2022 Annual Report

Every baby deserves a healthy start
Shifting to an upstream approach

The Coalition has worked for the last 30+ years to reduce infant mortality and celebrates every baby that has lived to reach their first birthday as a result of that work. Infant mortality is a community problem — and it takes a community to solve it. It is critical for partners throughout the region to join in the effort to address the underlying societal and structural root causes of infant mortality and poor birth outcomes. Therefore, while the Coalition continues to provide high quality direct services, it has also shifted to taking an upstream approach to improve long-term outcomes.

We are working with a dedicated, forward-thinking group of partners on the Zero Preventable Deaths Leadership Council to achieve our goals of zero preventable infant deaths and zero disparities. The Council guides the Coalition’s efforts to address the Social Determinants of Health through the implementation its Fetal and Infant Mortality action plan, including monitoring progress of the first Northeast Florida Maternal and Child Health Policy and Research Center established in 2022, supporting plan implementation and developing course corrections. The council members bring value and specific expertise needed to advance progress.

We are working towards eliminating preventable infant deaths one baby at a time. Infant mortality has dropped more than 35 percent in the region and state since 1991. But, there is more work to be done! When one more baby gets to celebrate their first birthday, it is something I hold near and dear to my heart. This work is critical to a vibrant community and we will continue on our mission because EVERY baby deserves a healthy start in life.

FAYE JOHNSON
Chief Executive Officer,
Northeast Florida Healthy Start Coalition

Infant mortality decreases in 2021, racial disparities rise

In 2021, 116 babies in Northeast Florida died before their first birthday, according to the Florida Department of Health. This represents a significant drop from 2020, when there were 128 infant deaths.

The regional infant mortality rate of 6.3 deaths per 1000 live births is more in line with the state (5.9 deaths per 1000 live births) and nation (5.5 deaths per 1000 live births) than previous years. The leading causes of death were prematurity, sudden unexpected infant deaths (sleep-related) and congenital anomalies. There were an additional 118 fetal deaths, or stillbirths.

Rates varied by county, from 0 deaths in Baker County to 7.2 in St. Johns County. Duval County, the population center that often drives the regional rate, dropped from 7.8 to 6.7 deaths.

Despite improvement in the overall infant mortality rate, racial disparities continue to persist: in 2020, the infant death rate for white babies was 4.8 deaths per 1000 live births, compared to 12.8 deaths for black babies. 2021 provisional data shows a growth in the disparity: black babies died at a rate 3.4 times higher than the white rate. Racial equity in birth outcomes is a key focus of the Coalition.
Ongoing Data to Action Work Plan

The Coalition conducted a complete review of all infant deaths in 2018, coupled with a Perinatal Periods of Risk analysis. A multi-year plan based on the results was developed. Objectives focus on policy, awareness, engaging grassroots leaders and collaboration in the zip codes with the highest infant death rates.

A FIMR action plan coordinator is currently responsible for ensuring the activities identified in the Data to Action Work Plan are implemented. Activities currently being implemented include:

- A one-day root causes of infant mortality seminar
- Ongoing social marketing campaign (Hey Mama)
- Engaging grassroots leaders in high risk zip codes (Leadership Academy)
- Co-locating CI&R Family Partners in medical offices
- Increasing reach of CONNECT/CI&R (community health worker model)
- Community doula training

In addition, the Zero Preventable Infant Deaths Leadership Council brings together community leaders to address infant mortality by monitoring plan progress and guiding implementation. The council includes representatives from local leadership in housing, health care, public health, workforce development, government and more.

Healthy Start program continues strong outcomes

Since 1991, Healthy Start has worked to give every baby the best start in life. The program helps pregnant women, babies and their families with services that can help them have a healthy birth outcome. The Northeast Florida program enrolled 1,794 women and babies in 2022, completing 11,399 home visits.

In Northeast Florida, Healthy Start services are provided by six subcontractors: Children’s Home Society, Florida Department of Health Baker, Florida Department of Health Duval, Florida Department of Health Nassau, Inspire to Rise and UF Health Jacksonville. The program continued to have strong birth outcomes and meet performance measures:

- Prenatal Care in 1st Trimester: 62%
- Quit or Reduced Tobacco Use: 76%
- Full Term Births: 81%
- Normal Birth Weight: 80%
- Initiated Breastfeeding: 83%
- Engaging grassroots leaders in high risk zip codes (Leadership Academy)
- Co-locating CI&R Family Partners in medical offices
- Increasing reach of CONNECT/CI&R (community health worker model)
- Community doula training

Each provider consistently met their performance goals with 80 percent or higher each month for: screening mothers for prenatal depression; positive screens referred to a mental health provider; all infants receiving developmental screening; all infants receiving a referral if applicable; and all postpartum mothers receive education on the Family Planning Waiver.

