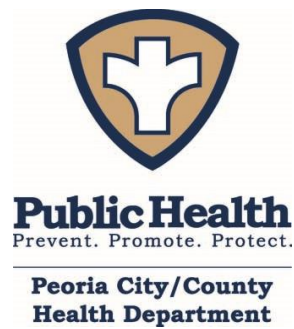


**Peoria City/County Health Department
Forces of Change Assessment**

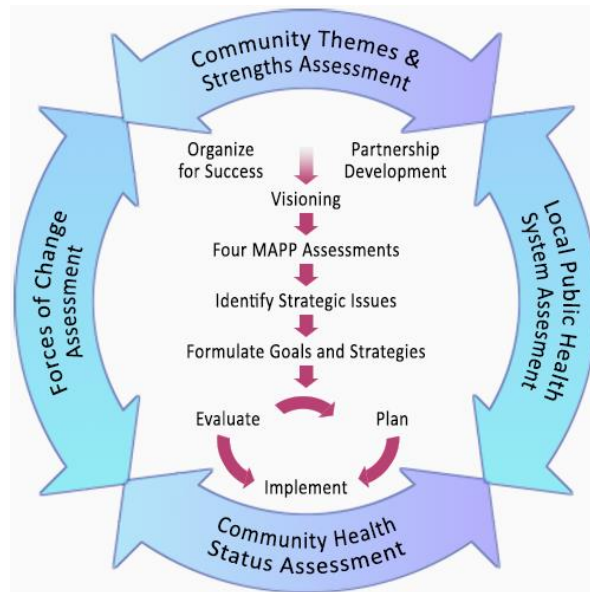
January 14, 2016



Introduction

The Tri-County MAPP Steering Committee is using the Mobilizing for Action through Planning and Partnership (MAPP) process for its Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP). A community health needs assessment is a process that: describes the state of health of the local population; identifies the major risk factors and causes of ill health; and identifies the actions needed to address these identified issues.

MAPP is a community-driven strategic planning framework that assists communities in developing and implementing efforts around the prioritization of public health issues and the identification of resources to address them as defined by the Ten Essential Public Health Services. The MAPP process includes four assessment tools, as shown in the graphic below.



The Forces of Change Assessment (FOCA) identifies forces such as trends, factors, or events that are or will be influencing the health and quality of life of the community and the work of the local public health system.

Trends are patterns over time, such as migration in and out of a community or a growing disillusionment with government.

Factors are discrete elements, such as a community's large ethnic population, an urban setting, or the jurisdiction's proximity to a major waterway.

Events are one-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.

During the FOCA, participants answer the following questions:

- What is occurring or might occur that affects the health of our community or the local public health system?
- What specific threats or opportunities are generated by these occurrences?

PROCESS

On January 14, 2016 a group of 38 individuals participated in the FOCA. Melissa Adamson, Peoria City/County Health Department, facilitated the session which included:

1. An overview of MAPP and FOCA
2. A review of Tri-County MAPP Vision and Values (Appendix A)
3. An overview of the Local Public Health System and 10 Essential Public Health Services
4. A discussion of Health Equity (Appendix B)
5. An individual FOCA brainstorming activity (Appendix C)
6. A group brainstorming and discussion on forces in each of 8 categories of influence (economic, environmental, ethical, legal, political, scientific, social, and technological) followed by identification of accompanying threats and opportunities. (Appendix D)
7. A round-robin presentation summarizing major themes in each of the 6 categories
8. Voting on the most pressing forces of change for the public health system in the next three to five years.

RESULTS

The forces identified in this assessment represent important issues affecting Peoria County, as well as the potential implications on the health and quality of life of community members and on the local public health system. A summary of the top themes identified across all the categories along with votes is listed below.

