

APALACHEE CENTER, INC
EASTSIDE PSYCHIATRIC HOSPITAL
COMMUNITY NEEDS ASSESSMENT
2019



I. Apalachee Center, Inc.

Mission Statement: It is the mission of Apalachee Center, Inc. to empower persons served to improve the quality of life for themselves and their families through the provision of quality behavioral health care with unrelenting attention to clinical excellence and safety.

Vision: It is the vision of Apalachee Center, Inc. to serve as an integral component of the community's healthcare system.

Core Values:

- *Integrity:* We embrace the highest standards of behavior and promote honesty, responsibility and fairness in all of our relationships.
- *Respect:* We treat those we serve and each other with dignity, respect and compassion.
- *Team Work:* We respect the professionalism and contributions of our coworkers, value diversity and recognize that people are one of our greatest assets.
- *Excellence:* We strive to always provide the highest standard of care in everything we do.
- *Safety:* We take the safety and security of our clients, staff and all persons we come in contact with seriously. Safety is a part of all we do.

Organizational Goals:

- *Leadership:* "To provide direction and engagement in the development of an organized and flexible framework for delivery of quality clinical services including planning, directing, financing, coordinating, implementing, and ongoing improvement of our services, performance and productivity that is responsive to the needs of our clients and communities and ensures organizational stability and viability."
- *Safety / Environment of Care:* "To provide a safe, secure and therapeutic environment for those persons served by, or working in, the Organization."
- *Human Resources:* "To recruit and retain qualified and competent staff and to foster continuing education and skill development to support personal growth and organizational development."
- *Information Management:* "To obtain, manage, and use information and data to enhance and improve individual and organizational performance."
- *Client Rights:* "To recognize and respect the applicable rights of each person served

and to meet or exceed each client's expectations."

- *Service Delivery:* "To provide safe, accurate and appropriate assessment, excellent clinical care and treatment based on current best practice models which support a positive client outcome."

II. Description of the Community served

Eastside Psychiatric Hospital (EPH) provides short-term comprehensive psychiatric inpatient treatment to persons experiencing an acute mental health crisis. EPH's service area, which covers 5,554 square miles, includes Franklin, Gadsden, Jefferson, Leon, Liberty, Madison, Taylor, and Wakulla counties. With the exception of Leon County, the service area counties are primarily rural, agricultural, fishing, and forestry areas (refer to Attachment 1 - Service Area Map).

Located within Leon County is Tallahassee, the State Capital, wherein reside the State Government offices, two universities (Florida A&M University and Florida State University), and a community college (Tallahassee Community College).

The estimated population of the service area as of 2018 was 449,516 persons with Leon County accounting for 65% of the total population (Florida Association of Counties Statistics). Leon County is the only county within the service area that is considered a Standard Metropolitan Statistical Area (SMSA), i.e., containing 100,000 or more persons. The density rate (persons per square mile) of all the service area's counties is significantly lower than the statewide rate (393). Only Leon County's density rate of 438 approximates that of the State (Florida Association of Counties Statistics).

Seven (7) of the eight counties had a higher percentage of persons living below the poverty level than the State (14.1%) as a whole. The counties range from a low of 18% (Jefferson County) to a high of 28% (Madison County) of persons living below the poverty level. All eight (8) of the counties had per capita personal incomes below the State figure of \$47,684 ranging from a high of \$42,862 in Leon County to a low of \$23,311 in Liberty County (Florida Association of Counties Statistics).

Five (5) of the eight (8) counties had an unemployment rate (Gadsden 4.6, Jefferson 3.7%, Liberty 3.8%, Madison 3.9%, and Taylor 3.8%) beyond that of the State (3.6%) (Florida Association of Counties Statistics).

The factors of poverty, low per capita income, and unemployment are all problems within the service area that represent potential barriers to service utilization by affected persons (please refer to Attachment 2 - Selected Population Statistics). Financially challenged clients, having

limited transportation resources to pursue services, have traditionally found services to be less accessible. Furthermore, these low-income clients cannot pay for services, necessitating that Federal and State funds be available to subsidize services to them. The above service area profile statistics have remained fairly steady during the last three (3) periods of census tract study, indicating that the demographic and socio-economic factors will remain constant for Agency planning purposes.

The variety of external influences which impact on the Center's ability to deliver services include the range of social, political, economic, and geographic factors presented above. Also affecting the Center's service delivery capability is the amount of financial resources available as well as the limited extent of other similar services available in the service area.

One of the major factors influencing Apalachee's service delivery capability is the size and diversity of its geographic service area. The provision of consistent levels of service across a 5,000 square mile service area poses obvious transportation barriers for local staff and clients. The availability of generalized outpatient services can be offered throughout the area; however, specialized services (e.g., Inpatient Services) requiring high overhead costs can require traveling considerable distances. Apalachee has decentralized as many services as possible while also attempting to improve the access to more centralized programs by use of law enforcement, natural support systems, and staff transportation, where feasible. The density of the service area also poses particular problems for the planning and delivery of mental health services. The center of the service area (Leon County) is a fairly urbanized SMSA with a population of over 292,000 persons. The remaining seven (7) counties of the service area comprise a population of approximately 157,000 persons. The juxtaposition of urban and rural populations and influences presents two fairly different sets of client needs and problems. To the extent possible, Apalachee has attempted to address this situation through the provision of services to each county through local facilities staffed by indigenous personnel.

The large geographic area also affects how Apalachee is impacted politically. Having a service area comprised of eight (8) counties means that relationships must be developed and maintained with eight (8) county commissions, eight (8) sheriff's departments, and numerous other municipal officials and public officers. To the extent possible, Apalachee attempts to keep the responsibility for liaison work with these groups to as few persons as possible to keep misunderstandings to a minimum. The Chief Executive Officer is primarily responsible for all contact and presentations to county commissions as well as maintaining linkages with and flow of information to community service provider agencies. Since local county governments are required by state law to financially participate in the community mental health system (every three state dollars requires one matching local dollar), the maintenance of appropriate linkages and coordination with local governmental agencies becomes a critical task.

Apalachee is, of course, impacted enormously by the political and legal influences exerted by the massive amount of federal and state legislation passed during the past twenty years. The Substance Abuse and Mental Health (SAMH) Program Office of the Department of Children and Families (DCF) has promulgated numerous rules and regulations within which all Center programs and services must operate. Further, the SAMH program staff has developed comprehensive monitoring standards and manuals based upon state statutes, rules, and regulations. In 2012, DCF began contracting with private, non-profit Managing Entities across Florida to have one single agency in each region manage local contracts for substance abuse and mental health services. In 2013, Big Bend Community Based Care (BBCBC) became the Northwest region's Managing Entity.

Economic factors are the remaining external element affecting the service delivery capability of Apalachee. The availability of financial resources for the funding of services, both from governmental and private sources, is a definite deciding factor in the quantity and range of services that can be offered. Public funding is essential to continue to support services for the high-risk populations that, even more than before, are unable to pay for their services.

EPH's primary service area encompasses the eight (8) counties of Department of Children and Families Circuits 2 & 3. The Agency serves as the area's primary, comprehensive community mental health center (CMHC). EPH's broadly defined target population includes children and adolescents (age 6-17), adult, and elderly persons experiencing mental health / psychiatric-related disabilities. Through contractual / licensure arrangements with the State of Florida, Department of Children and Families (DCF), EPH serves as a designated private Baker Act receiving facility.

III. Description of the process and methods used to conduct the CHNA.

Apalachee Center, Inc. Community Survey

Pursuant to the Apalachee Strategic Plan development process, a biennial community survey of key informants is carried out to solicit input and feedback regarding operations and to obtain suggestions for improvement and identification of community needs that we may be able to address. The most recent community survey was conducted in 2017. Questionnaires are distributed to key informants at community agencies within the eight-county area as well as to other individuals identified by Apalachee program directors and clinical supervisors.

Approximately 63% of respondents to the 2017 Community Survey reported they recently had contact with Apalachee staff to coordinate services or collaborate on a mutual client.

Twenty-one (21) respondents provided suggestions to the question of "*How can Apalachee better serve your agency or the community?*" Recommendations included:

1. Providing community outreach to discuss Apalachee's different programs,

2. More APRN availability in the clinics,
3. Keeping Case Management positions filled, and
4. Improved referral process.

Twenty-three (23) respondents also provided feedback to the question, “*What behavioral healthcare needs exist in the community that are not currently being met by any provider?*” Needs identified included:

1. Easier access to resources such as medications,
2. Services for youth and students, and
3. Crisis intervention services.

Law Enforcement represented the largest group of respondents (23%) followed by Social Service agencies (13%). Consumer Advocacy Agencies, medical practitioners, and Assisted Living Facilities represented approximately ten (10%) each. The school system, hospitals, pharmacies, and agencies such as courts and detention facilities represented 6% of the respondents.

