect them to the home visitation services that best meet their needs and preferences.

To better serve our communities and to get a clearer understanding of their thoughts and understanding of safe sleep, we launched a community Safe Sleep Survey. With over 600 responses, we were able to convert the data into a successful marketing campaign on safe sleep. The results of this survey also lead to the relaunching of the Safe Sleep Partnership, which brings together local agencies and community members to develop strategies and initiatives.

The Responsible Fatherhood program hosted their inaugural Commitment to Change Rally that brought together several hundred Northeast Florida dads and their family members to focus on the relationship between fathers and their children. The fathers gathered at the end of the event and in unison recited the Fathers’ Pledge. It was a heartfelt and sincere moment to witness so many fathers gathered together.

Our third annual Baby Buggy Walk in the Park brought out more than 200 families, volunteers and vendors to celebrate healthy babies and families. The event helped to raise awareness about the Coalition and infant mortality. Additionally, we made an assertive effort to increase our social media and print visibility through the development of our marketing and development department. This year, through these efforts, our social media reach increased 77 percent and we were featured in 20 news articles that helped to raise community awareness of the Coalition and infant mortality.

This year has been a year of transition and growth. Our staff grew tremendously with the implementation of the Healthy Families program in partnership with the Jacksonville Children's Commission. In addition to increased staff, we restructured our departments due to the growth and to better meet the needs of the community. The staff have embraced the reorganization and continue to strive to give their very best daily. They are a committed group of professionals striving to provide the best services possible for our families.

But, we cannot do it alone as we need the support of all sectors of our community, including businesses, to help decrease infant mortality. We must work together in decreasing infant mortality through a thorough understanding of the impact of the social determinants of health — education attainment, socioeconomic status and community environment — to make sure every baby every day has a healthy start in life.

We appreciate and value all of our partners, funders and committed volunteers who support our efforts and we look forward to continuous growth in the New Year!

FAYE JOHNSON
Chief Executive Officer, Northeast Florida Healthy Start Coalition

CATHERINE DREW, PH.D.
Chair, Nassau County School Board
Healthy Start focuses on prenatal care providers

Prenatal health care providers are the gateway for pregnant women who would like services like Healthy Start and Healthy Families to improve birth and social outcomes for their families. Because of the critical role they play, the Coalition and its partners focused efforts in 2016 on increasing the number of women screened and referred for services.

Seventy percent of women were offered the prenatal Healthy Start screen in Northeast Florida in 2015-2016, compared to 76 percent statewide. Of the women who were offered, 82 percent completed the risk assessment screen. Eighty-seven percent of local infants were screened after delivery, compared to 93 percent statewide.

The Coalition is implementing a screening education tool for the offices that administer the Healthy Start screen. The tool conveys the importance of filling out the screen, but more importantly, what benefits Healthy Start can offer the providers and clients.

The Florida Department of Health Duval County, with assistance from the Coalition, conducted a survey of all county prenatal providers in July 2016 to better understand the needs of OB and midwifery offices when it comes to screening for and referring women to Healthy Start. The results from 32 offices offered insight into how knowledgeable staff felt about Healthy Start, how the screen was completed in each office, barriers to completing the screen and what kind of services patients needed most. The survey indicated that their clients often need or request breastfeeding education, childbirth education, parenting education, depression screening, smoking cessation, emotional support and the Ages and Stages developmental assessment. As a result, new marketing materials are being developed to better explain to women and families the benefits of Healthy Start.

Healthy Start providers and Coalition staff fanned out across the region January 19-22 to visit all 64 OB/GYN providers in Baker, Clay, Duval, Nassau and St. Johns counties as part of the inaugural Northeast Florida Provider Week. The week was developed by the Coalition's Screening Improvement Task Force to engage in a dialogue about Healthy Start with the health care. The visits are an opportunity to give the offices information on the correct way to complete the screen, educate them on ways to increase their screening rate and assist with any questions or additional information they may need. In addition to key information on the screen, each office also received Healthy Start clipboards, posters, pens and notepads.

“Healthy Start made a total impact in my life. Now I know the benefits of breastfeeding and eating healthy during my pregnancy, which are things I didn’t know about before.”