Healthy Start

<table>
<thead>
<tr>
<th>Prenatal services</th>
<th>Infant services</th>
<th>Interconception care services</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,217</td>
<td>8,054</td>
<td>3,903</td>
</tr>
</tbody>
</table>

Healthy Start providers engage and serve community

Throughout 2022, the Healthy Start providers in all five counties have implemented innovative strategies:

- FDOH Duval County holds monthly prenatal support groups. Monthly topics include breastfeeding, yoga and other relevant topics.
- FDOH Baker hosted several Baker County baby showers for expecting and new moms, and participated in Clay County events. The events provide moms with needed resources and serve as referral to CONNECT/Coordinated Intake & Referral.
- FDOH Nassau reaches families through a wide variety of community outreach, leveraging agencies partnerships and opportunities. Examples include literacy events, day cares and local doulas.
- Inspire to Rise presents case with heavy drug use, addiction, abuse or neglect to their Internal Treatment Team to discuss additional substance intervention or outpatient treatment services that may be needed and are available at the agency.
- UF Health Jacksonville provides services to female inmates at Duval County Pre-Trial Detention Center, including care coordination and Parent Cafe classes.
- Children’s Home Society in St. Johns County partners with Alpha & Omega and St. Gerard’s to provide education and services to the pregnant teens at the agencies.
The Coalition is one of four Healthy Start organizations awarded funding from the U.S. Department of Health and Human Services, through the Health Resources and Services Administration (HRSA), to improve maternal and infant health. The Coalition was awarded $500,000 annually as part of the multimillion, five-year effort aimed to help reduce disparities in maternal and birth outcomes and other significant issues detailed in the Catalyst for Infant Health Equity Program.

Although the Coalition has been working for more than 30 years to increase awareness of the high rate of infant mortality locally, the HRSA funding will help go beyond individual-level direct service interventions to policy and holistic systems changes with the intent to alter the social, physical, and economic environment that shapes health behaviors and outcomes.

The HRSA grant will help establish the Northeast Florida Maternal and Child Health Policy and Research Center to advance evidence-based policies to address infant health equity. It will also help NEFHSC expand its outreach efforts focused on improving community systems and services that influence health outcomes.

The Catalyst for Infant Health Equity, is one of four programs receiving HRSA funding to implement the White House Blueprint for Addressing the Maternal Health Crisis, a five-goal report aimed to support safe pregnancies and childbirth, eliminate pregnancy-related health disparities, and improve health outcomes for parents and infants across the U.S.

**Northeast Florida Maternal & Child Health Policy & Research Center**

The Maternal and Child Health Policy Research Center is a grant-supported health initiative founded by the Northeast Florida Healthy Start Coalition, Inc., in 2022. The Center leads the development and implementation of upstream public policies that address maternal and infant health inequities. An intersectional lens examining maternal and infant health inequities will explore health disparities. Through partnerships, the Center will work with MCH and non-MCH providers as advocates, change agents and leaders committed to supporting equity and equality of health justice for infants, children and women of reproductive age.

**Staff Highlight: Policy & Research Center**

Dr. LaVonne Brown, CHES, serves as Center Director. Her doctorate is in Behavior Education and Health Promotion from Jackson State University. In her dissertation, Dr. Brown designed, implemented, and evaluated the food research study, SAVOR—Sisters Adding Fruits and Vegetables Equals Optimal Results. The current focus of her work is advancing policy and evidenced-based research to inform maternal and infant health equity.

A scholar alumnus of the Jackson Heart Study (2015-2017), Dr. Brown is a public health researcher. Her areas of expertise include women’s health, nutrition and obesity prevention. Dr. Brown’s background is advocacy and public school education. This line of work, with children and families, spans 30 years in Florida, Georgia, and Mississippi, and international work in South Korea and Cape Town, South Africa.

Dr. Graham F. Watts, Sr. serves as Center Research Associate. He is a graduate of the University of North Florida (Bachelor’s and Master’s) and The University of Alabama (doctorate).

