



# Hillsborough County Health Department 2006 Annual Report





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# Message from the Director

To the Community and Employees of the Hillsborough County Health Department:

It is with great pleasure I present our Hillsborough County Health Department FY 2006 Annual Report. This report demonstrates our efforts to accelerate progress and find effective and creative ways to deliver much-needed services to the residents and visitors of Hillsborough County.



Our 2006 fiscal year has once again resulted in major accomplishments for the organization as we continue to focus on our mission of promoting and protecting the health and safety of all people in Hillsborough County. I am very proud of our loyal and dedicated employees that provided a record breaking 144,440 healthcare services for our clients. In addition to another active influenza season, Avian Influenza concerns, and increased surveillance through the Syndromic Tracking and Reporting System (STARS), we continued to support Florida and neighboring states by providing assistance to those affected by hurricanes Katrina and Wilma. This past year our journey to performance excellence enhanced communications with the healthcare community, academics, industry, public interest groups, other government organizations, and the citizens we serve. These efforts aligned with our goal to protect, sustain, or restore the health of people, communities, and ecosystems using integrated and comprehensive approaches and partnerships.

As we strive to provide a healthier community and a safer, cleaner environment we are thankful for the community leaders, employees, citizens, and organizations that join forces with us on achieving our vision. The Hillsborough County Health Department's continued efforts to foster collaboration with our community partners, empower the public with information and tools, harness new technology, and measure the results of our efforts will ensure we achieve our Agency's goal of consistently improving access to affordable, quality public healthcare.

I hope you find this report informative and look forward to the future as we continue to meet challenges and needs of our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Holt". The signature is stylized with a large, looped "D" and a cursive "Holt".

Douglas A. Holt, M. D.  
Director, Hillsborough County Health Department



# Message from the Secretary

January 16, 2007

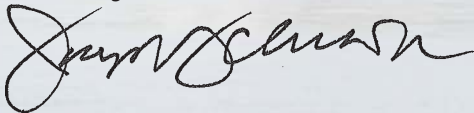
Dear Colleagues and Friends:

I am proud to join the Hillsborough County Health Department in presenting their fiscal year 2006 Annual Report. The mission of the Florida Department of Health is to promote and protect the health and safety of all people in Florida through the delivery of quality public health services and the promotion of health care standards. In 2006, the Hillsborough County Health Department's dedicated professionals demonstrated our mission by delivering quality public health care to over 144,000 people.

The Hillsborough County Health Department continues to achieve many impressive and important public health results as they continue their journey to performance excellence. They provide comprehensive and cost effective health care through their health protection, health promotion, disease prevention, health treatment, and disaster preparedness programs. The people of the state of Florida can take pride in the dedication and care the Hillsborough County Health Department employees demonstrate in their vigilant efforts to shield the community from any health threats that may arise.

I applaud their efforts toward improving access to affordable, quality health care and their continued focus on delivering services essential to a healthy, vibrant Hillsborough County community.

Sincerely,



Joseph J. Chiaro, M.D., FAAP  
Interim Secretary  
Florida Department of Health





# Mission, Vision & Values



## Mission:

Promote and protect the public's health

## Vision:

The Hillsborough County Health Department (HCHD) will be recognized as the model public health organization, continuously evolving to exceed expectations of our Employees, Customers, and Community.

## Strategic Plan Summary

### Strategic Direction #1

#### Employees

Create an environment that develops employees to their fullest potential

- Establish HCHD as a learning organization
- Establish an Employee Wellness Program
- Establish a Risk Management Program
- Recruit and retain a highly competent workforce

### Strategic Direction #2

#### Customers

Provide the highest quality service to satisfy our customer's needs

- Achieve 95% customer satisfaction rate
- Improve external and internal customer service communication systems

### Strategic Direction #3

#### Community

Positively influence the health of our community

- Understand community needs and recommend or initiate strategies to provide the highest level of service
- Ensure community recognition of HCHD as the leader in health promotion and disease prevention
- Promote positive perception and visibility of HCHD
- Promote and facilitate educational opportunities to improve provider health communications, with a focus on health literacy and cultural competence

### Action Plan

- Establish scorecard that predicts performance trends

# Senior Leaders



Bobbie Thackeray, R.N., B.S.N.  
County Health Department  
Assistant Director



Beata Casañas, D.O.  
Medical Executive  
Director



Christina Ciereck  
Finance  
Administrator



Faye Coe, R.N., B.S.N.  
Clinical Services  
Administrator



Robert G. Elliott II, Ph.D.  
Organizational Development  
Director



Leslene Gordon, Ph.D., R.D., L.D./N.  
Community Health  
Director



Mike Kilcomons, R.N., M.P.H.  
Communicable Disease  
Administrator



John Livingstone, M.N.S., R.D., L.D./N.  
Public Health Nutrition  
Administrator



Cindy Morris  
Environmental Health  
Administrator



Ryan Pedigo  
Public Health Preparedness  
Director



Charurut Sombonwit, M.D.  
Communicable Disease  
Director

## Did you know?

*Physical inactivity is more common among women than men, African American & Hispanics than whites, older than younger adults, and less affluent than more affluent people.*





# Administrative Services



**A**dministrative Services Division of the Hillsborough County Health Department (HCHD) manages the Budget / Finance, General Services, Management Information Systems, and Vital Statistics operations.

## Budget and Finance

**H**illsborough County Health Department's budget of over \$37 million which comes from more than 60 revenue sources is managed by the Budget/Finance Department. Approximately 40% is from state general revenue, 25% from federal funds, and over 23% from fees generated primarily through Medicaid/Medicare and Vital Statistics.

Revenue FY 2006		Expenditures FY 2006	
Federal Funds Through the State	\$ 7,502,866	Direct Services	\$ 8,331,510
Federal Grants	1,920,853	Disease Control	9,483,603
State Funding	14,486,183	Community Health	4,755,785
Fees for Services	8,780,871	Environmental Health	2,913,513
Regulatory Fees	1,576,502	Public Health Preparedness	516,150
County Contribution	261,900	Nutrition/WIC	3,291,732
Program Contracted Services	2,840,846	Regional Services	386,692
Interest	24,071	Administration	5,539,266
		Capital Improvements	1,716,181
<b>Total</b>	<b>\$37,394,092</b>	<b>Total</b>	<b>\$36,934,432</b>

## General Services

**P**rocurement of all commodities and services is the responsibility of the Purchasing Department. The Minority Business Enterprise (MBE), a goal that was started under Governor Jeb Bush's One Florida Initiative to increase the use of women-owned and racially and ethnically diverse vendors in purchasing and contracting of goods and services, is closely monitored.

In addition, the Contract Department administers 25 contracts totaling more than \$4.7 million and services that include, but are not limited to, women's health, HIV/AIDS, school health, housekeeping, as well as HIV research and medications.

HCHD 2006 MBE Goal	\$1,671,905
Expenditures	2,028,684
% Participation Rate	121%

## Management Information Systems

**M**anagement Information Systems (MIS) ensures safeguards against the loss or theft of mission critical data while providing data connectivity to 3,000+ Department of Health (DOH) employees and customer support to 700+ employees in the region. The department is the regional communications hub for five surrounding county health departments with service coverage spanning 16 locations in and out of the county as well as providing technical support for two county health departments and six separate programs.

Fiscal year accomplishments include:

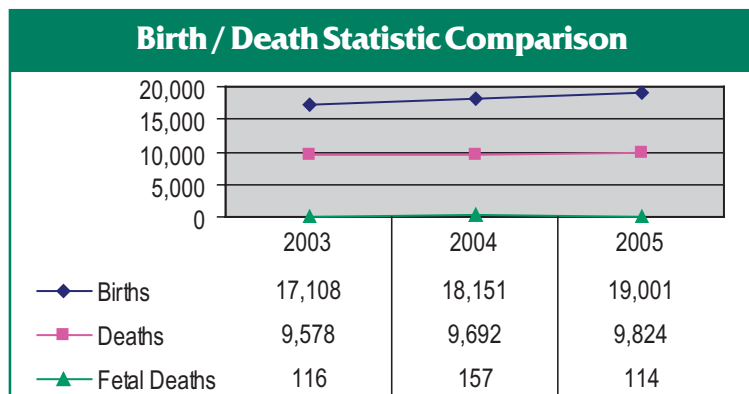
- Completed over 9,000 customer service/support requests
- Replaced over 300 desktop computers and monitors
- Processed over 800 Intranet and Internet website updates
- Deployed kiosks to track service delivery satisfaction data
- Deployed network account password self-management program (PSync)
- Successfully completed annual DOH Disaster Preparedness/Recovery exercise
- Replaced 10 networked servers with new Windows Server 2003 systems
- Implemented Web News Manager which provides staff the ability to add their web content
- Installed hardware firewall on network communications entry point
- Upgraded primary tape backup units with LTO3 drives for higher storage capacity.