- Technology (20)
- ACA and Managed Care/Medicaid (16)
- State budget/Politics (14)
- Health inequality (11)
- Social Justice (11)
- Social supports/connections (10)
- Built environment (10)
- Economic inequality (8)
- Shifting social norms (7)
- Local research institutions (6)
- Food supply (6)
- Shifting demographics (5)
- Public transportation (5)
- Anti-vaccine stance (4)
- Access to services/resources (3)
- State government (3)
- Reform (1)

A complete list of the forces, threats, and opportunities by category is listed in Appendix E.

The following were noted as health equity issues.

- Reimbursement of mental health and substance abuse
- MA Managed Care Requirements
 - o Recruiting tactics
 - o Few/limited relationships
 - o Referrals far away (lack transportation)
- Budget Standstill
- Health Literacy (includes health insurance literacy)
- Basic human needs
- How education is funded - unfunded mandates
- Tax base - resource allocation

Appendix A Tri-County Vision & Values



Tri-County Illinois (Peoria, Tazewell, and Woodford Counties)

Vision

The tri-county region will be a thriving community that is inclusive, diverse, and sustainable to ensure health equity and opportunity for well-being for all.

Community Values

Inclusive

Open to everyone.

Diverse

Understanding and respect of cultural differences enhances our community. Each resident has the opportunity to live their life to the fullest with equal opportunity for all.

Sustainable

Engaged and committed community work that lasts over a prolonged period of time regardless of economic and social challenges.

Health Equity

Everyone has a fair opportunity to attain their highest level of health regardless of race, ethnicity, gender, income, sexual orientation, neighborhood or other social condition. Achieving health equity requires eliminating gaps in health outcomes between different social groups.

Health & Wellbeing

A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. Encompasses the full spectrum of health and wellbeing including: healthy behavior, access to quality clinical care, social and economic factors (education, employment, income, family and social support, community safety), and physical environment (air and water quality, housing and transit).

Knowledgeable

Valid, reliable information is valued as part of the decision-making process.

Engaged/Involved

Working collaboratively with others to address issues affecting their health and wellbeing. Actively building a sense of community.