— Skarika Paster
HEALTHY START PARTICIPANT
Infant mortality rate declines in Northeast Florida

After remaining stagnant for two years, the infant mortality rate dropped in Northeast Florida from 8 deaths per 1000 live births to 7.1 deaths in 2015. Infant mortality is the death of a baby before his or her first birthday. The regional rate continues to well exceed the state rate of 6.2 deaths per 1000 live births.

Duval County, the population center of the region, drives the region’s rate with 7.9 deaths per 1000 live births. From 2013-2015, Baker County had significant fluctuations, while Clay and St. Johns counties had sizeable decreases. Rates in smaller counties can fluctuate significantly from year to year, as a few additional or less deaths impact the rate much more than larger counties.

While the overall rate has declined, significant racial disparities continue to exist: Black mothers are almost two and half times as likely to experience an infant death (11.1 deaths compared to 4.8 deaths) as white moms. This trend has been consistent over the past five years.

The leading causes of infant death in the region are other perinatal conditions (like chorioamnionitis and non-congenital heart and kidney problems); prematurity/low birth weight and sudden unexpected infant deaths (SUIDs).

**Safe Sleep marketing campaign**

Utilizing the results from the Safe Sleep Survey, the Coalition has developed a marketing campaign to provide important messages and education to parents and caregivers. The campaign covers key areas identified through the survey, including putting babies to sleep in a safe place while napping; breastfeeding and putting the baby back in a safe place to sleep; and preparing while pregnant – making sure both parents AND any caregivers have a safe place for baby to sleep.

**Focus on sleep-related deaths**

Sleep-related deaths continue to be one of the leading causes of infant death in Northeast Florida and the top cause of postneonatal deaths (from 28 to 364 days of age).

The total number of Sudden Unexpected Infant Deaths (SUIDs) increased from 24 to 26 deaths in 2015. Of those 26 deaths, 14 died while bedsharing with an adult, five babies died in an unsafe sleep environment (adult bed, on his or her stomach, with soft items like blankets or bedding) and two died while in a prone position (lying face down).

For the first time in eight years, the NEFL Fetal & Infant Mortality Review abstracted details on sleep-related deaths. Nine deaths were reviewed. The abstracts revealed that the majority of the deaths took place at home (78%), while the baby slept with others (55%), in an unsafe sleep location (an adult bed 55%, couch or chair 22%), on soft bedding (89%) and with unsafe items in the bed (89%). The caregivers tested positive for substances at the time of the infant death in 56 percent of the cases reviewed.

The upward trend in sleep-related deaths led the Northeast Florida Healthy Start Coalition to ask one question: Why do parents bedshare? The answer — from more than 600 parents and caregivers in Northeast Florida that completed a survey — is complex. Breastfeeding was the leading cause overall, followed by feeling close to baby and feeling safer with the baby in bed. Some identified sleeping in bed with a parent, caregiver or sibling as safe, while others thought napping with a baby on the chest in a recliner was safe. In Jacksonville’s urban core, parents indicated there was no other place for baby to sleep or that they bedshared due to crime.
Magnolia introduces participants to new activities

The Magnolia Project, a special federal Healthy Start program, introduced their participants to a slew of new activities, classes and resources in 2016. Now in its seventeenth year of service, the Project continues to provide individual-, group- and community-level interventions to reduce racial disparities in birth outcomes, improve women’s health, strengthen family resilience and achieve collective impact. Magnolia focuses on services before, during and after pregnancy for women of childbearing age living in Jacksonville’s Health Zone 1.

Support Health Assessment Relationships and Education (S.H.A.R.E) group classes began in early 2016 for pregnant clients. S.H.A.R.E. is a group prenatal care class that is facilitated by a registered nurse and a nurse practitioner, providing medical care and support.

The Magnolia Project continues to place an emphasis on the social determinants of health, particularly toxic stress. The Project continued implementation of Yoga in the Streets, free classes offered at various locations in the community. The initiative aims to reduce the impact of toxic stress among residents and has shown promising results, with lower blood pressure and improved mood recorded among participants.

Magnolia also grew this year with the opening of the Magnolia Project OASIS, an AGAPE Community Health Center. OASIS, which comes equipped with a juice bar, a yoga room and digital screens in each examining room, focuses on primary care medical services for women of childbearing age in a storefront in the same plaza as the original Magnolia location.