Quick Stats	%
Data loss or corruption for all supported mission critical data systems	0
Successful and accurate data restoration	100
Voice network availability during regular business hours	100
Data network availability during regular business hours	99.9
Customer service call center achieved first call resolution rate	95
Overall customer service/support satisfaction rate	96

MIS Goals for 2007
<ul style="list-style-type: none"> <li>■ Deployment of a web based news program.</li> <li>■ Keep voice/data downtime to a minimum during normally scheduled business hours.</li> <li>■ Complete FY 2007 computer replacement cycle by March 2007.</li> <li>■ Install hardware firewalls on all clinic communication circuits.</li> <li>■ Upgrade telephone service to Voice Over IP.</li> <li>■ Launch new and updated Internet and Intranet websites.</li> <li>■ Implement video editing services for our customers.</li> </ul>

## Vital Statistics

**T**he Vital Records Department is the repository for all birth and death records in Hillsborough County. Birth records are available at the health department from 1930 forward and death records are available from 2005 forward. Florida records prior to these dates can be obtained from the State Office of Vital Records in Jacksonville.







# Community Health



## Community Health Assessment

A community health assessment was undertaken in early 2006 to evaluate how Hillsborough County residents view the health department in providing health information and services and to determine the most important health issues facing this community. More than 1,000 surveys were completed at community events, private businesses, libraries, colleges, universities, and by community partners with publication of findings scheduled for early 2007. Individuals in all socioeconomic levels completed these surveys.

Feedback on community health perceptions was also obtained through focus groups and personal interviews with healthcare providers and policy-makers. Preliminary results indicate most respondents consider overweight and obesity the number one health issue and final results will assist with planning effective intervention strategies.

## Community Partnerships

Hillsborough County Health Department has a long history of collaborating with area hospitals, agencies, community groups, businesses, and philanthropic organizations to broaden the education and impact of service provision for county citizens and visitors. Without the assistance of community partners, many services and education opportunities would not be available.

Improved communication through these relationships and media coordination through the agency's Public Information Officer elevate these partnerships. Most 2006 community events were shared efforts which enhanced participation in numerous events such as National Public Health Week activities, "Step Up, Florida!", and influenza vaccinations.

## Mentoring and Community Involvement

Under the Governor's Mentoring Initiative, employees are encouraged to participate in mentoring activities in Hillsborough County schools. Leadership supports and advocates for childhood mentors through HCHD's Employee Mentoring Program. Staff receives time to visit a school and provide valuable mentoring services. It also empowers staff to be ambassadors in the community.

A few examples of community service participation exemplified by HCHD groups:

- MIS has participated in the Adopt-A-Highway Program since 2004. To date MIS staff has invested over 110 hours of volunteer time and removed over 1,000 pounds of debris from Kennedy Boulevard between Nebraska Avenue and Ashley Street. The program was recently renewed for another two years.
- Environmental Health's participation in Paint Your Heart Out Tampa Bay!
- Many staff volunteered at area schools as part of the Great American Teach-in.

## Epidemiology

The mission of the Epidemiology Program is to control and prevent communicable disease through preparedness, surveillance, and community involvement.

FY 2006 marked the third time the HCHD Epidemiology Program has been awarded a Florida Epidemic Intelligence Service Fellow. The Perinatal Hepatitis B Prevention Program (PHBPP) received a Davis Productivity Team Award for developing a multimedia educational program for perinatal hepatitis B prevention.



Program staff investigate reports of communicable diseases, outbreaks, and clusters of symptoms or syndromes. In FY 2006, the Epidemiology Program reported 2,223 reportable diseases. Forty-five (45) outbreaks of communicable diseases were also reported in a variety of settings, including nursing homes, adult living facilities, schools, and child care centers.

Extensive activities in our community this year included 10 media and community communications, 74 community presentations, 2 health fairs, 4 graduate student placements, and publication of a newsletter, "Epi-Notes." Through grant funding provided to the PHBPP, the Epidemiology Program increased community presentations 500% over last year. Additionally, poster presentations were provided at the NACCHO-ASTHO 2005 Joint Conference and the 2005 National Viral Hepatitis Prevention Conference.

### Reportable Disease Statistics\*

DISEASE	FY 2005	FY 2006	DISEASE	FY 2005	FY 2006
AIDS	379	347	HIV Infection	378	328
Animal Bite, Prophy Rec.	15	32	Lead Poisoning	46	13
Botulism	1	0	Legionellosis	9	8
Brucellosis	2	0	Listeriosis	0	1
Campylobacteriosis	57	26	Lyme Disease	1	6
Chlamydia	3,105	3,429	Malaria	4	11
Creutzfeldt-Jakob Disease	0	1	Measles	1	0
Cryptosporidiosis	16	34	Meningitis, Group B Strep	5	1
Cyclosporiasis	40	0	Meningitis, H-Flu	1	1
Dengue	1	3	Meningitis, Other	11	16
Encephalitis, California/Lacrosse	1	0	Meningitis, S Pneumo	7	6
Encephalitis, Herpes	0	1	Meningococcal Disease	3	2
Encephalitis, WN	3	0	Mercury Poisoning	0	1
Escherichia Coli (E. Coli) O157:H7	5	4	Mumps	1	1
E. Coli Shiga Toxin + Not Serogroup	0	1	Pertussis	15	48
E. Coli Shiga Toxin + Non-O157	0	1	Psittacosis	1	0
Giardiasis	61	73	Rabies Animal	10	8
Gonorrhea	1,199	1,446	Rocky Mountain Spotted Fever	0	1
H. Influenza Pneumonia	5	2	Salmonellosis	255	265
H-Flu, Primary Bacteremia	3	4	Shigellosis	51	321
Hansen's Disease (Leprosy)	0	1	Strep Disease, Invasive Group A	7	6
Hemolytic Uremic Syndrome	1	0	Strep Pneumo, Invasive Drug Resist	49	55
Hepatitis A, Acute	11	16	Strep Pneumo, Invasive Susceptible*	29	41
Hepatitis B, Acute	46	38	Syphilis, Congenital	1	0
Hepatitis B, Maternal (HBsag+ Pregnant)	37	30	Syphilis, Infectious	38	45
Hepatitis B, Perinatal	0	1	Tuberculosis	71	96
Hepatitis B, Chronic	141	116	Typhoid Fever	2	1
Hepatitis C, Acute	4	2	Vibrio Alginolyticus	3	2
Hepatitis C, Chronic	529	985	Vibrio Fluvialis	0	1
Hepatitis Non-A Non-B, Acute	1	1	Vibrio Parahaemolyticus	1	2
Hepatitis Unspec, Acute	0	1	Vibrio Vulnificus	5	2

\* Data contained in this report are provisional; diseases with 0 cases reported have been omitted; FY ends July 31, 2006.





## Health Promotion and Education

The department's goal is to encourage community members to strive for good health through disease prevention, education, as well as personal, and public health preparedness for emergencies and disasters. Several initiatives started this fiscal year include:

- Health Literacy Program to raise awareness among staff, the medical provider community, and public concerning the need for clear health and health-related information communication to affect improved health outcomes. Over 200 individuals received face-to-face education in FY 2006
- Dental program providing under-served children and family screenings expects to provide 500 services by December 2006
- "Step Up, Florida!" event promoted regular physical activity to over 22,000 participants in Hillsborough County
- Bimonthly Community Wellness newsletter publication
- Community Health Advisor Program initiated with educated lay workers increasing education opportunities on basic health issues, particularly heart disease and stroke
- Charter school partnership developed to provide televised health information using children to educate their peers.