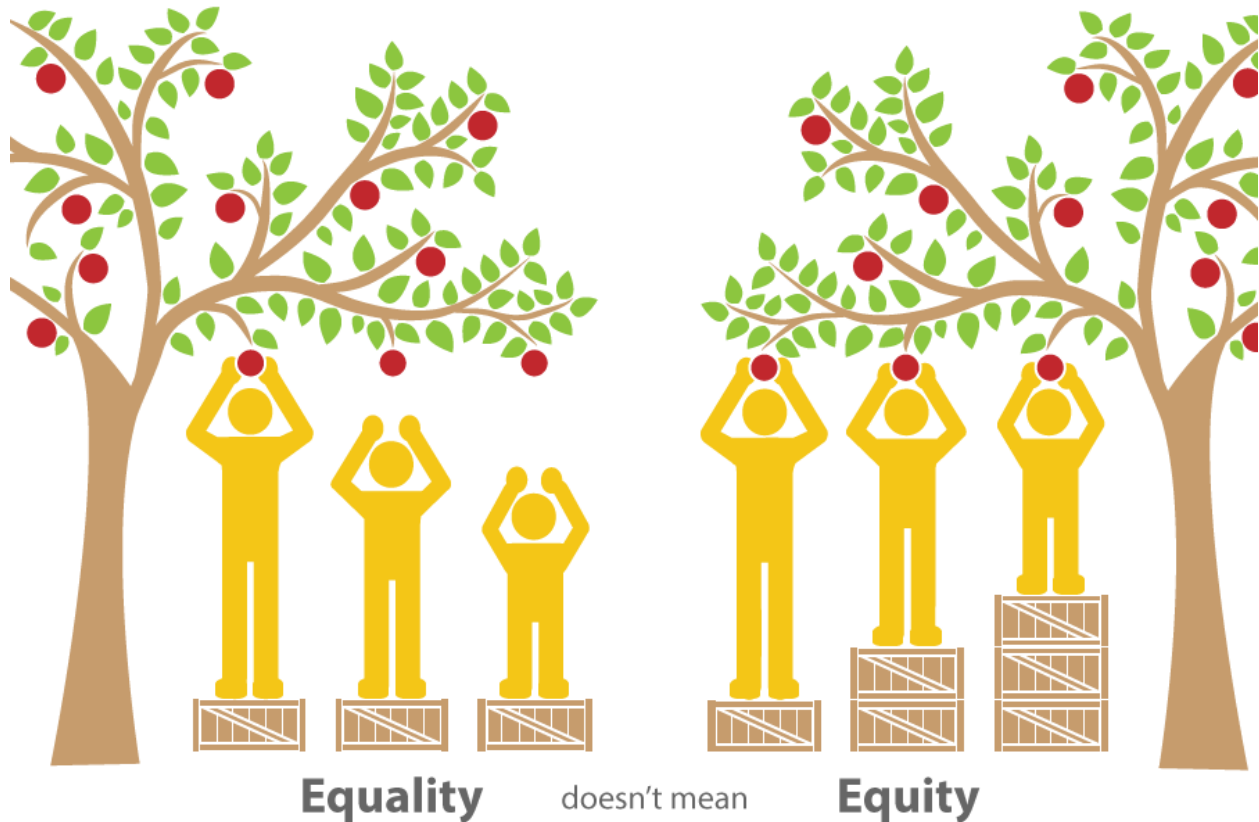
Committed

A community where quality health care is accessible to all residents, including the indigent and underserved, and is not taken for granted, but is valued with a focus on prevention and respect for our bodies.

Safe

A community has a commitment to allocate the needed resources to create a safe environment and feel no fear or threat to their personal well being.

Appendix C
Forces of Change Assessment - Handout



Powerful organized interests develop structures and support policies and practices that can either contribute to health equity or cause health inequities.

- What patterns of decisions, policies, investments, rules, and laws affect the health of our community?
- Who benefits from these decisions, policies, investments, rules, and laws?
- Whom do these decisions, policies, investments, rules, and laws harm?
- Who or what institutions have the power to create, enforce, implement, and change these decisions, policies, investments, rules, and laws?
- What interests support or oppose actions that contribute to health inequity?

Forces of Change (FoC), also known as "environmental scanning," is one of four assessments in a community-wide strategic planning process known as Mobilizing for Action through Planning and Partnerships (MAPP).

The FoC answers the following questions:

Appendix C Forces of Change Assessment - Handout

- What is occurring or might occur that affects the health of our community or the local public health system (all public, private, and voluntary entities that contribute to the health and well-being of the community and/or delivery of essential public health services within Peoria County)
- What specific threats or opportunities are generated by these occurrences?

What are Forces of Change?

Forces are trends, events, and factors that are currently affecting (or likely to in the future) the health and quality of life of our community or impact the work of the local public health system.

- **Trends** are patterns over time, such as population growth/decline
- **Events** are one-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.
- **Factors** are discrete elements, such as a community's large ethnic population, an urban setting, or proximity to a major waterway.

Types of forces include the following:

Economic	Employment, Cost of Living, Housing, Commerce and Business
Environmental	Air, Water, Land Use, Transportation, Energy, Open Spaces
Ethical	Family Values, Religion, Rules of Behavior
Legal	Law Enforcement, Crime, Courts, Jails
Political	Policy Development, Law Changes, Elected Officials
Scientific	Advances, Innovation, Communication
Social	Cultural Differences, Attitudes, Behaviors, Family structures, Gender roles
Technological	Advances, Innovation, Communication

How to Identify Forces of Change

Think about forces of change—outside of your control—that affect the local public health system or community.

1. What has occurred recently that may affect our local public health system or community?
2. What may occur in the future?
3. Are there any trends occurring that will have an impact? Describe the trends.
4. What forces are occurring locally? Regionally? Nationally? Globally?
5. What characteristics of our county or state may pose an opportunity or threat?
6. What may occur or has occurred that may pose a barrier to achieving the shared vision?