Program Directors and/or Clinical Supervisors were requested to make personal contact with the Respondents who requested follow-up communications to pursue the suggestions / comments. Apalachee’s strategic planning goals are in alignment with the needs identified in the Community Survey.

Tallahassee Memorial HealthCare Community Health Survey

Apalachee Center, Inc. entered into a contract with Tallahassee Memorial HealthCare (TMH) to manage TMH’s Behavioral Health Services in 2015. As such, Apalachee was a stakeholder/participant in the Tallahassee Memorial HealthCare Community Health Needs Assessment survey process and collaborates closely regarding behavioral health issues that impact the community. As an active community partner of TMH, Apalachee Center was provided with the data/results of TMH’s Community Needs Surveys. A primary goal of the assessment process was to involve the community in every phase of the assessment, including planning, data collection, evaluation, identification of health issues and community strengths, and the development of strategies to address identified problems. Community involvement helps to ensure that the true needs of the community are identified, accurately represented, and addressed.

To fully understand the community’s perspective on health and determine what health issues the community considers to be most important to address in the coming years, a variety of people were involved in the assessment process. Tallahassee Memorial HealthCare, along with representatives from partner agencies (such as Apalachee Center, Inc.) and community representatives, worked collaboratively to complete the community health needs assessment. A broad representation of county residents and staff from strategic agencies and organizations that have a solid understanding of the county and services available were recruited to participate.

Community Health Needs Survey-Stakeholders

The process began in January 2019 with Stakeholders/Partners completing a Community Health Needs Survey. Questions to the Stakeholders were:

1. *What do you think are the 5 most important issues that affect health and well-being in our community?* Out of the 12 issues identified by Stakeholders, Mental Health ranked number 2 overall (behind Access to Health Services)
2. *What are the barriers to the population you serve?* Transportation and Limited education/low health literacy tied as the top barriers, followed by Access/Provider and Healthcare system issues.
3. *Is there one locality/neighborhood with the greatest unmet need? If so, why?* The “southside” of Tallahassee and the area which includes “Highway 20”/32304 were identified due to poverty and racial disparities; Rural areas such as Gadsden, Jefferson, and Wakulla counties were listed third, due to limited access/providers, transportation, and poverty; Communities with Title 1 Schools were next, due to poverty issues.
4. *Is there one population group with the greatest unmet need? If so, why?* Seniors and individuals with a low-income were identified, as well as children, racial/ethnic minorities, and women/single mothers.
5. *If we could make one change as a community to meet the needs and reduce barriers, what would that be?* Suggestions included paying more attention to at risk populations, affordable, quality healthcare access for all, coordinated healthcare solutions, less complicated healthcare.

Community Health Survey- Individuals

Between 1/29/19 and 3/22/19, the Tallahassee Community Health Survey was completed by individuals in the community. Potential survey respondents were alerted regarding the survey through local media outlets, Facebook, e-mail, and cards/flyers at providers offices, clinics, churches, and community events. A sample (non-probable) of residents of Leon, Gadsden, Jefferson, and Wakulla counties completed the survey via face to face interviews (facilitated by volunteers and/or staff at TMH sponsored events and other sites serving the targets of special interest including low-income/uninsured residents, racial and ethnic minorities, seniors, and persons living with chronic illness and/or serious long term health problems.

Survey Instrument Design

The Community Health Survey consisted of 51 questions about various health topics. The survey had nine sections: 1) Access to medical and dental care; 2) Health insurance status and source; 3) Use of preventive health services; 4) Health status; 5) Healthy and health-risking behaviors; 6) Mental Health and emotional well-being; 7) Social engagement; 8) Community perceptions; and 9) Demographic characteristics. Questions were primarily multiple choice, with select open-ended opportunities.

Survey Population

There were 1,438 individuals from the counties targeted by TMH who participated in the survey. Eighty-six percent of the respondents were from Leon County, 6% from Gadsden County, 14% from Wakulla County, and 3% from Jefferson County. In regard to race/ethnicity, 66.3% of the respondents were Non-Hispanic White, 24.5% were Black, Afro-Caribbean, African-American, and 9.2% “Other”. The majority of respondents were female

(77.4%) with 21.4% male, and 2% Non-binary/third gender. Participants ranged in age from 19 to 94, with the average age being 52.5 years. The largest group of respondents was age 65 and older (33.5%), followed by 35-54 (24.5%), 20-34 (21.8%) then 55-64 (18.8%).

Findings: Out of the twelve choices provided under the “Community Perceptions” section, respondents ranked “Mental Health” issues as the 4th most important healthcare issue in the community (Access to Health Services, Preventative Health Services, and Nutrition/Physical Activity/Obesity ranked 1-3 respectively). 11.5% of the respondents stated that they have been diagnosed by a physician with depression or anxiety, and another 2.9% with “mental health problems”. In regard to experiencing “stress” during the last 30 days, 37.8% of respondents reported feeling “very much” or “quite a bit” of stress, with another 20.8% reporting feeling “somewhat” stressed. Stress was defined as feeling tense, nervous, anxious/not sleeping at night because their mind is troubled. A little over 6% percent of respondents stated that mental health care is “hard to get” and about half of the individuals (55.9%) receive their behavioral health and substance abuse services from their physician or counselor. The number of respondents who stated they have had a “mental health” visit in the last year was 7.2%. Barriers to receiving any type of healthcare needed included long waits for appointments (15.9%), cost too much (15.8%), even with insurance it costs too much (14.3%), lack of evening weekend services (11.3%), and “I’m too busy” (10%).

Focus Group Discussions

Lastly, Focus Group Discussions were also held in March 2019 by Golden Rod Consulting, LLC for Tallahassee Memorial HealthCare with a Title 1 School, The Safe Kids Big Bend Coalition, and a Latino/Spanish speaking group. Individuals were trained as assistant facilitators, questions were translated into Spanish, and discussions were recorded manually and by audio recorder. Focus Group Questions included:

1. *In one or two words, what does health mean to you?*
2. *What healthcare resources, programs, and services help you/those you serve stay healthy?*
3. *How do you know where to refer those you serve for resources, programs and services?*
4. *What keeps you/those you serve from being healthy?*
5. *What are the best ways to help people know about existing resources, programs, and services?*

There were nine areas/themes identified based on answers provided during the focus groups: Access to quality healthcare, prevention, cultural competency, mental health, access to transportation, food and health desert on the Southside, language barriers, lack of awareness, and social isolation (seniors). In regard to Mental Health, the Focus Groups noted that there is a need for more awareness of signs of mental health issues in children, a need for more mental health services for families, and more awareness to mental health and its connection to lifestyle, eating choices, and overall health.

Mental Health Council of the Big Bend (MHC)

The Mental Health Council of the Big Bend (MHC) is a group of 21 stakeholder organizations

including universities, healthcare providers, healthcare funders and advocacy groups of people with lived experience concerned with behavioral health services in Florida's Big Bend Region that has been meeting since 2015. The CEO of Apalachee serves as the Chairperson of the council. The goal of the MHC is to foster an evidence-based approach to the provision of mental health and substance abuse services and to provide a "think tank" for stakeholders in this region. The council has met monthly since 2015 to gather, review and summarize information related to mental health in the region. In 2016, the MHC became the Behavioral Health subcommittee of the Leon County Health Department's Community Health Needs Assessment Action Planning Committee. The MHC is the only entity in Leon County comprised of behavioral health subject matter experts and related stakeholders that is dedicated specifically to employing a data-driven approach to assimilating behavioral health services in Florida's Big Bend region.

In January of 2018, the MHC prepared a white paper regarding the state of mental health in the region, based on four studies conducted during the previous two-year period in the region. Some of the findings include:

- Leon County residents reported above average levels of stress and anxiety across all demographic groups. Residents of Frenchtown, South Leon County, and South City experienced greater than average (both state and national) levels of stress and anxiety and use the emergency rooms to address these issues.
- Mental health service user rates in the region were found to be lower (20%) than those found in Florida overall.
- Data suggested that there is a lack of psychiatric prescribers as well as low public awareness of the availability of behavioral health treatments available.
- A large percentage of medical providers in the region reported they do not have a comprehensive list of resources of mental health and substance abuse providers. They also reported they would be willing to participate in continuing medical education regarding behavioral health issues and behavioral health integration.
- Both the general public and primary care physicians indicated a lack of information and education regarding available community resources and how to access them.