### *Did you know?*

*Childhood lead poisoning has been reduced by half since the early 1990's.*

## School Health Services

Collaboration and partnerships with the local school district help HCHD provide services at Hillsborough County schools. A major goal of the program is to improve the health and lifestyle of all children by promoting good nutrition and physical activity.

Accomplishments this past fiscal year included:

- 135,103 health screenings provided by school nurses for vision, hearing, blood pressure, dental, and scoliosis
- School nurses administered 326,408 medication doses
- School nurses trained in operating automated external defibrillators placed in each public school used during three emergency situations
- School nurses calculated 57,272 BMI's on students in grades one, three, six, and nine. Data revealed that 16% of the students were overweight and another 15% at risk of becoming overweight
- Volunteer School Nurse Project participation increased
- Printed a "Step Up, Florida!" calendar using drawings by 14 elementary students depicting physical activity.



## Childhood Lead Poisoning Prevention Program

Childhood Lead Poisoning Prevention Program's focus is to eliminate the threat of lead poisoning in children. HCHD provides education to families, professionals, and community groups on lead hazards, abatement and mitigation; coordinates lead source identification; provides case management for at-risk children; and works with county and city officials to adopt and enforce regulations and policies to support primary prevention.

## Steps to a Healthier Hillsborough



Steps strives to reduce the burden of chronic diseases and the prevalence of risk factors associated with diabetes, asthma, and obesity within 16 Hillsborough County zip codes. Over 80 partnership linkages have been established to reach the program's goals, including three new national partners: Area Agency on Aging, Veterans Administration, and the Extension Services of USA.

### FY 2006 Accomplishments

- Normal body mass index data of physical education students increased from 37% to 79% in five months after Steps partnered with Young Middle School on various activities.
- Our Steps media partners, WFLA and WEDU, established several partnerships for the "Discovering Diabetes Special, the Remaking of American Medicine" Campaign, where lines opened for the public to call experts while the program was televised. During the program 2,218 callers received counseling; 2,020 booklets were requested and mailed; and 1,400 viewers downloaded the booklet PDF version. Partners contributed \$150,000 in cash and \$50,000 in services while over 430,000 people viewed the program in the Bay area.
- Steps advocated for and succeeded at implementing several environmental changes in Hillsborough County schools and YMCA's.

### Program Goals

1. Increase number of children and adults who consume at least five fruits and vegetable servings daily
2. Reduce the % of overweight students and adult obesity
3. Reduce health disparities related to obesity, diabetes, and tobacco exposure
4. Reduce childhood and adult ER visits and child school days missed due to asthma
5. Reduce the % of persons with diabetes
6. Reduce tobacco use and exposure
7. Increase moderate and regular physical activity among children and adults
8. Increase in community capacity

## Subsidized Healthcare and Referral Programs (SHaRP)

Efforts to provide education, increase screenings, and disease prevention to eligible participants are provided through these programs.

- The Breast and Cervical Cancer Early Detection Screening Program provides clinical and diagnostic breast examinations, pap smears, mammograms, and treatment.
- Tubal ligations and vasectomies are provided under the Title X Family Planning Program. The goal is to increase the availability of these services to low-income women and provide for both men and women who desire a permanent method of contraception. This past fiscal year, 31 bilateral tubal ligations and 70 vasectomies were funded.
- Vision Services provide eye examinations and eyeglasses to eligible City of Tampa residents.
- Through the Florida KidCare Program, HCHD serves as a distribution site for applications and literature for qualified children to receive health insurance. Special events are held for completion of onsite applications and education.







# Direct Services



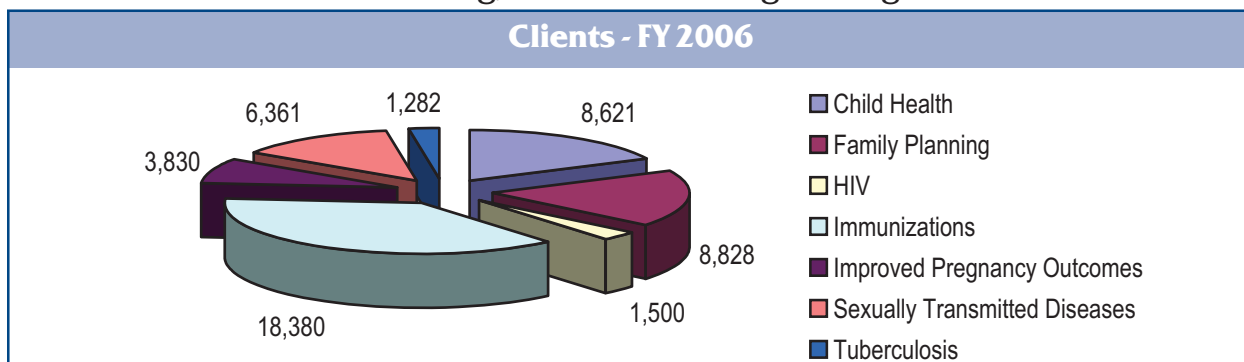
**D**irect Services (DS) Division provides prenatal, family planning, child health, and immunizations at six locations throughout Hillsborough County. Serving an under-insured population, HCHD remains a safety net for many families. Division was the subject of three audits by the State Health Office in the areas of Immunizations, Maternal and Child Health, and Family Planning Title X. In each of these cases, DS showcased the best in clinical services, records management, processes, training, Quality Assurance, and Quality Improvement resulting in favorable results from all audits.

Clinical staff continues to mentor public health workers of the future through an active preceptorship program. During FY 2006, more than five doctors and 15 nurse students were trained at HCHD facilities. Wanting to reach DS's vision as the destination of choice for customers, the division invested over \$100,000 in facility upgrades. DS provided prenatal, family planning, child health, and immunization services to over 48,800 clients in over 108,500 visits. Furthermore, staff assisted more than 2,500 clients with their Medicaid prenatal and family planning benefits application process.

DS also took the lead in researching,

planning, staff training, and the implementation of Bioshield 2006 Point of Dispensing (POD) exercise at the State Fairgrounds. The exercise was a great success and HCHD was complemented on its efficiency by evaluators at the local and federal (Centers for Disease Control and Prevention) level.

DS is fully engaged within our community by creating innovative partnerships such as a Vita Grant Program, which provides free vitamins and educational materials regarding pre-conceptual nutrition to female clients; the Vision Screening Program, which provides screening and in some cases eyeglasses to low income clients; back-to-school health fairs to increase access to school physicals and immunizations; a partnership with the Sun City Emergency Rescue Squad to provide screenings and immunizations; the Rural Social Services Partnership, which develops and enacts a comprehensive plan of action to address the social and human service needs of the east and south county areas; and the Born to Read Program, which in partnership with the Hillsborough County Public Library system, provides free books to children during their well-child checkup visits to encourage reading.



# Nutrition



**N**utrition Division administers the Supplemental Nutrition Program for Women, Infants and Children (WIC), provides consultative services to the Senior Citizens Nutrition and Activity Program (SCNAP), and oversees the activities and coordination of the WIC/Immunization Linkage Program.

WIC provides a combination of nutrition assessments, supplemental nutritious foods, nutrition education, breastfeeding promotion and support, referrals to healthcare and outreach to community partners.

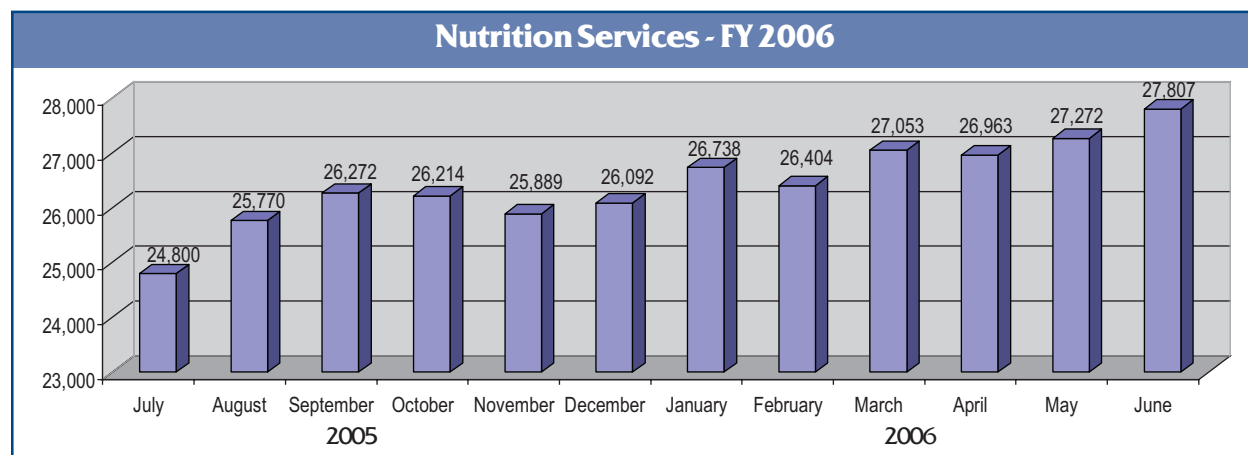
Services continue to increase making the program the second largest in the state of Florida with an average of 26,440 clients serviced per month. WIC services are provided in eight HCHD centers and two collocated centers. Over 75 employees including 21 licensed nutritionists, 10 nutrition educators, 45 support staff, and one breastfeeding coordinator provide client services. Staff participates in radio and television programs as well as health fairs promoting the program and its health initiatives.