Appendix C
Forces of Change Assessment - Handout

Using the information on the opposite side, list the forces—including trends, events, and factors—affecting the health of our community and/or local public health system.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

Appendix D
Forces, Opportunities, and Threats Worksheet

Review the forces generated for each category, and identify the opportunities and threats that could result from these changes.

Consider the following Health Equity Questions as you develop a list of forces, opportunities, and threats.

- Which of these forces now and in the future can reinforce health equity in our community? How can we take advantage of these forces?
- Which forces now and in the future can contribute to/influence health inequity in our community? How can we mitigate or prevent these?
- What opportunities exist to influence decisions, policies, investments, rules, and laws to benefit all groups?

CATEGORY	FORCES (Trends, Events, Factors)	OPPORTUNITIES (Helpful/Positive)	THREATS (Harmful/Negative)
	Is this occurring now? Likely to occur in the future? Is it happening locally, regionally, nationally, and/or globally?	External factors that could help facilitate or support the health of the community or the local public health system. What we want to take advantage of.	External factors that could create barriers or hinder the health of the community or the local public health system. What we want to avoid/minimize.
Economic Financial Environment, Employment, Cost of Living, Housing, Commerce, Education, etc.			
Environmental Air, Water, Land Use, Transportation, Energy, Open/Green Spaces, etc.			
Ethical Family Values, Religion, Rules of Behavior, etc.			
Legal Law Enforcement, Crime, Courts, Jails, etc.			

**Appendix D
Forces, Opportunities, and Threats Worksheet**

CATEGORY	FORCES (Trends, Events, Factors)	OPPORTUNITIES (Helpful/Positive)	THREATS (Harmful/Negative)
	Is this occurring now? Likely to occur in the future? Is it happening locally, regionally, nationally, and/or globally?	External factors that could help facilitate or support the health of the community or the local public health system. What we want to take advantage of.	External factors that could create barriers or hinder the health of the community or the local public health system. What we want to avoid/minimize.
Political Policy Development, Legislation, Elected Officials, etc.			
Scientific Advances, Innovation, Communication, Emerging Diseases, Medical, etc.			
Social-Cultural Cultural Differences, Attitudes, Behaviors, Family Structures, Gender Roles, Education, Demographic Shifts, etc.			
Technological Advances, Innovation, Communication, Telehealth, etc.			

Appendix E
Forces of Change
Summary of Forces, Threats, and Opportunities by Category

ECONOMIC (21 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
State budget/budget impasse (10)	<ul style="list-style-type: none"> - Impact on services - Poor use /inequitable distribution of resources across the state (emphasis on City of Chicago / Cook County versus rest of the state) - Lack of General Revenue Funding; business growth - Unhealthy tax climate 	
Economic inequality (8)	<ul style="list-style-type: none"> - Food insecurity - Disparities in economic development - Increase in unemployment - Lack of job opportunities - Urban disinvestment; suburban sprawl - Lack of living wage versus minimum wage - Predatory lending practices (e.g., housing, quick cash) 	<ul style="list-style-type: none"> - Neighborhood revitalization - Professional training programs - Career pipeline for ex-offenders
Access to services/resources (3)	<ul style="list-style-type: none"> - Limited affordable housing (esp. certain zip codes) - Limited/lack of safe transportation - Options for mental health - Lack of safe transportation - Increase in insurance rates and health risks 	
Local economy	<ul style="list-style-type: none"> - Layoffs at CAT and Mitsubishi - Unhealthy tax climate 	<ul style="list-style-type: none"> - Professional training programs

Appendix E
Forces of Change
Summary of Forces, Threats, and Opportunities by Category