Based on their findings, the MHC is committed to working on several initiatives, some of which include:

- Continuing to gather and share data regarding behavioral health issues in the community,
- Engaging the community by holding "Be Kind to your Mind" events to keep an ongoing dialogue in the community regarding mental health, especially in the targeted areas such as South City, Southern Leon County, and Frenchtown,
- Expand the pool of mental health clinicians in the community. This includes supporting the discussions regarding the Florida State University College of Medicine establishing a psychiatric medical residency program within Apalachee Center and Tallahassee Memorial HealthCare. Also, The Florida State University School of Nursing commencement ceremonies were just completed for its second class of psychiatric APRNs. Also, the referral data pool managed by 211-Big Bend and FSU, previously funded through United Way of the Big Bend, currently operational, is now transitioning to MHC website.

- Educating the community. This includes developing Mental Health Awareness videos which will be offered for use to primary care physicians and posted on social media during Mental Health Awareness month. They are also planning a CME event regarding Behavioral Health for local physicians to be held later this year.

IV. Summary and Analysis

As noted above, Access to Health Services was listed as the area of greatest concern by stakeholders and individuals participating in the Tallahassee Memorial Healthcare surveys, as well as the Focus Groups. Mental Health was listed as the second greatest area of concern by stakeholders, 4th most important by individuals completing surveys, and was also identified by the Focus Groups as an issue. Apalachee Center, Inc.'s Community Survey also identified access issues regarding behavioral health medications, children's services, prescribers of psychiatric medications as areas of need, as well as additional outreach regarding available behavioral health services. Finally, the Mental Health Council of the Big Bend has also identified knowledge of and access to behavioral health services as a need, especially in terms of psychiatric prescribers.

Secondary Data: Behavioral Health

Poor mental health is often associated with health risk behaviors such as substance abuse, tobacco use, poor nutrition, and physical inactivity. Depression has also been linked as a risk factor for chronic illnesses such as hypertension, cardiovascular disease, and diabetes – negatively affecting the management of these conditions.

The 2016 Florida Behavioral Risk Factor Surveillance System (BRFSS) data report notes that 11.2 percent of Leon County adults reported that they had experienced poor mental health on 14 or more days in the past month (an increase from 8% in 2013). The county's rate was close to the state's average of 12.9 percent. Other counties in the Apalachee Center Inc.'s service area that reported an increase in percentage of adults with poor mental health were Jefferson, Liberty, and Taylor. The percentage of adults in Florida who reported having a depressive disorder in 2016 was 14.2%. Again, a higher percentage of adults in six out of the eight counties serviced by Apalachee reported having a depressive disorder (Wakulla 19.5%, Liberty 18.2%, Leon 17.4%, Franklin 16.5%, Madison 15.4%, and Taylor with 14.8%). Only Gadsden and Jefferson were below the state rate (11.8% and 9.8% respectively).

Among youth ages 12-17 in Florida, the annual average percentage with a major depressive episode between 2013-2017 has increased to 12.5% (up from 8% during 2004-2008). (SAMSHA Center for Behavioral Statistics and Quality, National Survey on Drug Use and Health 2013-2017).

The Florida High School Youth Risk Behavior Survey conducted by the Centers for Disease Control and Prevention in 2017 found that 27.8% of high school adolescents (grades 9-12) felt sad or hopeless almost every day for a period of 2 weeks or more. The 2017 Middle School Health Behavior Survey from the Florida Department of Health found that 23.2% of students grades 6-8 felt sad or hopeless almost every day for a period of 2 weeks or more.

Suicide

As noted by the Centers for Disease Control and Prevention (CDC), suicide risk is higher among people who have experienced violence, including child abuse, bullying, or sexual violence. Protective factors like family and community support, or “connectedness”, and easy access to health care can help decrease the risk for suicidal thoughts and behavior. It is the tenth leading cause for all deaths in the United States, the second leading cause of death for individuals ages 10-34, the fourth leading cause for ages 35-54, and the eighth leading cause for people ages 55-64.

The state of Florida has seen an increase in the number of suicides during the last 10 years. The Florida Vital Statistic report indicates that in 2008, there were 2,723 (14.6 per 100,000 population) and in 2018, there were 3,552 (16.9 per 100,000 population). In 2018, 61 deaths were caused by suicide in the 8 counties served by Apalachee Center, Inc. (13.6 per 100,000 population). The highest number (34) occurred in Leon County and the lowest in Madison County (1). The counties with a suicide rate higher than the state average (per 100,00 residents) was Taylor at 26.9 (6 suicides), Liberty at 22.4 (2 suicides), Wakulla at 21.9 (7 suicides), and Franklin at 16.7 (2 suicides).

Per the Florida High School Youth Risk Behavior Survey conducted by the CDC in 2017, 13.8% of high school youth seriously considered suicide during the preceding 12 months, with 7.6 percent attempting suicide. The 2017 Middle School Health Behavior Survey found that 16.8 percent of students grades 6-8 had seriously considered suicide in the preceding 12 months, with 7.3 percent attempting suicide.

Substance Abuse

Alcohol and substance abuse can negatively impact our personal lives and the community in a variety of ways. Unintentional injuries including automobile accidents and liver disease are two of the most frequent consequences. Substance abuse can have a dramatic impact on families as well as the community. Substance abuse can contribute to public health problems such as crime, domestic violence, homicide, physical fights, child abuse, and suicide. The amount of drug overdoses and drug poisonings in our community indicate the amount of drugs that are accessible.

In 2015-2017, there were 68 drug overdose deaths in Leon County (46 in 2012-14). Deaths corresponded to an age-adjusted rate of 8 deaths per 100,000 population. Statewide, there were 12,859 drug overdose deaths compared to 7,705 in the previous data collection period. The state rate was 21.0 deaths per 100,000 population. According to the Centers for Disease Control and Prevention, Florida had the 17th highest rate of drug overdose deaths in the nation in 2017 and experienced a statistically significant increase from the previous year (17%).

The Florida Department of Health (County Health Profile) indicates that 20.4% of adults in Leon County engage in heavy or binge drinking (State: 17.5%). At the state and county levels, non-Hispanic Whites were more likely to engage in excessive drinking than non-Hispanic

Blacks. Among racial/ethnic groups and sexes, non-Hispanic White men were more likely to report that they engaged in heavy or binge drinking.

Of the population age 18-44 that reported heavy or binge drinking among individuals, Leon County was the only county in the eight-county service area which exceeded the state rate (30.3%; State: 23.1%); there were three counties in which individuals age 45-64 reported heavy or binge drinking exceeded the state (Franklin: 36.8%; Wakulla: 20.3%; Taylor: 19.3%; State: 17.2%). In Franklin, Gadsden, Jefferson, Liberty, Taylor, and Wakulla counties, individuals making an annual income of \$50,000+ were more likely to report that they engaged in binge or heavy drinking. Whereas, individuals in Leon and Madison who made an annual income between \$25,000 and \$49,999 were more likely to report engaging in heavy or binge drinking (Florida BRFSS 2018).

Health Insurance/Access to Health Care Services

Access to health care services is an important determinant of health status and continues to be a central focus for health policy in Florida. The availability of care is not a true reflection of meeting health care needs unless there is access to that care by all segments of the population. Traditionally, low income, uninsured people report the most difficulty in accessing health care resources. While many factors contribute to chronic disease and poor health outcomes, expanding health coverage can provide an important step in improving health by supporting individuals' ability to access preventive and primary care, as well as, ongoing treatment of health conditions.

Health insurance coverage is critical to accessing medical care in the U.S. health care system. Coverage options vary dramatically in terms of what services are covered, what providers are covered, and what portion of the cost is patient responsibility. According to the 2016 Florida BRFSS Data Reports, the percentage of individuals having any type of insurance across the state was 83.7%. Six of the eight counties served by Apalachee Center, Inc. reported a higher percentage of insured individuals than the state (State: 83.7%; Leon: 91.1%; Madison: 88.7%; Franklin: 87.9%; Jefferson: 87.1%; Taylor and Madison: 86.7%; Gadsden: 84.3%). Liberty County had the lowest percentage of individuals with any type of insurance (81.5%). Among racial and ethnic groups, Non-Hispanic Blacks were more likely to not have insurance in seven of the eight counties served – Madison had a higher percentage of Non-Hispanic Blacks than Non-Hispanic Whites.

Responses to the community health survey indicate that 68% of respondents in Leon, Gadsden, Jefferson, and Wakulla counties had privately-purchased or employer-provided health insurance. Approximately 19% reported that they were covered under Medicare and 5% under Medicaid. A little over 5% of the respondents reported not having any sort of insurance.

Medicare and Medicaid

Medicare is provided to people age 65 and older, some disabled people under age 65, and people of all ages with End-Stage Renal Disease (permanent kidney failure treated with dialysis or a transplant). Compared to the rest of the population, Medicare beneficiaries require

more health services, and many of these services are expensive. There has been an increase in the number of Medicare hospital / medical enrollment from 2012 to 2017. From 2012 to 2015, the number of Original Medicare enrollees increased by about 4%. While the number of Medicare Advantage and other health care plans rose by 46%.