Dr. Watts is an honorably discharged, Persian Gulf war, U.S. Navy veteran. His previous public health experience includes the Florida Department of Health Tallahassee as the state heart disease and stroke prevention administrator; the Florida Department of Health Duval County as a policy research analyst; and the City of Jacksonville Ryan White Part A program.

Dr. Watts brings experience in health and social services; quality management; program planning; data collection, organization, and analysis; database development; scholarly publications; and system analysis problem solving.
Community health worker model expands home visiting outreach

In Spring 2022, a team of Community Health Workers were employed to conduct targeted outreach to identify pregnant women that are not enrolled in home visitation services through the CONNECT Coordinated Intake & Referral program. CONNECT utilizes the prenatal and infant risk screens and self-referrals to link women, babies and their families with a home visiting program in their area.

Community Health Workers with lived experience were needed to develop trusting relationships and for their ability to engage women in the concentrated areas. Services are focused on two zip codes identified through the Fetal & Infant Mortality Review process as the highest risk: 32209 and 32210.

The CHWs visit local businesses, canvass neighborhoods, coordinate with partner agencies and attend events. In the short time they were active in 2022, they visited over 500 business, churches and schools. The CHWs also surveyed residents on safe sleep, prematurity awareness and health awareness.

Their goal is to identify pregnant women and infants and identify a home visiting program through the Coordinated Intake & Referral process. They also refer women and their families to community resources. The program is funded through Baptist Health Social Responsibility.

CHWs: Connect

163
Initial Intakes completed
1,156
community members surveyed
536
businesses visited

Safe sleep survey

During the month of October, CONNECT Community Health Workers and Family Partners surveyed individuals in Jacksonville on their knowledge of safe sleep in honor of Sudden Infant Death Syndrome (SIDS) Awareness Month. The team successfully surveyed 557 individuals ranging from 16-89 years of age.

The majority of the individuals surveyed lived in 32210 (20%) and 32209 (19.6%), the areas with the highest infant mortality rates in Duval County. Most of those who completed the survey were in the age bracket of 16-38 (62%).

Q1: Have you heard about Safe Sleep for babies before? 60% stated yes while 39.6% answered no.

Q2: Do you agree with the American Academy of Pediatrics advice that babies should sleep on their backs instead of their stomachs or sides? 78.6% agreed while 21.4% disagreed.

Q3: Do you think you should use bumper pads, stuffed animal, and pillows, have blankets, or other soft items in the baby’s bed/bassinet/pack n play? 24.4% stated yes and 75.6% stated no.

Q4: Do you think it is safe to ever share a bed or couch with a baby when you sleep? 22.08% answered yes and 77.92% answered no.

<table>
<thead>
<tr>
<th>County</th>
<th>Initial Intakes completed</th>
<th>Community members surveyed</th>
<th>Businesses visited</th>
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<tbody>
<tr>
<td>Baker</td>
<td>83%</td>
<td>1,156</td>
<td>536</td>
</tr>
<tr>
<td>Clay</td>
<td>71%</td>
<td>557</td>
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</tr>
<tr>
<td>Duval</td>
<td>79%</td>
<td>557</td>
<td></td>
</tr>
<tr>
<td>Nassau</td>
<td>59%</td>
<td>557</td>
<td></td>
</tr>
<tr>
<td>St. Johns</td>
<td>34%</td>
<td>557</td>
<td></td>
</tr>
</tbody>
</table>

83% of referred clients completed Initial Intakes
45% referred to home visiting services

71% of referred clients completed Initial Intakes
33% referred to home visiting services

79% of referred clients completed Initial Intakes
43% referred to home visiting services

59% of referred clients completed Initial Intakes
44% referred to home visiting services

34% of referred clients completed Initial Intakes
47% referred to home visiting services
The Hey Mama social marketing campaign launched in June 2022 with funding from the City of Jacksonville/Kids Hope Alliance. The campaign aimed to raise awareness about infant mortality and health disparities in ZIP codes 32209 and 32210 with Black women & their family members; adults ages 18-34; and influencers of the above, including policymakers, employers and providers. It incorporated powerful images and emotive poetry with facts, research and information in a number of mediums including out-of-home, radio, digital, social media and a variety of grassroots efforts.