ENVIRONMENTAL (21 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Built environment (10)	<ul style="list-style-type: none"> - Lack of urban planning - Environmental hazards (e.g., radon, lead) - Quality of housing available - Aging infrastructure - Exposure to environmental concerns (e.g., air quality. Agricultural chemicals) - Cleanliness of neighborhoods, infestations and pests - Safety (e.g., crime, violence) 	<ul style="list-style-type: none"> - Urban planning - Environmental hazard testing and education (e.g., require testing and cost-effective mitigation) - Rental registration inspection - Design healthy environment, walk-ability, connectivity - Code enforcement - Work with EPA/Federal Government on limiting/banning environmental hazards - Education around cleanliness of home and safe products
Food supply (6)	- Access to what is available	- Education
Public Transportation (5)		- Increase access to public transportation
Illinois River and surrounding waterways		

Appendix E
Forces of Change
Summary of Forces, Threats, and Opportunities by Category

ETHICAL (15 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Health inequality (11)	<ul style="list-style-type: none"> - Corporate financial structure, changes in treatment of patients, and decrease in readmission focus - Access to health education and services - Building of substandard housing in low income communities - Increased pressure on faith community to address financial gaps, food security, counseling; overall assistance - Access to and treatment of mental health and substance abuse - Access to family planning - Lack of support and education for males - Cost of education and burden - Apathy/Not In My Back Yard (NIMBY) 	<ul style="list-style-type: none"> - Community engagement and organization - Engagement of healthcare organizations and political agents - Providing care regardless of ability to pay - Working outside health system and within the community - Access to and treatment of mental health and substance abuse - Providing care regardless of ability to pay - Fee for service toward outcome goals
Shifting social norms (4)	<ul style="list-style-type: none"> - Family decay/break down - Generational changes and differences on what is important - Connection to institutional church Increase in self-center - Blaming/not my problem - Personal time valued greater than community time - Glorification of bad behavior - Lack of male mentors - Accountability 	<ul style="list-style-type: none"> - Redefining social and family structural norms - Redefining theological concepts in relation to trends; family structure, social norms, reproductive health - Working outside health system/within the community - Increase volunteerism within corporations/businesses - Education of social media

Appendix E
Forces of Change
Summary of Forces, Threats, and Opportunities by Category

LEGAL (12 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Social Justice (11)	<ul style="list-style-type: none"> - School to prison pipeline: cycle of expulsion, fees, placement, juvenile justice - Accountability - Access to legal assistance at court - Jails as mental housing - Racial disparities in law enforcement (e.g., use of lethal force) - Court and legal fees - Backlog of sexual assault evidence collection kits 	<ul style="list-style-type: none"> - Access to legal assistance at court - Criminal justice system reform: community-based restorative justice - Accountability - Responsible policing, embedded in community; education and cultural competencies; oversight; training and accountability - Re-entry services and jobs
Reform (1)		<ul style="list-style-type: none"> - Pension Reform - Tort reform - Addressing lobbying of lawmakers and judges
Legalization of marijuana	<ul style="list-style-type: none"> - Perception as less dangerous - Patents/rights on seeds and medicine 	

Appendix E
Forces of Change
Summary of Forces, Threats, and Opportunities by Category

POLITICAL (19 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Affordable Care Act, Managed Care/Medicaid (16)	<ul style="list-style-type: none"> - Access to in-network providers; access to transportation - Complexity /bureaucracy "red tape" in navigating managed care plans 	
State government (3)	<ul style="list-style-type: none"> - Prioritization and authorization of spending - Legislation and spending allocated in response to events rather than to preventative efforts (e.g., money towards Ebola response and planning verses funding towards Infectious Diseases Control and Emergency Preparedness) 	<ul style="list-style-type: none"> - Streamline/restructure state agencies to eliminate redundancy and in efficiency - Elimination of redistricting policies which create fluid and non-permanence in political representation.
National, State and Local Politics	<ul style="list-style-type: none"> - National elections role on women's health policy 	<ul style="list-style-type: none"> - Increase engagement in the political process including voter education and registration. - Increase accountability of representatives, above re-election and voting efforts, on elimination of self-serving agendas.
Policy		<ul style="list-style-type: none"> - Changes in policy to allow grace-period on receipt of benefits for families seeking self-sufficiency. - Laws to protect social security benefits and welfare benefits - Pension Reform