Medicaid is the primary source of insurance coverage for Florida residents, especially children, who fall within the low-income bracket. The median monthly Medicaid enrollment of the Florida population was 3,8846,917 individuals (18.4%). Five of the eight counties Apalachee Center, Inc. serves had a percentage of Medicaid enrollees that was statistically, significantly different than that of the state rate (Leon: 14.1%; Gadsden: 25.7%; Madison: 24.6%; Taylor: 23.4%; and Wakulla: 13.2%). The other three counties had median monthly rates comparable to that of the State (Franklin:19%; Jefferson: 18.8%; Liberty: 17.8%).

Emergency Department Visits

Local hospital emergency department utilization can be a good indicator of the accessibility and availability of area health care services. Recent increases in emergency department visits can indicate the number of people seeking care for non-urgent concerns, the amount of uninsured in the area and the health conditions or concerns in the area. Emergency departments in Leon County had a total of 153,764 visitors in 2017. Tallahassee Memorial Hospital had a total of 80,722 visitors while Capital Regional Medical Center saw a total of 73,042 visitors in 2017.

Emergency department visits have increased throughout the years. In 2015, there were 76,400 emergency room visits at Tallahassee Memorial Hospital. By, 2017, those emergency room visits had increased to 80,722 (total charges of \$356,871,962 with an average charge of \$4,421). Similarly, Capital Regional Medical Center saw an increase in their emergency department visits from 72,039 in 2015 to 73,042 in 2017 (total charges of \$426,419,196 with an average charge of \$5,838).

V. Identity of any and all organizations with which the organization collaborated and third parties that it engaged to assist with the CHNA.

Apalachee Staff involved in conducting the Community Needs Assessment included:

- Amberly Smith, Performance Improvement Director
- Hitomi Izawa, Outpatient Services Director
- Jackie Beck, Inpatient Services Director
- Samantha Tyler, Residential Services Director
- Lisa Medcalf, PI Coordinator
- Sue Conger, Chief Operations Officer

Tallahassee Memorial Staff involved in the Community Health Needs Assessment

- Melissa Dancer-Brown; See the TMH Community Health Needs Assessment for a list of individuals involved in conducting their 2019 Assessment.

Mental Health Council of the Big Bend

- Apalachee Center, Inc
- Bethel Family Counseling
- Big Bend Community Based Care
- Bond Community Health Center
- Capital Regional Medical Center
- Conversations with Nicole
- Disc Village
- Florida Department of Health
- Florida A&M University
- Florida State University
- Magellan Health Services
- National Alliance for the Mentally Ill (NAMI)
- On Campus (FSU)
- NAMI Tallahassee
- Neighborhood Medical Center
- Southside Frenchtown Community Alliance
- Tallahassee Memorial HealthCare
- Tallahassee Primary Care Associates
- Tallahassee Senior Center and Foundation
- Twelve Oaks Recovery Center
- United Way of the Big Bend
- Wellcare
- Whole Child Leon
- 211 Big Bend

VI. Description of how the organization considered the input of persons representing the community (e.g., through meetings, focus groups, interviews, etc.) who those persons are and their qualifications.

Input for the community survey Apalachee conducted was obtained from a wide range of residents and providers from the eight-county service area, which included hospitals, health departments, assisted living facilities, law enforcement, social services agencies, school boards, universities, faith-based programs, and the judicial system. Please see Attachment 4 for the list of participants in the 2017 Community Survey.

Input for the Tallahassee Memorial, HealthCare Community Health Needs Survey was obtained from Stakeholders/Partners in the community, from individuals residing in the communities served completing survey, and through Focus Groups held in the community.

VII. Impact of Actions taken to address Community needs identified in the 2016 Community Health Needs Assessment

Health Need #1 – Improve Access to Behavioral Health Services and Providers

In June of 2017, Apalachee Center opened the Central Receiving Facility for all law enforcement transported clients who have been involuntarily committed under Florida's Baker Act statute. This service is supported by the two other area psychiatric facilities (TMH and CRMC), as well as local counties and law enforcement, and was made possible through a grant from the Florida Department of Children and Families. Community Action Teams, which provide intensive services to uninsured children and young adults up to age 21, were implemented in all eight counties. Finally, in 2018, the Mobile Response Team, which responds to crises 24 hours per day, 7 days per week, was implemented in all eight counties served. This program uses a combination of telepsychiatry and live counselors in partnership with law enforcement. These programs have resulted in easier access to emergency psychiatric services, crisis intervention services, and treatment for all stakeholders in region.

Also, Apalachee Center expanded the number of residential beds available. The Short-Term Residential Program increased its capacity to 8 beds (was previously only 4) in October 2017. This has resulted in enhanced capacity to provide short-term residential treatment for area residents in psychiatric crisis, regardless of ability to pay. Apalachee Center was also able to add a new 16-bed forensic residential program in Gadsden County.

Apalachee Center also added a new service location in a high-need area. This was accomplished through partnership with Big Bend Cares, Inc., who offered Apalachee Center office space and equipment in their new facility which was constructed in South City. Services began in September of 2017. This resulted in enhanced access to outpatient services for residents of South City and Bond communities, both identified as high need mental health areas. Also, Apalachee Center received a four-year SAMHSA PBHCI grant to provide primary health integration services in Gadsden County. This allows for 75% of Apalachee Center's outpatient clients to access physical health care at the same clinic in which they receive behavioral health services.

Health Need # 2- Increase Awareness of Mental Health Issues in the Community.

What was once the Community Engagement Committee has become the Mental Health Council of the Big Bend. In addition to conducting studies regarding the prevalence of depression, anxiety, and other behavioral health issues in the community, they have sponsored several community events to help bring awareness to mental health issues. Examples include Community Mental Health and Wellness Fairs held at locations such as the New Mount Zion Church, and the North Florida Fairgrounds.

During the past 3 years, Apalachee Center has sponsored (and will continue to sponsor) training in Mental Health First Aid for local residents, schools, and organizations. There have been twenty-four (24) trainings provided during the last 3 years to various groups across the service area. Participants have included County Health Departments, Florida State University College of Law, Big Bend Hospice, Department of Elder Affairs, DISC Village, Kearney Center, Healthy Families, Area Agency on Aging for North Florida, JP II High School, as well as several other trainings which were opened to the general public. These courses have helped increase the level of mental health literacy and awareness among local residents.

Apalachee Center has (and will continue to) host, sponsor, and participate in regular Crisis Intervention Training for local law enforcement personnel including information concerning mental illness, resources, and de-escalation techniques. This has increased the number of law enforcement officers who have awareness/knowledge of mental health issues, as they are frequently the first responders in mental health crisis situations.

VIII. Prioritized description of all the community needs identified by the CHNA and an explanation of the process and criteria used in prioritizing such needs.

Based on the results of Apalachee's Community Survey, Tallahassee Memorial Health Care's Community surveys, the white paper prepared by the Mental Health Council of the Big Bend, and statewide data regarding mental health, two primary areas of need applicable to Apalachee Center's mission were identified:

Health Need # 1 – Access to Behavioral Health Services

- Recommendations from the Apalachee Center Inc.'s 2017 Community Survey indicated a need for more information regarding services provided. This relates to access, as individuals need to know what services are available at each community agency, so they can access the agency that best meets their needs.
- Also noted in the same survey was the need to access psychiatric medications and more prescriber time.
- Access to healthcare services was listed as the number one need in the Tallahassee Memorial Health Care Needs Surveys done by the Stakeholders and individuals in the community. Access to health care services was also one of the main themes discussed by the Focus Groups that were held.
- Also noted in the results of the TMH individual community surveys, was that 50.4% of respondents received their mental health services from their physician or counselor
- The MHC found that individuals in the community and primary care providers need information about available behavioral health services, as well as a need for more prescribers of psychiatric medications.

Health Need # 2 – Behavioral Health Services for Children/Adolescents/Families

- Recommendations received from Apalachee Center, Inc.'s 2017 Community Survey indicated a need for more behavioral health services for "children and youth".
- Focus Groups conducted by Tallahassee Memorial HealthCare identified the need for individuals to be more aware of signs of mental health issues in children and families, a need for more mental health services for families.

Taken together with data from the CDC and SAMSHA regarding depression and suicide risk in children and adolescents in the state of Florida indicate the need for additional education as well as services in this area.