In May, the Project took part in National Women’s Health Week (NWHW). Four days of participant-focused activities culminated with an open house. Participants shared stories about their experiences at Magnolia and afterwards, attendees were able to tour the Project. A representative from the Jacksonville’s Mayors Office was also on hand to deliver a proclamation recognizing May 8th-14th as National Women’s Health Week.

I’m currently in school for cosmetology, I’m more productive and I’m on a much better track in life thanks to the Magnolia Project.

Emily Brownell
MAGNOLIA PROJECT PARTICIPANT

Saving Babies by the numbers

8500 # of pregnant women served
18,563 # of babies born in 2015 in NEF (FDOH VITAL STATISTICS)
8500 # of women who received momcare

Fatherhood by the numbers

782 # of OB/GYN visits to improve screenings
5504 # of babies (0-3 years) served
5504 # of babies born in 2015 in NEF (FDOH VITAL STATISTICS)

# of people that attended barbers for babies
200 # of dads in fatherhood case management

18 # of partners that participated in fatherhood task force
2016 Highlights

INFANT MORTALITY TASK FORCE
In response to high county-level infant mortality rates, several Task Forces gather in communities to find ways to decrease the infant mortality rate and educate the public on the matter.

In Baker County, the Infant Mortality Task Force held its first Dad’s Appreciation Day in Sanderson. The event was received well by the community and vendors who all came out to support dads.

Through the Healthy Babies Initiative, the Clay County Department of Health held a community meeting on Infant Mortality. Several areas of concern were identified that will be addressed by the Infant Mortality Task Force.

The Nassau County Infant Mortality Task Force is currently devising a community action plan to address the substance abuse problem that is contributing to the infant mortality rate in the county.

The St. Johns County Infant Mortality Task Force meets on a quarterly basis to discuss strategies to reduce the infant mortality rate in the county.

NURSE-FAMILY PARTNERSHIP
The Nurse-Family Partnership (NFP) is an evidence-based home-visiting model for first-time pregnant women that is implemented within the Healthy Start program in Duval County.

In 2016, the program served 129 clients and 114 babies. Staff completed more than 1,675 home visits and participated in a National Home Visiting Collaborative Improvement and Innovation Network Project. Ninety-six percent of pregnant NFP participants intended to breastfeed with 71 percent initiating breastfeeding.

MOMCARE
The goal of Florida’s MomCare program is to improve birth outcomes and reduce infant mortality rates through a simplified application for Medicaid, guidance, education and choice counseling services. MomCare is funded by the Florida Agency for Health Care Administration (AHCA) and is managed locally by the Northeast Florida Healthy Start Coalition. In 2016, Medicaid assigned 8,500 clients to the local MomCare Advisors, who contacted each woman and facilitated enrollment into a Managed Care Organization. More than 80 percent of assigned clients were successfully contacted. The MomCare Advisors also link clients with WIC and Healthy Start services, as well as resources for childbirth education, parenting education, nutrition, breastfeeding and other services they may need.

THE AZALEA PROJECT
In 2015-2016, the Azalea Project linked 179 women to services for primary care, family planning, clothing and food. Azalea also provided intensive case management for 45 high-risk, non-pregnant women, which includes education and support to decrease high-risk sexual behaviors and increase access to family planning services to reduce unintended pregnancies. Of the 45 women served, 70 percent of their risks were resolved during their initial contact.

The Azalea Project provides outreach, education and support services to high-risk women of childbearing age. It focuses on substance-involved families whose lifestyle increases their chances of experiencing a myriad of health and social risks, including unsafe sex, unwanted childbearing, poor school performance, poverty, infant mortality, abuse, neglect and involvement with the criminal justice system.

One of my highlights from being a MomCare advisor was when I met a new mom who had just moved to Northeast Florida. Not only was I able to get her connected to the providers that could give her the care she needed, but I was also able to tell her about our Northeast Florida community so that she could take care of, not only her pregnancy, but her entire family.

– Jane Gavan
MOMCARE ADVISOR
Responsible Fatherhood Program

The Coalition’s Responsible Fatherhood program began serving dads in Northeast Florida with case management services beginning July 1.