The total reach from paid and organic media was 19,362,462. The campaign was successful in engaging the target population by providing education through graphics/images as well as video. Referrals to CONNECT/Coordinated Intake & Referral increased by 12.8 percent.

The NFP program launched in Jacksonville in 2012 as part of the Florida Maternal, Infant, Early Childhood Home Visiting (MIECHV) program. NFP is an evidence-based model that provides intensive case management and home visiting by 11 specially-trained nurses from UF Health Jacksonville for first-time moms from pregnancy until baby is two. The program has since expanded and now serves more than 200 high-risk, first-time mothers in Baker and Duval counties through MIECHV and funding from the NFP National Service Office.

The Hey Mama campaign reaches high-risk zip codes

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More than 70 two-year-olds and their families graduated the NEFL Nurse-Family Partnership program on November 5th, the largest class to-date in the region, state and nation. The graduation highlighted the accomplishments of each family, from attending every home visit to graduating high school or college to most involved dad.

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Seven women graduated from the Fall 2022 class of the Make a Difference! Leadership Academy. The Academy supports the efforts of local residents to make changes in neighborhood factors that contribute to disparities in health and birth outcomes through learning to be community advocates. It aims to change the trajectory of a community through the individuals trained and assisted in the development of a Community Action Plan. This plan outlines a specific project to move a community to action. For their community project, the graduates selected a get out the vote drive.
Brianna Marxmiller is a Recovery Peer Specialist at the ROSE Project. She is a former client of one of ROSE’s partners, Gateway Community Services. Brianna entered Gateway as a mother in recovery in January 2018 and was in the Pregnant and Post-Partum women’s program with her infant son Rhyder.

Brianna lives a beautiful life of recovery with her husband and the five children they share. She always wanted to be a Recovery Peer Specialist and was thrilled to join the ROSE Project team. She is thriving as a new Recovery Peer Specialist and enjoys showing mothers in the program how she has now been clean and sober for five years as of January 18, 2018.

She is grateful to get to walk alongside the participants at the ROSE Project one day at a time. Her life is full of healed relationships and joy and happiness from living sober along spiritual lines. She is truly living out one of her dreams and goals at the ROSE Project.

Seeking Safety serves pregnant and parenting women with substance use

Seeking Safety is a home visiting program that assists mothers who have experienced substance use. Nurse home visitors provide a host of services and resource assistance for expecting and new mothers living in Duval County. The program is funded through the Department of Children & Families state CAPTA Program. The Coalition contracts with the Florida Association of Healthy Start Coalitions to provide services.

Moms enrolled in the program receive one-on-one home visits that help improve the overall quality of life for both mom and child. The home visitors also connect families to resources for housing, utilities, legal aid, counseling, baby supplies, job assistance and other local resources.

Seeking Safety: A Treatment Manual for PTSD & Substance Abuse by Lisa M. Najavits is the evidence-based counseling model used that provides a coping skills approach and integrated treatment that addresses trauma and addiction at the same time.

Pamela Vicars, RN
Nurse Supervisor

Staff Highlight
Seeking Safety utilizes Registered Nurses to implement the program. The Duval County Seeking Safety nurses bring a strong background in case management and maternal and child health.

The ROSE Project launched in June 2021 through funding from the Florida Department of Health and the Overdose Data to Action grant. The program pairs a peer specialist with pregnant and parenting moms to complement the services they are already receiving in a home visiting program and assist with recovery. ROSE also partners with facilities like Gateway Community Services, River Region Human Services and Sulzbacher Village to provide group education and link to care. ROSE is integrated into the Azalea Project, the Coalition’s long-running program and site for substance-using moms and their families.

Services include one-on-one support from a Recovery Peer Specialist; support groups; life skills courses; multiple pathways to recovery; goal planning; and recovery wellness plans for long-term care.

<table>
<thead>
<tr>
<th>The Rose Project</th>
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<tbody>
<tr>
<td>3 certified recovery peer specialists provide support to women</td>
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<tr>
<td>72 women served in program</td>
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Seeking Safety

<table>
<thead>
<tr>
<th>Seeking Safety</th>
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<tbody>
<tr>
<td>944 home visits provided</td>
</tr>
<tr>
<td>143 clients served</td>
</tr>
<tr>
<td>173 plans of safe care completed</td>
</tr>
</tbody>
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Pamela Vicars, RN Traekeshia Gaymon, RN, Nurse Home Visitor
The first cohort of the Magnolia Project community doulas was trained and began serving clients in 2022. The Project received funding in September 2021 for the multi-year initiative through the Health Resources & Services Administration (HRSA). In May 2022, 13 doulas underwent training and certification with partners The Doula Network and BEAM Florida. Project staff began recruitment of clients in the fall with the first babies born with doula support in late 2022. A total of 75 Magnolia Project participants will receive access to a community-based doula through the grant by 2024.