Health Need # 3 – Suicide Prevention Awareness and Education

- 11.5% of the individuals who responded to the TMH Community Healthcare survey reported having been diagnosed with depression or anxiety by their physician. Also, 31.8% of respondents stated they felt stressed “very much” or “quite a bit” of the time.
- Surveys conducted by the MHC found that Leon County residents reported above average levels of stress and anxiety across all demographic groups. Residents of Frenchtown, South Leon County, and South City experienced greater than average (both state and national) levels of stress and anxiety.
- Data from the 2018 Florida Vital Statistics Annual Report indicate that 4 of the 8 counties served by Apalachee Center, Inc. had a suicide rate (per 100,000 persons) higher than the state average.

IX. Implementation Strategy

Health Need # 1 - Improve Access to Behavioral Health Services

Apalachee’s implementation strategy for improving access to behavioral health services includes the following:

1. Apalachee Center will develop an educational video for primary care physicians in the community regarding the identification of and treatment available for behavioral health diagnoses. **Anticipated Impact:** It is expected that this will result in many physicians being more comfortable in treating some diagnoses, such as anxiety and depression. Also, the physicians will have an increased knowledge of how to access behavioral health services for individuals who may need more intensive/specialized level of care or can provide education to their patients on how to access behavioral health services.
2. As noted earlier, in December 2018 the Mobile Response Team, which responds to crises 24 hours per day, 7 days per week, was implemented by Apalachee Center, Inc. in all eight counties served. This program uses a combination of telepsychiatry and live counselors in partnership with law enforcement. **Anticipated Impact:** This will result in easier access to emergency psychiatric services, crisis intervention services, and treatment for all stakeholders in region.
3. Apalachee Center will continue to work with the Mental Health Council of the Big Bend to educate the community via their website and through community events about behavioral health issues, and how to access care in the Big Bend area. **Anticipated Impact:** Members of the community will have more awareness of how what behavioral health services are available in the community and how to access them.

4. Apalachee Center, Tallahassee Memorial HealthCare, and The Florida State University College of Medicine will continue discussions regarding the development of a Psychiatric Residency Program in Tallahassee. **Anticipated Impact:** Increased access to psychiatric medical providers.

Health Need # 2 – Increase Behavioral Health Services for Children and Adolescents

1. In September of 2019, Eastside Psychiatric Hospital opened a new 12 bed Child and Adolescent Unit. This program will provide short term inpatient services to children and adolescents ages 6-18 experiencing a mental health crisis. Admissions can occur 24 hours per day, 7 days per week, 365 days per year. Parents/guardians will be provided with education regarding their child's behavioral health/diagnoses, medications, and resources for outpatient services upon their child's discharge. **Anticipated Impact:** Increasing the number of child and adolescent beds available to the community will allow more youth to receive timely, effective services. This will also improve linkage to outpatient services upon discharge ensuring youth receive ongoing services in the appropriate setting.
2. In October of 2018, Community Action Teams (CAT) were implemented within all eight-counties of the Apalachee Center, Inc. service area. The CAT Teams provide intensive community-based services for youth (ages 11-21) and their families and are available 24 hours per day, 7 days per week, 365 days per year. CAT Team staff work together to coordinate innovative and comprehensive treatment interventions that integrate natural supports tailored to the individual needs of youth, young adults, and their families. **Anticipated Impact:** By improving youth and family functioning, increasing health and wellness, and improving school-related outcomes (e.g., attendance, grades, graduation), there will be a decrease in psychiatric hospitalizations, a decrease in substance use and abuse, and a decrease in out-of-home placement allowing each person and family unit to reach their full potential, so that they may remain in their communities.

Health Need #3 -Suicide Education and Suicide Prevention

1. Brown Bag Lunches: Apalachee Center, Inc. will host Brown Bag Lunch trainings regarding Assessing for Suicide and Preventing Suicide. The trainings will be open to the public. **Anticipated Impact:** The trainings will provide the opportunity for local residents to increase their awareness of suicide as well as available resources for suicide prevention.
2. Mental Health First Aid: Apalachee Center will continue to sponsor training in Mental Health First Aid for local residents, schools, and organizations. **Anticipated Impact:** Higher level of mental health literacy and awareness among local residents, will assist residents in recognizing when someone may be experiencing a mental health crisis, and what resources are available to immediately assist the individual in crisis.
3. Mobile Response Team: As noted earlier, in December 2018 the Mobile Response Team, which responds to crises 24 hours per day, 7 days per week, was implemented by Apalachee Center, Inc. in all eight counties served. This program uses a

combination of telepsychiatry and live counselors in partnership with law enforcement.
Anticipated Impact: This will result in crisis counseling being available to all in need in the region.

Description of the existing health care facilities and other resources within the community available to meet the needs identified through the CHNA.

Existing programs, facilities or agencies that are available to respond to the behavioral health (including substance abuse) needs of the community are:

Inpatient:

- Apalachee Center, Inc. Eastside Psychiatric Hospital Adult Unit
- Apalachee Center, Inc. Eastside Psychiatric Hospital Child/Adolescent (BEACH) Unit
- Apalachee Center, Inc. PATH Crisis Stabilization Unit
- Apalachee, Inc. Primary Care Center (Detox)
- Apalachee Center, Inc. SRT
- Apalachee Center, Inc. Mobile Response Team
- Tallahassee Memorial Behavioral Health Center (850) 431-5100
- Capital Regional Medical Center – Psychiatric Unit
- Tallahassee Memorial Recovery Center (850) 431-5910
- Florida State Hospital
- A Life Recovery Center (850) 224-9991

Residential:

- Apalachee Center, Inc. Satellite Apartment Program
- Apalachee Center, Inc. Forensic Residential Programs
- Apalachee Center, Inc. Hilltop Residential Program
- Apalachee Center, Inc. Transition Home
- ChristTown Ministries (850) 509-9061
- Disc Village Adolescent Treatment Center (850) 410-2900
- Disc Village Mothers in Sobriety (850-922-2360
- Disc Village Salvita (850) 922-2360
- Disc Village Sisters in Sobriety (850) 922-2408

Outpatient

- Apalachee Center at Bethel
- Apalachee Center, Inc. Community Action Teams (CAT)
- Apalachee Center, Inc. Florida Assertive Community Treatment (FACT)
- Apalachee Center, Inc. Franklin County Clinic
- Apalachee Center, Inc. Gadsden County Clinic
- Apalachee Center, Inc. Jefferson County Clinic
- Apalachee Center, Inc. Leon County Clinic
- Apalachee Center, Inc. Liberty County Clinic
- Apalachee Center, Inc. Madison County Clinic
- Apalachee Center, Inc. Taylor County Clinic
- Apalachee Center, Inc. Wakulla County Clinic
- Apalachee Center, Inc. Drop-In Center

- Apalachee Center, Inc. Homeless Project
- Apalachee Center, Inc. SAFE Program
- Apalachee Center, Inc. Outpatient Forensic Program
- Apalachee Center, Inc. Psychosocial Rehabilitation Services Program
- Ability 1st, Center for Independent Living (850) 575-9621
- Big Bend 211
- Bond Community Health Center (850) 576-4073
- Bond-Tallahassee Housing Authority Primary Care Center (850) 391-4799
- Camelot Community Care (850) 561-8060
- Capital City Youth Services, The Family Place (850) 576-6000
- Catholic Charities, NWFLT, Counseling Services (850) 222-2180 ext. 1075
- Children's Home Society (850) 921-0772
- Disc Village Adult Services Center (TASC) (850) 561-0717
- Disc Village Juvenile Outpatient Substance Abuse Program (850) 574-6696
- ECHO (850) 296-1393
- Family Resources, Inc. (850) 222-5511
- Florida A&M University Counseling Services (850) 599-3145
- Florida Therapy Services (850) 681-6001
- Florida State University Psychology Clinic (850) 644-3006
- Florida State University Couple and Family Therapy Center (850) 644-1588
- Florida State University Crisis Management (850) 644-1234
- Florida State University Human Services Center (850) 644-3587
- Florida State University Journey to Healing (850) 644-2003
- Florida State University Multidisciplinary Eval. and Consulting Center (850) 644-2222
- Florida State University Project KICK (850) 385-4226
- Florida State University Thagard Student Health Center (850) 644-6230
- Florida State University, University Counseling Center (850) 644-2003
- Florida Therapy (850) 681-6001
- Frenchtown Outreach Center (850) 222-5151
- Gadsden CHD, School Health Services (850) 875-7200
- Leon County Treatment Center (850) 878-7776
- National Alliance for the Mentally Ill-Tallahassee Chapter (850) 841-3386
- Neighborhood Health Services (850) 224-2469
- North Florida Medical Centers, Eastpoint (850) 670-8585
- North Florida Medical Centers, Gadsden (850) 875-9500
- North Florida Medical Centers, Tri-County (850) 948-2840
- North Florida Medical Centers, Taylor (850) 838-2030
- North Florida Medical Services, Wakulla (850) 984-4735
- Refuge House Domestic Violence and Rape Crisis Programs (850) 681-2111
- Tallahassee Community College Mental Health Services (850) 201-6562
- Tallahassee Behavioral Health BEST Program (850) 431-0892
- Townsend ARC (850) 656-3802
- Turn About Outpatient Services (850) 671-1920
- USVA Tallahassee Outpatient Clinic, Mental Health Services (850) 521-5700

Health Needs Facility Does Not Intend to Address

Chronic Disease, Exercise and Nutrition – Local Healthcare agencies are addressing this need. Apalachee will coordinate with them in addressing this need for our clients.