The U.S. Department of Health & Human Services – Administration for Children & Families awarded the Coalition a five-year grant in October 2015 to provide comprehensive services for fathers in Baker, Clay, Duval, Nassau and St. Johns counties.

The needs of referred fathers are assessed and addressed through a three-tier case management system that includes a text message personalized education and reminder system, peer mentorship, group classes and a variety of community referrals, including but not limited to financial literacy classes, employment assistance and fatherhood training.

These services are available to all eligible persons, regardless of race, gender, age, disability, or religion.

Healthy Families Jacksonville joins the Coalition

The Coalition was awarded a subcontract with the Jacksonville Children’s Commission to administer implementation of the Healthy Families Jacksonville program effective October 1, 2016.

Healthy Families is a nationally-accredited family support and coaching program that helps parents provide the safe and stable environments children need for healthy growth and development. The evidence-based program is voluntarily and participants receive services in their home by specially-trained support workers.

With the Coalition’s focus on preventing infant mortality and Healthy Families focus on reducing child abuse, the merge allows the Coalition to serve pregnant women and babies up to five years old. Families are screened for both programs with the Healthy Start screen.

To be eligible for the Healthy Families program, participants must be pregnant or have an infant less than three months of age; live in a targeted geographic service delivery area; and score 13 or above on the Healthy Start screen.

2016 Highlights

BARBERS FOR BABIES

The Sixth Annual Barbers for Babies took place on August 7th, 2016. Barbers for Babies links barbershops with the community to spread awareness about infant mortality. The event, hosted at the Charles Boobie Clark Park, was home to a four-on-four youth-flag-football tournament, as well as a health fair and backpack/school supply distribution to several hundred families.

FATHERHOOD TASK FORCE

The Northeast Florida Fatherhood Task Force meets monthly to focus the collective fatherhood expertise, training and resources of Jacksonville’s fatherhood programs on targeted projects supporting fathers. The Task Force continues to work to develop goals and strategies to ensure dads in the community have the opportunity to be part of their children’s’ lives.

COMMITMENT TO CHANGE

Several hundred Northeast Florida dads and their family members came out to the Edward Waters College Student Center on Saturday, March 5 to commit to improve their current situation and their relationship with their children. The Commitment to Change Rally, the Northeast Florida Fatherhood Task Force’s inaugural event, featured speakers, a food giveaway, vendor fair and more.
LONG ACTING REVERSIBLE CONTRACEPTIVES PILOT

Several local and state partners are working together to increase access to long acting reversible contraception (LARC) for women on Medicaid. The Coalition’s LARC Discussion Group is currently implementing a pilot that will allow women delivering at UF Health Jacksonville to receive immediate postpartum insertion of an intrauterine device (IUD) or contraceptive implant. Partners include the Florida Agency for Health Care Administration; UF Health Jacksonville; and UnitedHealthCare. The goal of the pilot is to successfully work through the challenges and develop recommendations to allow for statewide implementation.

COORDINATED INTAKE & REFERRAL

The Coalition is leading a Coordinated Intake & Referral initiative in Duval County to develop a local intake system for home visiting services based on the state Healthy Start prenatal and infant screening process. Home visiting programs from across Jacksonville are part of the Coordinated Intake & Referral team, working together to develop a community-based system that allows families to receive the best services for their needs and preferences. It also improves efficiency by minimizing duplication of services, ensuring effective use of local resources and collectively tracking what happens to each family. Funding was received from the Florida Maternal, Infant & Early Childhood Home Visiting to fully develop the system.

SUBSTANCE-EXPOSED NEWBORNS

The Coalition’s Substance-Exposed Newborn Task Force reconvened November 8th with a goal of creating an action plan over the next year for the five-county region due to the high number of infants born in Northeast Florida with Neonatal Abstinence Syndrome, a drug withdrawal syndrome that occurs primarily in opioid-exposed infants shortly after birth. The Task Force will utilize the Florida State Task Force tool kit to create key strategies, using their five-point intervention framework. Each intervention will include county-specific strategies based on data and resources. The final action plan strategies will be carried out by county-specific workgroups.