Future goals of the WIC Program include the increase of prenatal participation during the first

trimester, increase in initiation and duration of breastfeeding, and continued caseload increases to meet the needs of our community. Plans to provide additional nutrition services are being considered.

Department of Aging services contracts with HCHD for provision of nutrition services at county's 30 meal sites. A Senior Public Health Nutritionist visits sites quarterly to provide participants group and individual education. Food service is also monitored for safety standard compliance. As an additional service, individual assessments and care plans are provided during home visits to participants identified as high-risk based on established criteria from the Department of Aging Services. An average of 700 seniors received services quarterly during FY 2006.

Division received grant funding to coordinate WIC and Immunization Programs to ensure all WIC participants zero to two years old are fully immunized when they reach the age of two. Data supports the program has surpassed state standard by 5%.







# Disease Control



## HIV/AIDS Program

As the liaison to the Bureau of HIV/AIDS, the HIV/AIDS Program coordinates local HIV/AIDS planning, development, contracts, and evaluation. HIV/AIDS prevention and training consultants provide science-based prevention interventions approved by Centers for Disease Control and Prevention (CDC). Early intervention activities include establishing, maintaining, and evaluating HIV counseling, testing, and linkage (CTL) sites. The Regional Minority AIDS Coordinator (RMAC) offers technical assistance; capacity building, and education on prevention; early intervention; and patient care issues to minority-based agencies and the community. Surveillance Unit collects, analyzes, and disseminates epidemiological data. Data is used to plan, implement, and evaluate HIV/AIDS programs and interventions as well as inform the public of current trends in the disease.

### FY 2006 Achievements

- Over 74% of AIDS cases were reported within two months of the test date; exceeded CDC objective by 14%.
- AIDS no identified risk (NIR) rate is 9%, compared to 14% for the state.
- Developed the Area 5, 6 & 14 Perinatal Workgroup to further reduce perinatal transmission.
- Implemented the VOICES/VOCES intervention within Hillsborough County.
- Offered CTL outside of medical settings more than 50 times.
- Developed the HIV/AIDS Prevention and Early Intervention Service Delivery Plan.
- Surveillance Program Manager was selected by the Bureau of HIV/AIDS as the Central Florida Regional Consultant, serving as a trainer and technical assistance provider for the Florida Surveillance Program.

### FY 2007 Initiatives

- Continue to address the prevention needs of African Americans and Hispanics, including migrant farm workers.
- Expand monitoring of prevention interventions to include observing facilitation skills and evaluating participant feedback.
- Develop an HIV and hepatitis update for Hillsborough and surrounding counties highlighting advancing HIV prevention strategies.
- Improve reporting timeliness so that 75% of all AIDS cases are reported within six months of diagnosis.
- Improve the cumulative HIV NIR rate to less than 20%.

### Did you know?

Water fluoridation was hailed as one of the "10 Great Public Health Measures" of the 20th Century by the United States Public Health Service, CDC.

## Immunizations and Refugee Program

Immunization rates for children continue to improve through the program with 90% of children age two and under scheduled to have their vaccine series by the year 2007. For FY 2006, county-wide immunization rates for this group were 92%. The program's goal is to educate the community on the benefits of immunizations, especially for the most vulnerable, children under two years old, as well as improve the timely electronic submission of refugee screening billing.

The third annual Back to School Health Fair assembled 50 community partners providing free school physicals and immunizations throughout the county to school aged children. More than 1,000 immunization services were provided at these fairs. This advances the program's goal that no child shall miss one day of school due to lack of a physical examination or immunizations.

The program received the 2005 Certificate of Achievement for immunization coverage of 90-94% for Outstanding Immunization Coverage of Two-Year-Old Children from the Bureau of Immunizations. In addition, HCHD Refugee Health Clinic improved its performance scores significantly from the previous year as reported by the Bureau of TB and Refugee Health.

## Prevention Training Center

Southeast Region STD/HIV Prevention Training Center (SEPTC) is one of ten clinical and laboratory training centers funded by CDC. National Network of STD/HIV Prevention Training Centers is a group of regional STD/HIV training centers created in partnership with health departments and universities. SEPTC's mission is to increase knowledge and skills of health professionals in the areas of sexual and reproductive health. It provides health care professionals with a spectrum of state-of-the-educational opportunities, including experiential learning with an emphasis on prevention.

Over the past year, the center has presented five-day STD Intensive, five-day Women's Health, three-day STD Part-time Intensive, as well as one and two-day STD/HIV Update courses to clinical staff and other health care professionals in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. Also, the center has a memorandum of agreement with Fulton County Health Department in Atlanta, Georgia and Miami-Dade County Health Department in Miami, Florida to conduct three-day STD Part-time Intensive courses twice a year at their facilities. In addition, more than 988 students attended these courses throughout the Southern Region, totaling 270 didactic hours and 186 clinical practicum hours.

Dr. John F. Toney, M.D., SEPTC Medical Director, is a Professor of Medicine with the Division of Infectious Diseases and Internal Medicine at the University of South Florida, College of Medicine, Tampa, Florida. He is a researcher in the field of infectious disease control and treatment, and the primary lecturer and clinical preceptor for our center.



### Did you know?

*HCHD provides public health services to the cities of Tampa, Temple Terrace, Plant City, and the entities of Ruskin, Brandon, and Odessa.*





## Specialty Care Center

Specialty Care Center (SCC) is a state of the art medical facility that provides disease management for adults infected with HIV disease. The center is staffed by community collaboration between physicians with the University of South Florida College of Medicine and Advanced Registered Nurse Practitioners with Tampa General Hospital.

Onsite services include a full service pharmacy including a mail order service that ensures delivery of medications right to the client's door. Additionally, the State of Florida AIDS Drug Assistance Program (ADAP) for Hillsborough County is located onsite and provides medication for the treatment of HIV and related conditions when clients have no health insurance. These services allow clients to typically receive their medications on the same day in which they receive their medical care.

Furthermore, onsite services include a fully operational Dental Clinic, an adherence specialist, and a highly acclaimed HIV research program. Case management services are provided by Metropolitan Charities. All these services available at one location are a collaboration of community resources which ensure SCC's commitment to the highest level of customer satisfaction possible.

SCC services all Medicaid and Medicaid HMO plans, Medicare, Hillsborough County Health Care Plan, and is also in the process of developing additional contracts with the major commercial insurers.

The center's operating hours are Monday through Friday from 7:00 a.m. - 5:00 p.m. Appointments are encouraged but several walk-in/sick-call clinics are scheduled during the week to service client needs.



### Did you know?

*The Florida Department of Health was founded in 1889 and Hillsborough was the fourth county health department beginning in 1936.*



## Sexually Transmitted Disease Program

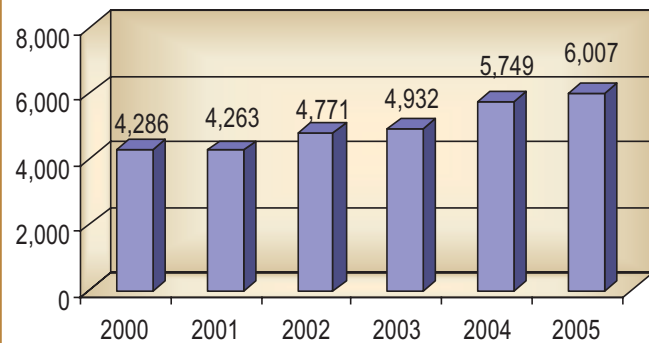
The program's goal is to intervene in the spread of and reduce complications of sexually transmitted diseases (STD) through community education, counseling, diagnosis, and treatment of infected clients. Surveillance is the foundation of the program by monitoring incidence rates, laboratory reporting, and trends in morbidity.