Access to Preventive Physical Health - Local Healthcare agencies are addressing this need. Apalachee will coordinate with them in addressing this need for our clients.

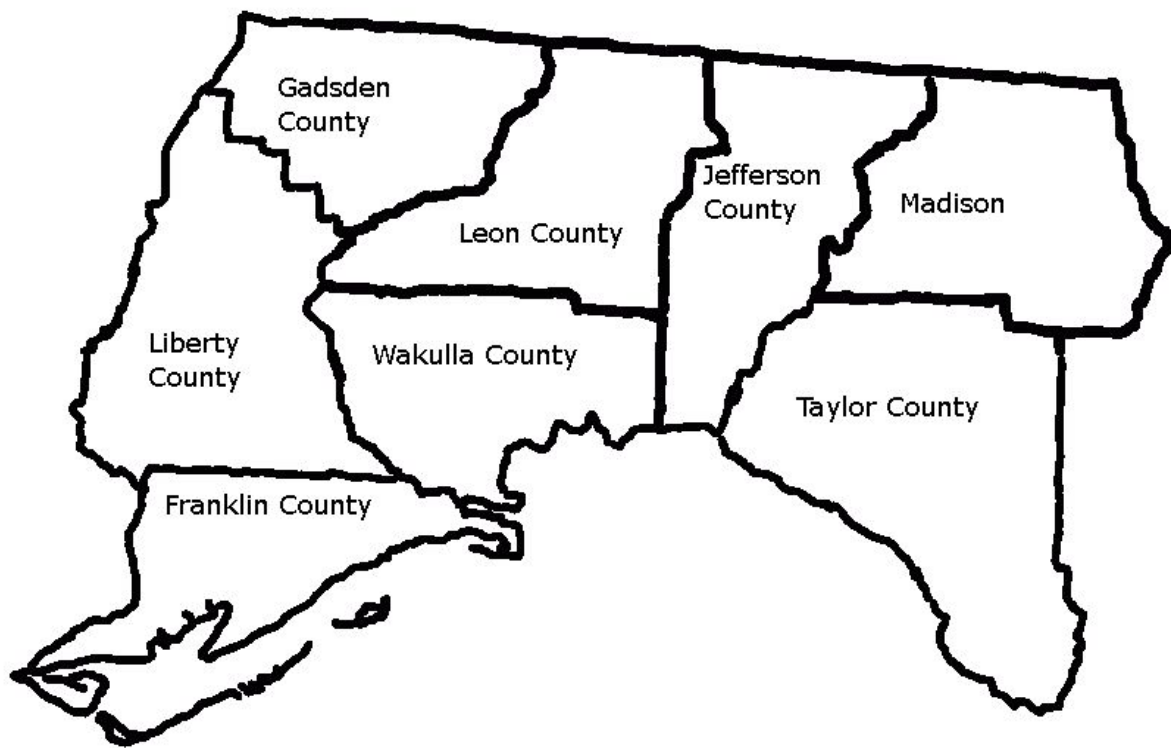
Transportation – Local agencies are addressing this need.

Education – Local agencies are addressing this issue.

Substance Abuse – Local substance abuse agencies such as Disc Village are addressing this need.

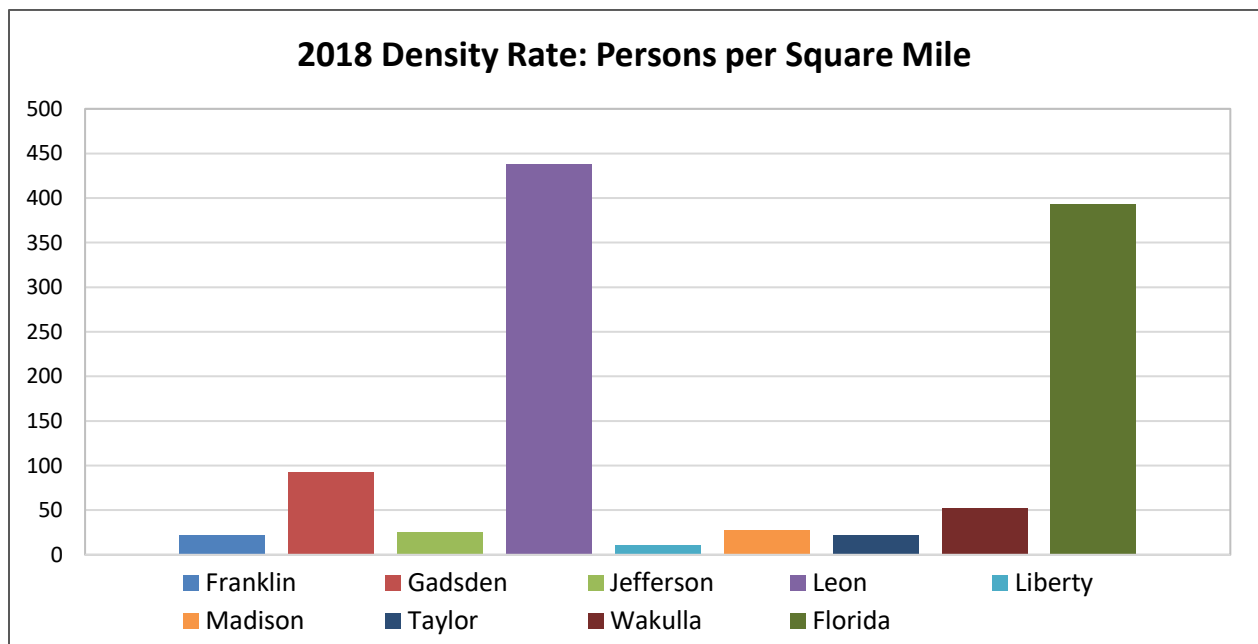
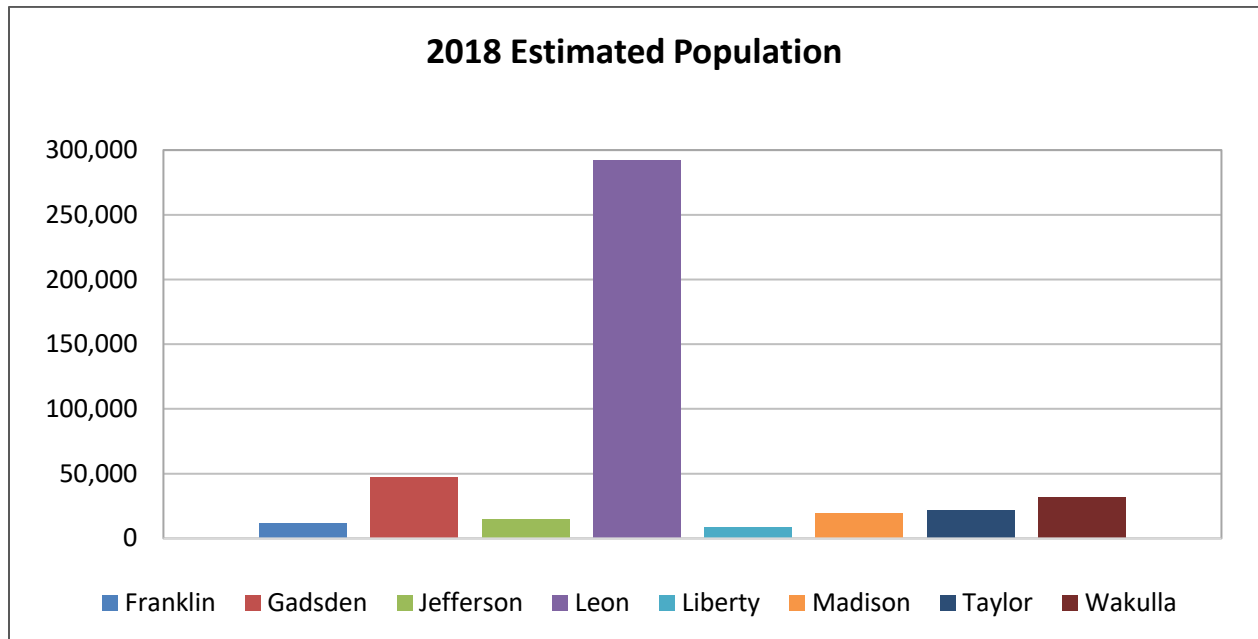
Apalachee Center Inc.