The doulas provide critical support and advocacy for moms prenatally and during delivery. The primary focus is to ensure that pregnant and postpartum women enrolled in the Project access early prenatal care during pregnancy, keep their appointments and receive postpartum family planning and ongoing health care for their chronic physical and mental health needs.

**Community Baby Shower**

The Magnolia Project hosted its sixth annual Community Baby Shower sponsored by State Rep. Tracie Davis on September 24th. 175 pregnant and new moms attended the event at Lake Lucina Plaza, home to the Magnolia East clinic. The baby shower is a free drive-thru and walk up event that provide mothers with the tools they need to raise happy and healthy infants as well as increase awareness for the high infant mortality numbers experienced locally.

The event is held annually during National Infant Mortality Awareness Month to provide families with information and education; HIV screenings; pregnancy tests; COVID-19 vaccines; food giveaways; heart healthy education; infant mortality information; and baby items.

**Magnolia Project utilizes community doulas to improve birth outcomes**

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**Beyond clinic walls: Building a network in the community**


During my AmeriCorps term, I served as a patient navigator at Sulzbacher, a Federally Qualified Health Center that primarily serves people experiencing homelessness and the uninsured. My responsibility was to enroll patients in Patient Assistance Programs (PAPs), bringing in over one million dollars in free medications annually. The range of medications is vast. Without PAP, patients wouldn’t have access to these medications that are necessary for their treatment.

I also volunteered at the New American Welcome Center, helping immigrants study for their U.S. citizenship test. We identified students that were in need of medical services, and I assisted them in getting care at Sulzbacher. It is here I truly became a navigational tool between the patient and their health care services.

I came to realize that providing access to healthcare is much more complex than I assumed. You can build the best free clinic but if patients don’t know where to look, don’t have time off work to go, or don’t have access to transportation, that free clinic becomes less accessible. By creating a broader network and building connections with other organizations outside of the clinic, we are able to begin to tackle some of these barriers and serve patients more intimately to better their health and wellbeing.

**National Health Corps AmeriCorps**

- 22,632 hours of services provided
- 9,746 units of service provided
- 26 members served

**Magnolia Project**

- 653 case management clients
- 1605 clinic clients from zip codes 32208, 09, 11 and 77
- 13 community doulas trained
Men’s Health Week

Fatherhood PRIDE celebrated Men’s Health Week June 13-19th by hosting health screenings and scheduling wellness visits for men in conjunction with The Magnolia Project and Agape Family Health Center. Men’s Health Week partners also included THE PLAYERS Center for Child Health at Wolfson Children’s Hospital and THE PLAYERS Championship.

On "Men’s Day Monday," several of THE PLAYERS Red Coats and members of THE PLAYERS team went to the Magnolia East office to get a health screening to demonstrate their support of Men’s Health Week and Fatherhood P.R.I.D.E.

Coalition staff at each location also raised awareness for men’s and boys’ health issues by wearing blue to work on Friday, June 17th for #ShowUsYourBlue Day.

Fatherhood services expand to Healthy Start

Fatherhood services are expanding region wide to dads and father figures of moms and babies enrolled in the state Healthy Start program. Dads will receive face-to-face services from a Fatherhood Coach using the evidence-based 24/7 Dad curriculum.

The services will be part of the Coalition’s broader Fatherhood PRIDE (Parental Responsibility Inspiring Dads Everywhere) program. Fatherhood PRIDE addresses the comprehensive needs of fathers and improves their relationship with their children by increasing fatherhood responsibility, financial self-efficacy and job-driven workforce development.

Fatherhood PRIDE also provides case management and group education through funding from the Jim Moran Foundation in Duval County. A community liaison provides infant mortality, safe sleep and shaken baby education program in Duval County through funding from the Kids Hope Alliance/City of Jacksonville.

Our supporters

Thanks you to the following agencies and individuals who have made the work of the Northeast Florida Healthy Start Coalition possible in 2022!