FY 2006 accomplishments include:

- Testing over 2,000 inmates at Hillsborough County correctional facilities and establishing a Jail Link Program
- Participating in the Nucleic Acid Amplification Test (NAAT) study to detect viral HIV RNA genetic code. NAAT allows for the diagnosis of HIV infection before threshold HIV antibody production
- Partnering with University of South Florida Pediatrics and the Ronald McDonald Van to provide STD testing near schools and in high prevalence areas.

Due to constant programmatic efforts to reduce the incidence of STD's, initiatives for the next fiscal year include expanding STD testing in community based organizations and integrating new technology urine based testing in the STD Center.

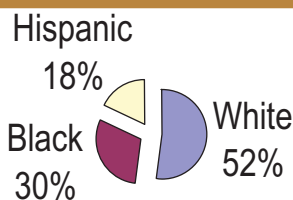
STD Client Service History



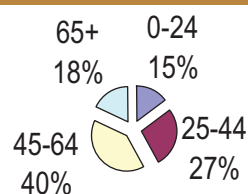
## Tuberculosis Control Program

The Tuberculosis Program (TB) plays the lead role in treating and reducing the number of TB cases in our community. It ensures cases are treated, provides treatment oversight, offers educational programs, and identifies community risks and trends. For the year ending December 31, 2005, Hillsborough County was fourth in the state reporting 90 TB cases. Additionally, data included 237 contacts to cases identified, 1,978 Latent Tuberculosis Infection clients, and 17% HIV positive TB cases.

Race Distribution



Age Distribution



Case Incidence

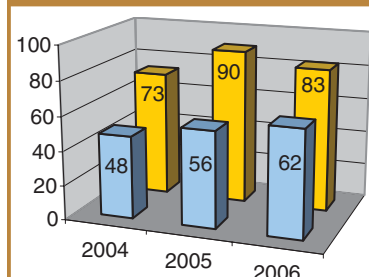


Chart depicts increases for the past 3 years. Trend is expected to continue.

*Did you know?*  
Through 2005, nearly 137,000 HIV/AIDS cases have been reported in Florida; 55,000 have died.

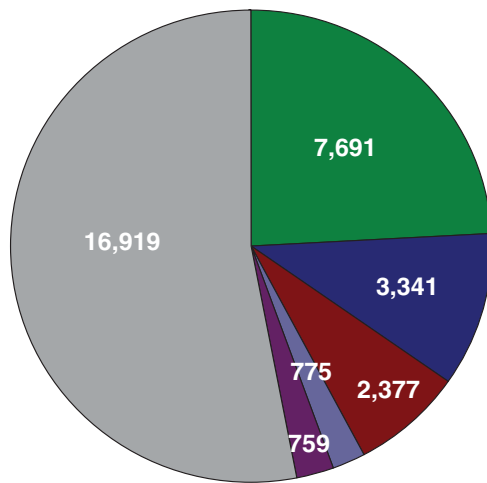




# Environmental Health



## Services - FY 2006



## Fast Facts

- The size of the average new residential septic system has increased 25% since 2003 due to increases in average new home size.
- 18 outbreaks of foodborne illness were investigated in Hillsborough County this past fiscal year. 74 people became ill.

## Achievements

- Onsite Sewage Treatment and Disposal Systems (OSTDS) Program continually surpassed the state goal of seven days for septic permit processing time.
- Implemented a customer feedback "Score Card" to assess customer satisfaction.
- Designated a Customer Service Advocate.
- Created an Incident Command Structure (ICS) for staff activities during a disaster.
- All staff became National Incident Management System (NIMS) compliant and trained in CPR.

### Regulatory Inspections

Assisted Living Facilities	Massage Therapy
Biomedical Waste Generators	Migrant Labor Camps
Body Piercing Salons	Mobile Home/RV Parks
Dental Labs	Public Drinking Water Systems
Electrology	Public Swimming Pools
Foster Homes	Residential/Commercial Septic
Group Homes	Schools
Institutional Food Services	Tanning Salons

### Demand Services

#### Permits & Plan Reviews

Drinking Water	Public Pools
Food	Septic Systems
Migrant Labor	Tanning
Mobile Home Parks	

### Sampling & Monitoring

Beaches	Wells
Industrial Septic	

### Environmental Surveillance

Illness Investigations	Rabies
------------------------	--------

### Investigations

Biomedical Waste Spills	Septic, Food & Water Complaints
Indoor Air Issues	
Sanitary Nuisances	

### Enforcement Actions



*Did you know?*

*HCHD investigated over 2,200 animal bites last year.*



## Leadership in the Community

It is a “point of pride” for Environmental Health (EH) Division to be proactive in the community’s health. Division leaders and staff work diligently to promote public health awareness through education and outreach to improve the lives of Hillsborough County residents.

## Summary of Activities

### Community Training

Five regulated facility categories received training for their professionals from the community EH program staff:

- Body Piercing Salons
- Child Care Facilities
- Hospitals
- Nursing Homes
- Tanning Salons.

### Bay Area Sharps Disposal Program

Community EH program promoted the safe disposal of medical syringes and needles by private users.

### Florida Fish Consumption Guide for Mercury

Division assisted local agencies to create brochures regarding fish consumption and mercury.

### Great American Teach-In

Staff members Davron Davis, Dennis Milak, and John Zaykowski presented environmental health education to students in local schools.

### Pollution Recovery Grant

Division partnered with the University of South Florida College of Biology and obtained \$125,000 to study beach bacteria contamination.

### City of Tampa Paint Your Heart Out!

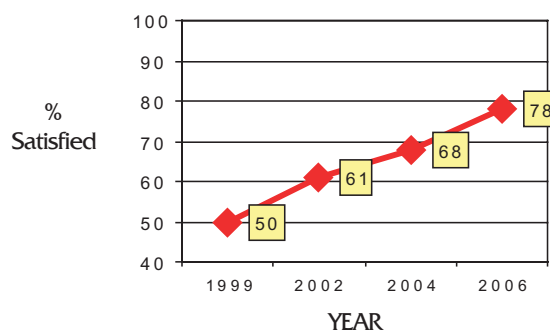
Many division leaders and staff volunteered their time to help a Hillsborough County citizen improve the condition of their home.

## Leadership in the Workplace

Creating a great workplace is a valued goal of HCHD. Division continued to work toward improving the wellness and satisfaction of employees.

Employee Satisfaction Survey results for this year show our division exceeded state measures in all areas.

### EH Employee Satisfaction



### 90 Years of Service



Burt Ramos, Jerry Pedrero & Ray Hewitt

### EH Goals for FY 2007

- Realign division staff duties in wells, pools, and medical quality assurance to increase efficiency and improve customer service.
- Develop training programs for owners and operators of public drinking water systems and pools.
- Create an e-mail database and newsletter to improve communication with public drinking water system facilities.
- Increase medical providers education on animal bite reporting.



# Organizational Development



## Human Resources

Staff is supported through Human Resources (HR) and the administration of PeopleFirst, a comprehensive personnel management system. The department's eight staff members represent Staffing, Testing, and Selection; Classification; Pay and Benefits; Performance Management; Employee Relations; and Risk Management.

### FY 2006 Services

- Performed ongoing staffing - case management.
- Coordinated several performance management workshops.
- Held successful retirement fair.
- Established career ladder coordination for Nutrition Division positions.

### Additional Strategic Initiative Contributions

- Assisted in defining standards for the delivery of premier customer service.
- Provided field support to health centers and administrative offices on compensation and benefits, recruitment and retention, performance evaluation, reward and recognition systems, conflict resolution and legal compliance.