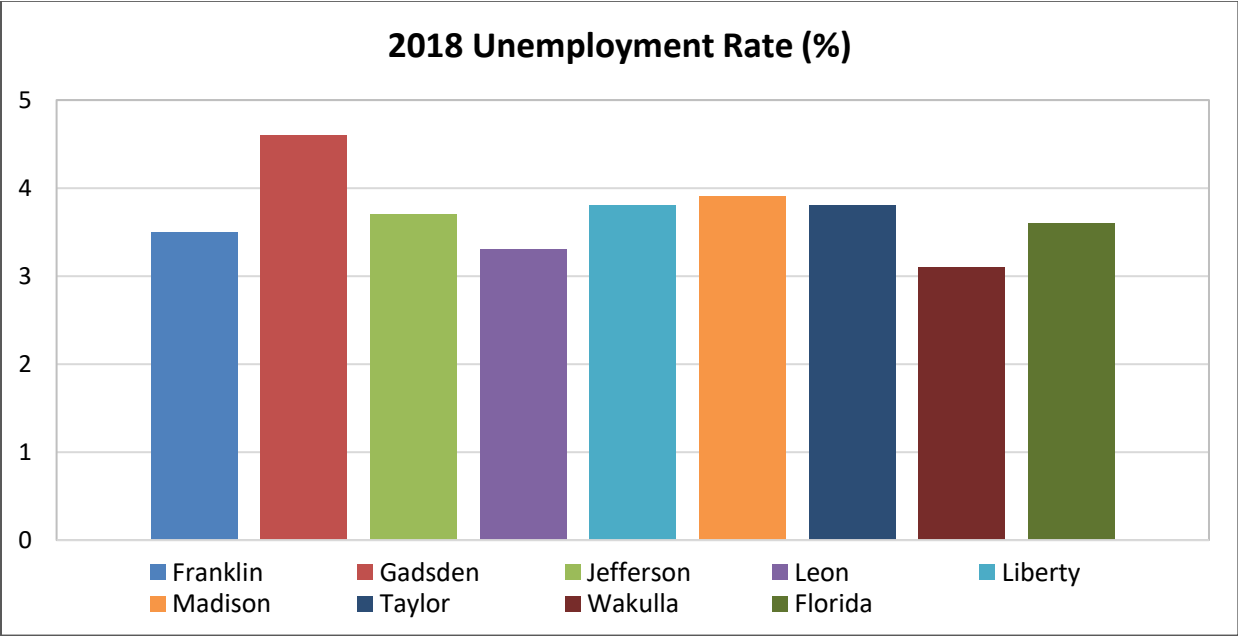
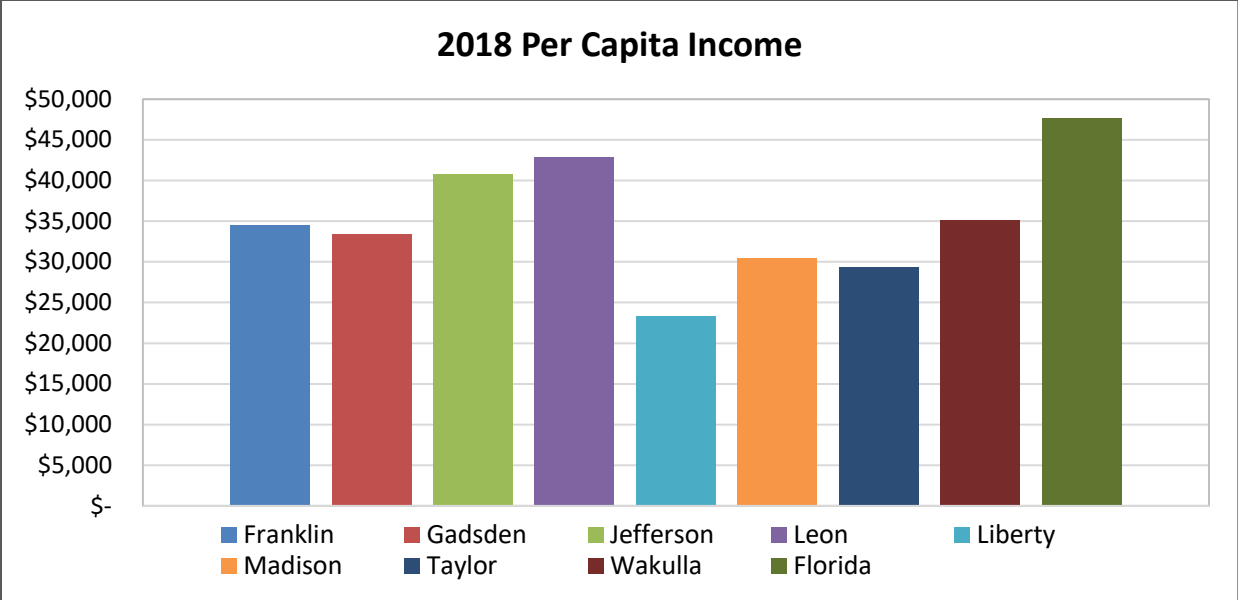
Service Area

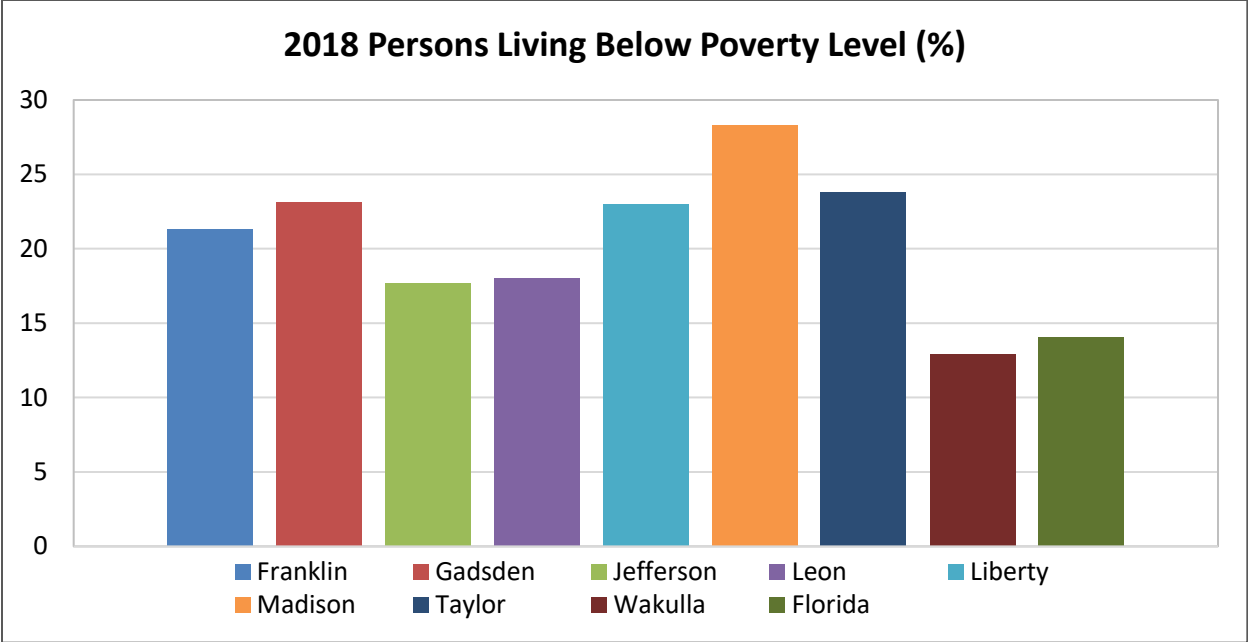


Attachment 2

2018 Florida Association of Counties Data







Attachment 3

Community Health Assessment Report Data

Percentage of Population Who Failed to See a Doctor or Obtain Medical Care Due to Cost During the Past 12 Months								
Source(s): 2016 Florida BRFSS								
County	% of Population	Sex		Race / Ethnicity			Education Level	
		Male (%)	Female (%)	NH White	NH Black	Hispanic	HS	HS+
FL	16.3%	14.4%	18.7%	14.1%	19.3%	21.3%	18.1%	13.4%
Leon	13.5%	12.4%	14.5%	9.1%	21.3%	28.7%	22.4%	11.0%
Franklin	14.6%	6.6%	20.4%	14.0%	-	-	19.3%	7.8%
Gadsden	13.2%	10.0%	15.7%	10.6%	10.8%	29.8%	12.7%	7.6%
Jefferson	11.0%	6.6%	13.1%	9.4%	17.3%	-	15.5%	7.2%
Liberty	17.2%	20.1%	14.6%	12.5%	-	-	14.2%	13.7%
Madison	12.7%	12.0%	13.2%	13.6%	8.1%	-	10.9%	11.7%
Taylor	17.1%	12.1%	22.3%	15.3%	20.2%	-	18.7%	12.4%
Wakulla	14.0%	15.2%	13.0%	12.2%	13.8%	-	16.3%	10.0%