ADVOCACY EVENTS

Several local legislators joined host Melissa Ross on a special “On The Go!” edition of First Coast Connect April 5th to discuss the 2016 legislative session and children’s issues. The roundtable was an extension of the Jacksonville Kids Coalition’s advocacy planning committee, which holds trainings and events each year to prepare and educate non-profit professionals, volunteers and board members from child-serving agencies to advocate on behalf of Northeast Florida’s children. This roundtable was hosted by the Healthy Start Coalition, Jacksonville Children’s Commission, Jacksonville Public Education Fund, Nonprofit Center of Northeast Florida, United Way of Northeast Florida and WJCT.
In the Community

LEADERSHIP ACADEMY
While healthy eating is vital to an overall healthy life, the challenge many people face is knowing where to purchase healthier eating options. The Make a Difference! Leadership Academy Fall 2015 graduating class created a year-long plan to inform different communities about the benefits of and where to find healthier eating choices. The Leadership Academy is a 16-week course that trains grassroots leaders to make an impact in their communities. The Fall 2015 graduates created and distributed posters and information cards that outlined the benefits of eating healthy and list different locations that accept SNAP/EBT benefits.

BABY BUGGY WALK
Approximately 200 families, volunteers and vendors came out to celebrate healthy babies and families on a beautiful Saturday morning at Friendship Fountain, at the 2016 Baby Buggy Walk in the Park on September 24. The event included a two-mile walk, a health fair, a reading corner, a post-walk family celebration, giveaways, costume- and stroller-decorating contests and more! The third annual Jacksonville Baby Buggy Walk in the Park is a family festival that calls attention to the link between healthy lifestyles, healthy families and healthy babies. The walk takes place during National Infant Mortality Awareness Month, which aims to bring awareness to improving birth outcomes and reducing health disparities.

FEED THE CHILDREN
Hundreds of families affected by Hurricane Matthew received food and personal hygiene items as part of a partnership between the Northeast Florida Healthy Start Coalition, Beaches Emergency Assistance Ministry and Feed the Children on October 21, 2016. Feed the Children provides nourishing meals every day to more than 263,000 children around the world. Items that the families received included: nonperishable foods; fresh fruits and vegetables; razors; hand soap and sanitizer; batteries; and flashlights.

NATIONAL HEALTH CORPS FLORIDA
In Northeast Florida, 23 National Health Corps (NHC) Florida AmeriCorps members are placed each year at non-profits and government sites across the region to help meet critical health needs of children, families, pregnant women and other at-risk segments of the population. NHC Florida AmeriCorps members served 36,511 hours in the five-county region during the 2015-2016 service term. They provided over 35,768 health access and prevention education services and implemented 72 capacity-building services. Of the 19 members that finished the term, seven members stayed in Jacksonville to continue working or to attend school while other members went on to medical school, graduate school, or entered the public health workforce outside of the North Florida area.

“The health of the community’s babies, it really speaks about the health of the community as a whole – the community’s access to health care and other benefits. It’s not just women and mothers who should get behind the Coalition’s mission but everyone. Because if we have healthier babies, it leads to healthier adults.”

— Teleouba Revels
BOARD MEMBER
COALITION OVERVIEW

ADMISTRATION
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Terry Lorince, Chief Program Officer
Erin Addington, Director of Development
Jim Allen, Finance Director
Tracy Claveau, RN, BAN, Director of Family Relations
Shannon Denson, Human Resources Director
Jeral Fennell, Communications & Projects Coordinator
Elizabeth Golden, Executive Assistant
Linda Higgins, Accounting Clerk
Rodnae Johnson, Administrative Assistant & Intake Specialist
Jennifer Larramore, Director of Federal Programs
Lisa Read, Special Community Projects Liaison

AZALEA PROJECT
Mary Pinckney, Case Manager

COORDINATED INTAKE & REFERRAL
Beverly Butler, Project Coordinator

HEALTHY FAMILIES
Marsha Davis, Project Director
Kristin King, Administrative Assistant
Trigana Powell, Intake Clerk

FAMILY SUPPORT WORKER SUPERVISORS
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  Janice Quarterman

FAMILY ASSESSMENT WORKERS
  Katella Albertie
  Cheri Brainard

FAMILY SUPPORT WORKERS
  Bridgett Bruer
  Victoria Campanini
  Devara DeCosta
  Anquinette Evans
  Ashley Ford
  Dorinda Hays
  Pelicia Gault
  Bernice Hernandez-Martinez
  Donna Hicks Bowden
  Earnestine Jackson