- Provided ongoing training for new supervisors.
- Surveyed employees continuously for feedback on our leadership, customer service, business tools, policies, and procedures.
- Developed and delivered personnel information to help achieve the organization's business objectives.
- Promoted diversity in every respect of the workplace.

### FY 2007 Initiatives

- Department recognition for best practices (staffing, risk management, etc.)
- Develop a succession planning comprehensive hiring module.

## Knowledge Management

Knowledge Management (KM) supports HCHD through the development and implementation of a sound knowledge management process. The department promotes and protects the public's health by increasing individual and organizational performance through process development and the selection, analysis, and sharing of knowledge. In FY 2006, the department restructured to better meet the needs of the organization. KM also began the development process for the implementation procedure of the Health Management System (HMS). KM's goals for 2007 are to complete the conversion to the HMS computer system and work with the Learning and Development Office to develop online training for future users. Additionally, KM will fully implement the Crystal Enterprise Server XI for use with HMS and other databases as well as move toward process management activities. This ensures KM continues to provide efficient, timely, accurate, and useful information to customers, workforce, partners, and community.

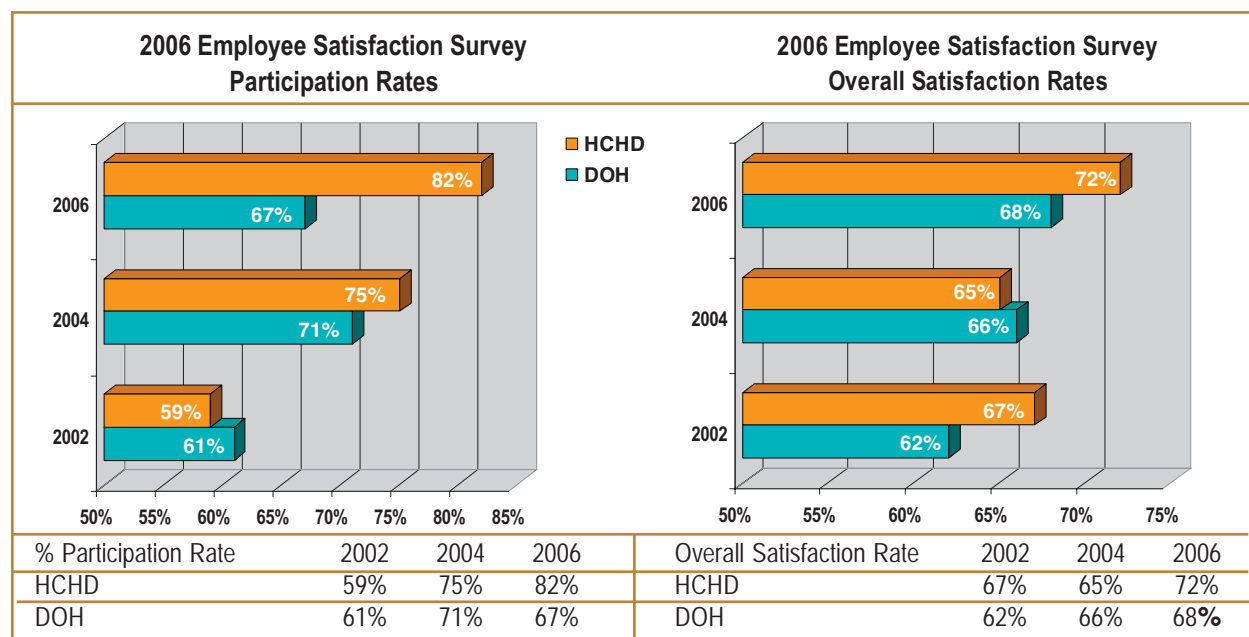
## Learning and Development Office

The vision of the Learning and Development Office (LDO) is to create an environment that embraces learning, fosters leadership, and cultivates career potential. LDO's mission is to enhance employee and organizational growth, development, transformation, and empowerment by providing innovative, comprehensive learning programs, resources, and services. In 2006, LDO conducted a training needs assessment, implemented the Trak-It training database, promoted and reviewed employee Individual Development Plans (IDP's), provided regional training opportunities to other health departments, collaborated with the Human Resources Department to coordinate New Employee Orientation (NEO), and developed internal learning programs to support both soft skills and computer skills. Graduated HCHD's first medical Spanish class. In 2007, LDO will launch the Cultivating Successful Leaders (CSL) leadership program, develop e-learning courses to provide additional learning opportunities for employees, collaborate with other health departments on projects, and continue to develop a comprehensive learning program.



## Employee Satisfaction Survey

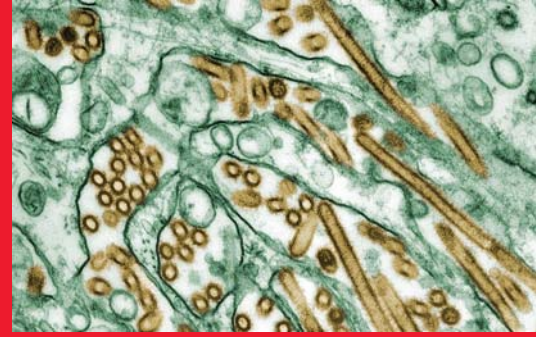
Major strides in employee satisfaction have been made at HCHD. First, the response rate to the survey has improved significantly over the past three administrations, and currently exceeds the overall DOH rate by 15%, which provides enhanced reliability of the results. The Overall Satisfaction Rate also exceeds the overall DOH average, by 4%, and increased due to efforts to improve the agency's work environment. Recent achievements supporting improved employee satisfaction include: providing supervisors with additional performance management training, implementation of an employee safety committee, changing to a competency based hiring program, and creating individual development plans for employees.







# Public Health Preparedness



Natural and man-made disaster events such as storms, floods, industrial accidents, epidemics, and acts of terrorism, can pose a myriad of challenges to public health in our community. HCHD prepares for these challenges through joint planning, coordination, and training exercises with other county and government agencies. After a significant disaster event has occurred, HCHD, at the direction of the Hillsborough County Emergency Operations Center, may be requested to provide staff and services to address various public health needs.

## FY 2006 Activities

Exhaustive efforts by the HCHD Planner have led to significant increases in cooperation between federal, state, and local health, government, and law enforcement agencies. Through this network HCHD participated in planning, evaluating and/or participating in numerous local and statewide exercises to include: Coast Guard, Disaster Medical Assistant Team, Mass Casualty, Hurricane, Regional Domestic Security Task Force, and United States Postal Service. This has increased cooperation between our agencies and will further HCHD's planning and response efforts.

The Public Health Preparedness (PHP) Division's planning and response activities include some of the following areas:

- Natural disasters
- Bio-terrorism events
- Epidemiological surveillance and response
- Public health information
- Training and exercises
- Incident command and communications structures.

In the past year, pandemic influenza planning has been undertaken at HCHD, both internally and externally. Within the health department, two distinct pandemic influenza workgroups have been established to address the issues of communication and disease surveillance. The Communications Workgroup aims to improve the day-to-day communications of the health department so HCHD will be able to communicate effectively in the face of a

pandemic. The Disease Surveillance Workgroup strives to improve the way the health department handles normal, seasonal influenza, including surveillance, education, and vaccination. Externally, the pandemic influenza coordinator has been active in the community, delivering pandemic

influenza presentations to a wide variety of audiences, including seniors, the faith-based community, healthcare workers, and school officials. Additionally, specific focus groups of community members are being assembled to address important planning issues such as medical triage, respiratory protection for first responders, and the closure of schools.

Cities Readiness Initiative (CRI) is a national program that is executed locally by the PHP Division. Its purpose is to enhance

preparedness of local government to provide a consistent approach at all levels to prepare for, respond to, and recover from a large-scale public health emergency. This program will help ensure a consistent, effective, and timely response in the event of a large-scale catastrophic event or outbreak of disease. Planning is predicated on a worse case scenario of a wide-scale biological attack that will require the entire population of Hillsborough County and some surrounding areas receive prophylactic medication within 48 hours of the attack. This initiative employs the Strategic National Stockpile to receive and dispense nationally supplied medications through designated Points of Dispensing (POD).

Partnerships have been established with the Office of the Mayor, School Board, Tampa Police Department, Fire and Rescue, Hillsborough County Sheriff's Office, and numerous other county and regional agencies.