Adults with Good Mental Health for the past 30 days									
Source(s): 2016 County Level BRFSS									
County	% of Population	Sex		Race / Ethnicity			Annual Income		
		Male (%)	Female (%)	NH White	NH Black	Hispanic	<\$25K	\$25K – \$49.9K	>\$50K
FL	87.5%								
Leon	88.3%	90.9%	85.9%	89.0%	86.9%	86.3%	81.5%	86.3%	93.8%
Franklin	87%	91.2%	85.1%	88.2%	-	-	82.9%	91.2%	93.2%
Gadsden	91.2%	94.1%	89.0%	89.6%	92.0%	95.3%	83.8%	92.5%	97.0%
Jefferson	89.5%	91.5%	88.6%	90.9%	82.9%	-	78.9%	92.8%	94.3%
Liberty	84.1%	79.3%	88.4%	84.3%	-	-	74.5%	95.7%	85.9%
Madison	87.4%	92.8%	84.2%	88.9%	84.2%	-	82.2%	87.7%	95.3%
Taylor	85.2%	86.3%	84.0%	86.8%	86.4%	-	76.9%	89.9%	96.0%
Wakulla	88.4%	93.6%	84.7%	88.8%	87.8%	-	78.7%	88.5%	93.6%

Suicide Deaths		
Source(s): FDOH, Bureau of Vital Statistics 2018		
County	Age Adjusted Rate	Total Count
FL	15.32	3,552
Leon	12.33	34
Franklin	11.59	2
Gadsden	17.20	7
Jefferson	13.36	2
Liberty	22.01	2
Madison	4.98	1
Taylor	21.23	6

Attachment 4
Apalachee Center, Inc.
2017 Community Survey Distribution List

Affiliation	County
Franklin County Schools	Franklin
Weems Memorial Hospital	Franklin
Franklin's Promise Coalition	Franklin
Franklin County Sheriff's Office	Franklin
Franklin County Health Department	Franklin
Franklin County Schools	Franklin
Sacred Heart Medical Center	Franklin
Senior Services	Franklin
Carrabelle Police Department	Franklin
Apalachicola Police Department	Franklin
Franklin County Courthouse Annex Building	Franklin
Bell Road Human Services Center	Gadsden
Big Bend Workforce Center	Gadsden
Capital Regional / Gadsden Memorial	Gadsden
The Center for Health Equity	Gadsden
Chattahoochee Police Department	Gadsden
Christ Town Ministries	Gadsden
City of Quincy Police Department	Gadsden
Community Cares Outreach	Gadsden
First Presbyterian Church of Quincy	Gadsden
Florida State Hospital	Gadsden
Gadsden County Courthouse	Gadsden
Gadsden County Health Department	Gadsden
Gadsden County Healthy Start Coalition	Gadsden
Gadsden County School Board	Gadsden
Gadsden County Sheriff's Department	Gadsden
Gadsden State Farmers Market – Farm Share	Gadsden
Gadsden Technical Institute	Gadsden
Gretna Police Department	Gadsden
Havana Police Department	Gadsden
Henderson Care Center	Gadsden
Investing In Our Youth, Inc.	Gadsden
Jessie Furlow Medical Center	Gadsden
Midway Police Department	Gadsden
Redeemed, Inc.	Gadsden

The Refuge House	Gadsden
Richardson Adult Care Home	Gadsden
TCC Quincy House	Gadsden
TMH Physician Partners	Gadsden
Capital Area Community Action Agency	Jefferson
Jefferson County Courthouse	Jefferson
Jefferson County Emergency Management Office	Jefferson
Jefferson County Health Department	Jefferson
Jefferson County Jail	Jefferson
Jefferson County Senior Citizens Center, Inc.	Jefferson
Jefferson County Sheriff's Department	Jefferson
Jefferson District Schools	Jefferson
Monticello Police Department	Jefferson
2-1-1 Big Bend	Leon
2 nd Judicial Circuit of Florida	Leon
Ability First	Leon
Aging With Dignity	Leon
Allegro Assisted Living Facility	Leon
Bethel Family Counseling Center	Leon
Big Bend CARES	Leon
Big Bend Homeless Coalition	Leon
Big Bend Transit	Leon
Bond Community Health Center	Leon
Brehon Family Services	Leon
Broadview Assisted Living	Leon
Capital City Youth Services	Leon
Capital Regional Medical Center	Leon
Catholic Charities	Leon
Centre Pointe Health and Rehabilitation Center	Leon
Disability Rights Florida	Leon
DISC Village	Leon
Elder Care Services	Leon
Emergency Care Help Organization	Leon
FAMU Police Department	Leon
FAMU School of Nursing	Leon
First Presbyterian Church	Leon
Frenchtown Outreach Center	Leon
FSU Center for Couple & Family Therapy Clinic	Leon
FSU College of Medicine	Leon

FSU College of Social Work	Leon
FSU Human Services Center	Leon
FSU Police Department	Leon
FSU Psychology Clinic	Leon
Good News Outreach	Leon
Goodwill Industries	Leon
Grace Mission Episcopal Church	Leon
Harborchase Assisted Senior Living Community	Leon
The Kearney Center	Leon
La Grande Belle Estates	Leon
Lee's Place, Inc.	Leon
Legal Services of North Florida	Leon
Leon County Court Administration	Leon
Leon County Health Department	Leon
Leon County School Board	Leon
Leon County Sheriff's Department	Leon
Leon Probate Appeals & Court Services Division	Leon
Linda's Assisted Living Facility	Leon
Lutheran Social Services of North Florida	Leon
Miracle Hill Nursing & Rehabilitation Center	Leon
Mothers In Crisis	Leon
National Alliance for the Mentally Ill – Tallahassee Chapter	Leon
Neighborhood Medical Center	Leon
Non-Secure Programs, Inc.	Leon
Office of Public Guardian	Leon
Pacifica Senior Living Woodmont – Tallahassee	Leon
Pregnancy Help and Information Center	Leon
The Refuge House	Leon
The Rehab Center at Heritage Healthcare	Leon
Salvation Army	Leon
Seven Hills Health and Rehabilitation Center	Leon
Shisa, Inc.	Leon
St. Augustine Plantation Assisted Living Facility	Leon
Star Metro	Leon
Sterling House Assisted Living Facility	Leon
Tallahassee Housing Authority – Public Housing	Leon
Tallahassee Memorial Behavioral Health Center	Leon
Tallahassee Memory Care	Leon
Tallahassee Police Department	Leon

Tallahassee Veterans Village	Leon
Vocational Rehabilitation	Leon
Westminster Oaks Retirement Community	Leon
Buy Rite Drugs	Liberty
Calhoun Liberty Hospital	Liberty
Habilitative Services of North Florida	Liberty
Liberty County Courthouse	Liberty
Liberty County Jail	Liberty
Liberty County Schools	Liberty
Liberty County Senior Center	Liberty
Liberty County Sheriff's Office	Liberty
Medical Center of Blountstown	Liberty
Pancare – Bristol	Liberty
Varnum's Rest Home	Liberty
Rivertown Senior Care	Liberty
Doctor's Memorial Hospital	Taylor
Employment Connections	Taylor
Perry Police Department	Taylor
Premier Medical Center	Taylor
The Refuge House	Taylor
Steinhatchee School	Taylor
Taylor Correctional Institute	Taylor
Taylor County Courthouse	Taylor
Taylor County Health Department	Taylor
Taylor County Jail	Taylor
Taylor County Senior Citizen Center	Taylor
Taylor District Schools	Taylor
Taylor Florida Probation & Parole	Taylor
Capital Regional Health Care	Wakulla
CareerSource Capital Region	Wakulla
DCF-Early Childhood Court	Wakulla
DISC Village	Wakulla
Etsec Armor Correctional	Wakulla
National Alliance Mental Illness	Wakulla
Promise Land Ministries	Wakulla
The Refuge House	Wakulla
TMH Physician Partners	Wakulla
Wakulla County Coalition for Youth	Wakulla
Wakulla County Courthouse	Wakulla

Wakulla County Health Department	Wakulla
Wakulla County Sheriff's Department	Wakulla
Wakulla County Schools	Wakulla
Wakulla County Schools, Adults and Community Education	Wakulla
Wakulla High School	Wakulla
Wakulla Medical Center	Wakulla
Wakulla Senior Citizens Center	Wakulla
Wakulla Urgent Care	Wakulla