MAGNOLIA PROJECT
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Michelle Clark, Team Leader/Supervisor
Patrice Alston, Office & Outreach Assistant
Samantha Conley, Case Manager
Mesha Demps, Women’s Intervention Specialist
LaRonda Howard, Special Projects Coordinator
Vanessa Jefferson, Community Action Network Coordinator
Kimyana Jones, Case Manager
Anna Matthews, Case Manager
Nina Odom, Outreach Specialist
Sabrina Willis, MHC, MS, Freedom Coach
Cheryl Wright, Outreach Specialist

MAGNOLIA PROJECT OASIS
Shakia Davis, Outreach Specialist
Trina Read, Receptionist

MOMCARE
Latoya Brown, MomCare Advisor
Jane Gavan, MomCare Advisor
Lisa Miller, MomCare Advisor
Pamela Toliver, MomCare Advisor

NATIONAL HEALTH CORPS FLORIDA
Dustin Arceneaux, Project Director
Sherry Nelson, Project Coordinator

NURSE-FAMILY PARTNERSHIP
Cyndia Estime, CQI Consultant
Denise Mills-Rountree, Breastfeeding Outreach Coordinator

RESPONSIBLE FATHERHOOD INITIATIVE
Jack Johnson, Project Director
Natasha Morgan, Training & Outreach Coordinator
George Davis, Case Manager
Kathy Irvine, Case Manager
Khali Talib, Case Manager
Anthony Upson, Case Manager

AMERICORPS MEMBERS
Rejoice Asomugha, AmeriCorps Member

CONSULTANTS
Samantha Brewer, Graphic Designer
Lisa Pelle, Quality Improvement
Nancy Perrone, RN, Quality Improvement
Awards

2016 CAROL BRADY COMMUNITY LEADERSHIP AWARD
RECIPIENT: Ashley Smith Juarez
Clinton Health Matters Initiative

2016 PHILIP GILBERT AWARD
for Outstanding Volunteer Service
RECIPIENT: Dr. Guy Benrubi
UF Health Jacksonville

2016 DOROTHY WILSON MABRY AWARD
in Recognition of Outstanding Accomplishments
by a Healthy Start Participant or Grass-Roots Community Leader
RECIPIENT: Denise Mills
2012 Nurse-Family Partnership Graduate
and Peer Breastfeeding Counselor

Coalition Membership

Leslie Allen
Dawn Allicock, MD*
Stephen Baker, PhD*
Guy Benrubi, MD*
Jerusalem Beretket
Jeannie Bowles*
Sherry Buchman, RN
Joy Burgess, RN*
Anthony Butler*
Shelly Crawford, RN*
Alexandria Cue*
Cindy Dennis
Lucinda Deputy
Megan Denk*
Catherine Hardee Drew, PhD, Chair*
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Joann Telfair
Mary von Mohr
Kelli Wells, MD*
*Board of Directors

Your support made a difference!

Thanks you to the following agencies and individuals who have made the work of the Northeast Florida Healthy Start Coalition possible in 2016!

- Dr. Stephen Baker
- City of Jacksonville
- Megan Denk
- The Dorothy Wilson Mabry Family
- Florida Agency for Health Care Administration
- Florida Association of Healthy Start Coalitions/Florida MIECHV
- Florida Department of Health
- Health Federation of Philadelphia
- George Koury
- Kathy Mankinen
- Molina Healthcare
- Cindy Neville
- Kenneth Scarborough
- Sunshine Health
- U. S. Department of Health & Human Services – HRSA
- U. S. Department of Health & Human Services – ACF
- Unitarian Universalist Church of Jacksonville
- United Healthcare

Revenues: YEAR ENDING NOVEMBER 30, 2016

TOTAL $8,537,951

- 66% State Grants
- 30% Federal Grants
- 4% Private Grants & Donations
- 1% City of Jacksonville

Expenses: YEAR ENDING NOVEMBER 30, 2016

TOTAL $7,863,847

- 56% Administration & Staff
- 30% Direct Service Contracts
- 14% Other Operating Expenses
- 0% Other Expenses