Although still in the planning stages, the POD delivery system was tested in Bioshield 2006, a statewide exercise. Using the Incident Command System (ICS), HCHD responded by activating a POD at the fairgrounds with a goal of demonstrating the capability to provide medications to a minimum of 3,000 persons within 24 hours. A total of 32 staff from all of the health centers designed, setup and operated the POD as well as exceeded all requirements. Patient throughput was calculated to be 4,500 in a 24-hour period, far exceeding minimum requirements.

HCHD was called upon and responded to recovery efforts in Mississippi immediately after Hurricane Katrina. Multidisciplinary staff deployed for ten days to the Stennis NASA facility and provided support for six lower counties. These three teams received Davis Productivity Awards for their efforts.

PHP continues to work with various community agencies on storm awareness, preparation, and preparedness. In concert with the county's Emergency Operations Center, HCHD staff participated in 17 presentations to various community groups focusing on preparedness, personal planning, and special needs shelters.

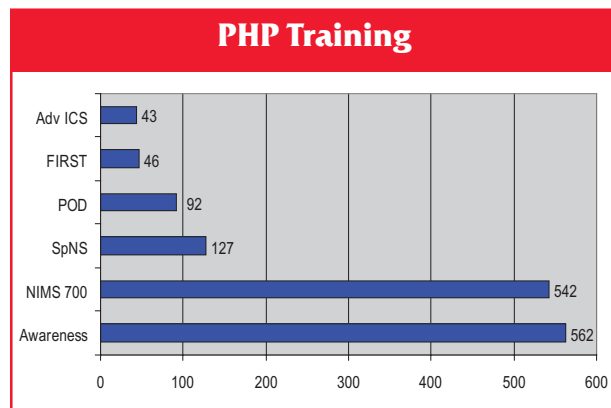
Training was a primary focus of PHP during

the past year. The Federal Emergency Management Agency (FEMA) requires all federal, state, and local employees take courses in the National Incident Management System (NIMS). The system will be used by all levels of government to respond to disasters or emergencies and it is imperative staff know the command, operations, and support structures.

Beginning with HCHD's new employee orientation, all staff receive some level of NIMS training. In FY 2006, FEMA established the requirement for all employees to take the NIMS 700 and ICS 100. Additionally, selected employees who are involved in the actual incident command structure or deployments must take more in-depth training.

HCHD employees also take other preparedness and specific job-related training for disaster response, as well as participate in exercises to receive training credit. Collectively, over 1,594 employees have taken 27 different courses which are tracked by PHP. This enables the division to ensure the right employees have the right training to respond to disasters locally, in other counties or even other states.

Chart below depicts a *sample* of the types of training and experience PHP monitors.

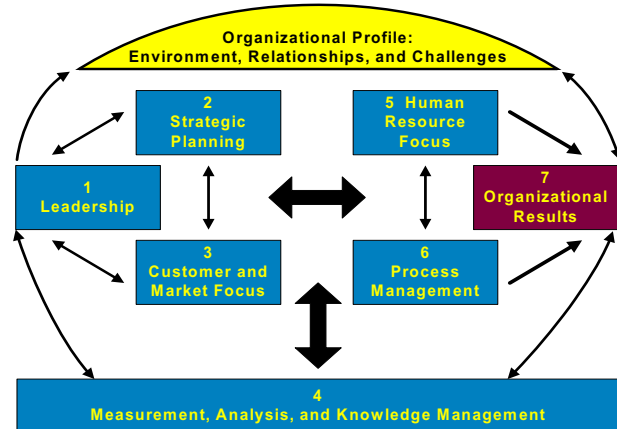




## Sterling

**H**CHD continues to develop and deploy the Sterling Criteria as its business model. The leadership system has continued to evolve with further alignment and refinement of management teams and councils. The strategic planning system has focused on including more measurable objectives. A Balanced Scorecard is now included in quarterly performance reviews.

To further support the implementation of the model throughout the organization, the Sterling Council has also continued to evolve. Champions have been identified for each of the Sterling Categories to support and drive improvement in these areas. Also, an internal group of examiners are being developed to provide support for further deployment of the model and continual improvement. An internal assessment process has been developed to provide specific feedback on progress. The Sterling Council, via the champions, examiners, and other volunteers will continue to support the organization's journey towards its vision of being a role model public health organization.



## Councils

**C**ouncils provide employees an opportunity for participation, empowerment, and communication. They also ensure decisions made by senior management are made with consideration and input from a more diverse and representative group of employees. Membership ranges from frontline employees, to supervisors, managers, and at least one Senior Management Team representative. In addition to being a sounding board and communication tool, the councils may charter working teams to accomplish various tasks.

Most recently, the councils themselves have been realigned to match the Vision Triad's focus on Customers, Community, and Employees. Each of the three councils are staffed with HCHD representation. Councils engage in activities focused on respective areas of the Vision Triad. For example, the Customer Council is involved in the measurement of customer satisfaction, the Community Council monitors health related event participation, and the Employee Council is responsible for over seeing the follow-up to the Employee Satisfaction Survey.

The other three councils are more task specific. The Sterling Council focuses on the implementation of the Sterling Model as the approach to becoming a role model public health organization. The Public Health Preparedness Council focuses on the deployment of the ever-changing requirements of the public health system to disaster and terrorism. Finally, the Communication Council is a mechanism to ensure the organization engages highly effective communications with both internal and external stakeholders.





# Hillsborough Employee Action Team (HEAT)



**H** EAT is a committee comprised of 15 multidisciplinary HCHD employees. Its mission is to promote positive communication and celebrate changes which benefit all employees. HEAT encourages employees to bring concerns to the committee for resolution and clarification.

The goal of HEAT is to embrace all employees, foster acceptance and professionalism, as well as encourage the search for knowledge, and be open to new ideas. To foster a “can do” atmosphere within the agency is what HEAT is all about.

Three annual events encourage networking and camaraderie among employees. The Annual Picnic, Cultural Diversity Day, and Holiday Gathering are well attended.

HEAT has a webpage on the Intranet to share articles of interest, success stories, and current events as well as provide staff information.

## Awards and Recognition

*HCHD is very proud of the employees and teams that received recognition in FY 2006.*

**T**he Immunizations Program received the **2005 Certificate of Achievement for Immunization** coverage of 90-94% for Outstanding Immunization Coverage of Two-Year-Old Children from the Bureau of Immunizations.

EH Division **received the Environmental Health (PACE EH) Project 2005 Vision Award** which is presented each year by the Association of State & Territorial Health Officers to honor outstanding state health department programs and initiatives. The award provides peer recognition for creative state health programs and increased awareness of successful initiatives that can be replicated in other states. Programs compete in two categories based on budget.

The **Prudential Financial - Davis Productivity Awards** are made possible through the generosity of Prudential Financial, as Anchor Sponsor, and the vision of the late J.E. Davis and A.D. Davis. Since 1989, the Davis Productivity Award Program has publicly recognized and rewarded state employees and work units whose work significantly and measurably increases productivity and promotes innovation to improve the delivery of state services and save money for Florida taxpayers and businesses. The following groups received this award:



- Perinatal Hepatitis B Prevention Team, represented by Elaine Thomas, John (Juan) Luque, Margaret Ewen, and Jylmarie Kintz received award for developing a multimedia educational program.
- HCHD was called upon a number of times to provide team assistance to affected communities in disaster relief efforts. 65 employees volunteered for deployment and 23 deployed for Hurricanes Dennis, Katrina, and Wilma. Five teams received the award for their efforts: MaryAnn Askew, Sandra Bermudez, Marc Betts, Margaret Brooks, Mercedes Cadena, Jo Cordy, Cindy Hardy, Douglas Holt, M.D., Steve Huard, Mike Kilcomons, Jylmarie Kintz, Mattie Leeks, Warren McDougale, Yarina Milian, Betty Napier, Rina Odell, Alfredo Ortega-Cruz, Nancy Ortiz, Ryan Pedigo, Sue Reckner, Marta Rodriguez, Ana Seda, and Ken Sturrock.

# Your Hillsborough County Health Department

How many of you know that the Hillsborough County Health Department provides services that touch your life from Birth to Death?

The circle begins when we enter your life by registering your birth through **Vital Statistics**.

As you enter childhood, we provide the **Immunizations** you need to protect you from childhood illness and assure your ability to enter school.