- Baptist Health
- Carol Brady
- City of Jacksonville, Kids Hope Alliance
- CompassMSP
- Megan Denk
- The Dorothy Wilson Mabry Family
- Pauline Drake
- Florida Agency for Health Care Administration
- Florida Association of Healthy Start Coalitions
- Florida MIECHV
- Florida Blue
- Florida Department of Health
- Harvey’s Community Bag Program
- Health Federation of Philadelphia
- Health Planning Council of Northeast Florida
- Healthy Start MomCare Network
- Humana
- Jack and Jill of America
- Jacksonville Port Authority
- Jim Moran Foundation
- Kathleen Mankinen
- Nurse Family Partnership National Service Office
- PGA Tour/THE PLAYERS Championship
- Simply Healthcare
- Sunshine Health
- TECO Energy
- U. S. Department of Health & Human Services
- Walgreens/Giv.io Charitable
- Walmart
- Wolfson Children’s Hospital

Fatherhood services expand to Healthy Start

- 95 fathers served in case management
- 80 dads received fatherhood education and parenting information
- 65 dads receiving employment services or employed for 6 months
Who We Are

ADMINISTRATION
Faye Johnson, Chief Executive Officer
Erin Addington, Chief Operating Officer
Cathy Dupont, Community Advocacy & Leadership Director
Elizabeth Golden, Office Assistant

CONNECT: COORDINATED INTAKE & REFERRAL
Beverly Butler, Program Director
Nia Alexis, Family Partner
Latoya Brown, Family Partner Team Lead
Lisa Cunningham, Family Partner
Rodnae Johnson, Community Liaison
Ebony Mayhag, Family Partner
Lisa Miller, Family Partner

CONNECT: COMMUNITY HEALTH WORKERS
Shakela Curtis, Community Health Worker
Roslyn Parker, Community Health Worker
Kara Ramesar, Team Lead
Phyllis Smith, Community Health Worker

FATHERHOOD PRIDE
Jack Johnson, Project Director
Kima Morales, Program Supervisor
Nikolas Duke, Case Manager
James Neeley, Community Liaison
Sylvester Rucker, Case Manager

HEALTHY START
Tiffany Knight, Program Director

MATERNAL & CHILD HEALTH POLICY & RESEARCH CENTER
LaVonne Brown, Director
Graham Watts, Research Associate

MAGNOLIA PROJECT
Marsha Davis, Project Director
Lacrecia Anderson, Data Entry Clerk/Community Health Worker
Michelle Clark, Team Leader/Supervisor
Earnestine Jackson, Case Manager
Antionette Martin, Women’s Intervention Specialist
Celestine Mills, CAN Coordinator
Nina Odom, Outreach Specialist
Annie Thomas, Case Manager

NATIONAL HEALTH CORPS FLORIDA
KaTori Roussel, Program Director

NURSE-FAMILY PARTNERSHIP
Trina Reed, Program Manager

SEEKING SAFETY
Pamela Vicars, Nurse Supervisor
Traekeshia Gaymon, Nurse Home Visitor

ROSE PROJECT
Katherine Johnson, Program Supervisor
Sandra Gates, Recovery Peer Specialist
Brianna Marxmiller, Recovery Peer Specialist

CONSULTANTS
Samantha Brewer, Graphic Designer
Robert Christopher, Nurse Supersvisor
Tracy Claveau, FIMR Coordinator
Janet Jones Dukes, FIMR Action Plan Coordinator
Cynthia Nixon, Accounting Services
Lisa Pelle, Quality Improvement
Cheryl Wright, Make a Noise, Make a Difference intervention
DCSI, HR Consulting
James Moore & Company, Accounting Services
Ruckus, Make a Noise, Make Difference social marketing

DIRECT SERVICE PROVIDERS
Children’s Home Society
Florida Department of Health Baker
Florida Department of Health Duval
Florida Department of Health Nassau
Inspire to Rise
UF Health Jacksonville

2022 Coalition Membership
Nicole Alexander, MD
Linda Forde, Treasurer
Meaghan Crowley
Megan Denk
Pauline Drake, Esq., Chair
Mark Hudak, MD, Vice Chair
Carol Neil, PhD, Secretary
Teleauba Revels
Jason Roth
Judge R. Anthony Salem
Stephanie Thomas
Kortney Wesley
Tyree Williams

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Northeast Florida Healthy Start Coalition, Inc.
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