As you become a school child, we monitor **School Health Services** to see that the school system provides you with services designed to detect early health problems and allow you to fulfill your educational potential.

As you approach young adulthood, we investigate **Communicable Diseases** and institute whatever measures are necessary to prevent the spread of these diseases. These actions can include such drastic measures as quarantines, closing day care centers, and schools. Remember the story of Typhoid Mary? The presence of **your** Health Department prevents the occurrence of a Typhoid Mary in Hillsborough County.

In the event of a **Disaster** such as a major hurricane, Health Department nurses and Environmental Health staff are there **first** to keep you safe from harm.

As you pass into adulthood and begin your families, **Environmental Health** permits the septic tanks and wells you need to build your home, protects the water you drink, the pools you swim in and even keeps you safe from rabid animals.

As your family grows, we are there to ensure that you have a healthy baby through **Prenatal and Pediatric Clinic Services**.

For those who wish to space their families we provide a full range of **Family Planning Services**.

Should you have the need for **Basic Primary Medical Care**, our clinics provide pediatrics, adult health screening, and basic illness care.

We investigate, treat, and prevent the spread of **TB and Sexually Transmitted Diseases** (including AIDS) to improve the quality of life for all citizens in our County.

In every stage of life, even into mature adulthood, **Health Education** provides you with the information necessary to take control of your health and ensure the healthy lifestyle that will carry you into your senior years.

When your time in our community has ended, **Vital Statistics** issues the **Death** certificate which allows you to have a final resting place. **The circle is complete.**

The areas I have highlighted are only a small portion of what we offer to the community, but I wanted to paint a brief picture of how much a part of your life the Health Department is.

Our services are given to all citizens of this community without regard to status or income. They are your right. We are truly here to serve you, the citizens of our community.

*Author: Bobbie C. Thackeray, R.N., B.S.N., Assistant Director*





# Contacts

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*Unless noted area codes are 813*

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Medical Executive Director .....	Beata Casañas, D.O. ....	307-8008 .....	272-6984
Executive CHN Director .....	Bobbie Thackeray, R.N., B.S.N. ....	307-8008 .....	272-6984
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Human Resources Manager .....	Maria Fish .....	307-8015x3101 ...	272-5227
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Immunizations/Refugee Program Manager ...	Margaret N. Ewen, M.S.P.H., B.S.N., R.N. ..	307-8015x7701 ...	274-1940
Information Technology Manager .....	Chris Wagner .....	307-8015x3401 ...	272-5685
Legal Counsel .....	Frank Nagatani, J.D. ....	(727)507-4326 .....	(727)507-4329
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Pharmacy Manager .....	Leslie Betts, Ph.D. ....	307-8072 .....	272-7240
Regional Public Information Officer .....	Steve Huard .....	307-8015x6312 ...	272-6984
School Health Manager .....	Pat Sandoval, R.N. ....	307-8015x8502 ...	307-8094
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TB Program Manager .....	Jylmarie Kintz, M.P.H. ....	307-8015x4701 ...	975-2014
Vital Statistics Manager .....	Luz Perez .....	307-8002 .....	903-3363

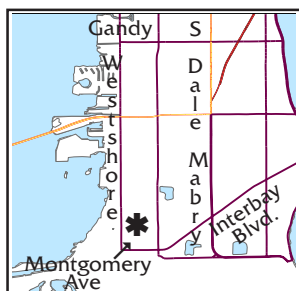


Produced by HCHD Annual Report Task Force. Coordinator, Maria Manz; Cover by Steve Huard; Senior Leader Advisor, Christina Ciereck; and members Jeremy Buchanon, Faye Coe, Robert Elliott, Cindy Hardy, Gayla McBride, Carlos Mercado, Maria Pelegrina, Judith Richards, and Chris Wagner.

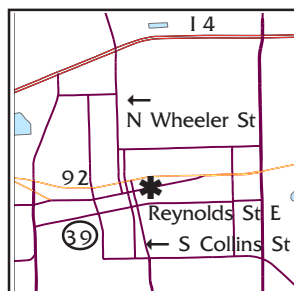




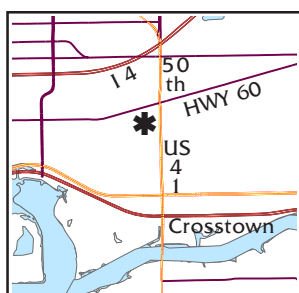
# Health Center Sites



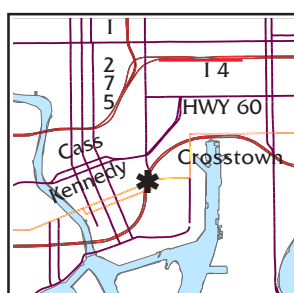
Floyd Kelton  
4704-B Montgomery Ave.  
Tampa, FL 33616  
(813) 307-8055  
Fax (813) 272-7172



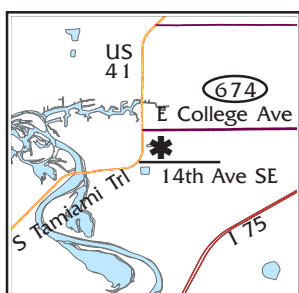
Plant City  
302 N. Michigan Avenue  
Plant City, FL 33566  
(813) 307-8057  
Fax (813) 757-3963



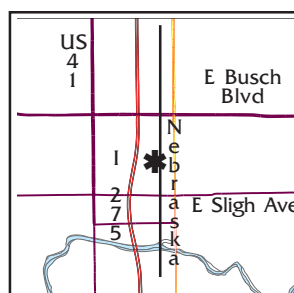
Immunization &  
Refugee  
4951 E. Adamo Drive  
Tampa, FL 33605  
(813) 307-8077  
Fax (813) 274-1940



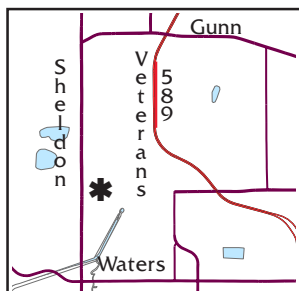
Specialty Care  
1105 E. Kennedy Blvd.  
Tampa, FL 33602  
(813) 307-8064  
Fax (813) 273-3721



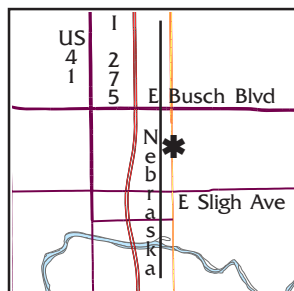
Joyce Ely  
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Ph (813) 307-8056  
Fax (813) 671-7755



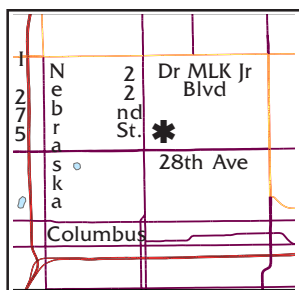
Sulphur Springs  
8605 N. Mitchell Avenue  
Tampa, FL 33604  
(813) 307-8054  
Fax (813) 975-2148



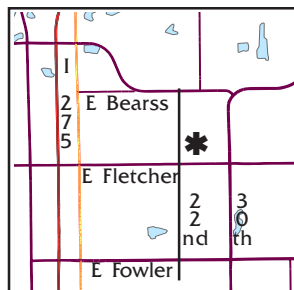
North Hillsborough  
9827 N. Sheldon Road  
Tampa, FL 33635  
(813) 307-8053  
Fax (813) 554-5090



TB Health  
8515 N. Mitchell Avenue  
Tampa, FL 33604  
Ph (813) 307-8047  
Fax (813) 975-2014



Nutrition Administration  
(Clients not seen at this  
location)  
2313 E. 28th Avenue  
Tampa, FL 33605  
(813) 307-8074  
Fax (813) 272-5408



University Area  
Community  
13601 North 22<sup>nd</sup> Street  
Tampa, FL 33613  
(813) 307-8058  
Fax (813) 272-7173



**Floyd Kelton Center**



**Plant City Center**



**Immunizations  
& Refugee Center**



**Specialty Center &  
Administration**



**Joyce Ely Center**



**Sulphur Springs Center**



**North Hillsborough Center**



**TB Center**



**Nutrition Center**



**University Area Center**