Appendix E
Identified Forces, Threats, and Opportunities by Category

SCIENTIFIC (10 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Local Research Institutions (6)	<ul style="list-style-type: none"> - Accountability and funding availability for research - Research in early education and detection to minimize effects of development delays or disorders - Bio-terrorism 	<ul style="list-style-type: none"> - UICOMP in Peoria Region: increase students, staff and resources. With this increasing funding and economic growth - STEM (Science, Technology, Engineering, Math) classes increased in schools - USDA Agriculture Lab as a local resource - Movement towards best-practices and data driven decisions - Offering more spectrum-based services for developmental disabilities
Anti-vaccine stance (4)	<ul style="list-style-type: none"> - Emerging/Re-emerging diseases (vaccine preventable) - Cost of development of vaccines and medicine 	<ul style="list-style-type: none"> - Vaccine education

Appendix E
Identified Forces, Threats, and Opportunities by Category

SOCIAL (18 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Social supports/connections (10)	<ul style="list-style-type: none"> - Lack of parental guidance and lessons in ownership with increased "participation award" mentality - Lack of parenting skills - Lack of male mentors - Lack of support and education for males 	<ul style="list-style-type: none"> - Parenting skills development (particularly for young parents) related to children's needs and education. - Utilization of networks (churches, social capital, neighborhood communities) - Number of social agencies available
Demographics (5)	<ul style="list-style-type: none"> - Age of population - Increased cultural and ethnic diversity - Single income families - Multi-generational families (e.g., grandparents caring for grandchildren) - Increase in communication types and ability - Classism - Movement out of City of Peoria 	<ul style="list-style-type: none"> - More diversity in delivery of services - Increase in LGBTQ awareness - Increase in communication types and ability - Attract residential projects into the City of Peoria
Shifting social norms (3)	<ul style="list-style-type: none"> - Normalcy of violence and gender roles (lack of ownership) - Loss of delayed gratification culture (replaced with "now" culture) - Lack of/decrease in traditional "family dinner" - Lack of community core - Over-importance or emphasis on sports and athletics 	<ul style="list-style-type: none"> - Taking ownership of health and well-being - Develop neighborhood cores
Social media	<ul style="list-style-type: none"> - Changes in privacy and norms - Increased isolation and other mental health concerns. - Creation of unrealistic/unfair expectations 	<ul style="list-style-type: none"> - Need for relationship skills

Appendix E
Identified Forces, Threats, and Opportunities by Category

TECHNOLOGICAL (20 votes)		
FORCE (Trends, Events, Factors)	THREAT	OPPORTUNITY
Technology (20)	<ul style="list-style-type: none"> - Over use/reliance on technology and impact on home life and relationships - High access and low cost of technology and communication tools <ul style="list-style-type: none"> ▪ [Lack of] rural access ▪ [Lack of] basic education - Increase costs/affordability of technology/software to protect (e.g., railway informatics) - Aging population becoming isolated socially and from health information due to access venues available only online - Digital literacy - Job loss--shifting away from non-skilled labor - Increased reliance on online education and training - Cost to manufacture technology - Delivery of healthcare moving away from emergency towards urgent care - Affordable Wi-Fi and access points - Engaging community and youth - Quality of information available - Generational and socio-economical differences in how information is accessed - Cyber crime creating fear and uncertainty in using technology 	<ul style="list-style-type: none"> - Central IL Health Information Exchange (CIHIE): Electronic Medical Record (EMR) /Electronic Health Records (EHR) - Digital literacy: increasing understanding and usage - GIS in decision making - Access to and cost of technology and communication tools - Rural access - Basic education (understanding and usage) - Engaging community and youth - Job gain--shifting to skilled labor - Engaging community and youth - Education/information on how to find quality of information - Generational and socio-economical differences in how information is accessed

Attendees

First	Last	Organization/Employer
Melissa	Adamson	Peoria City/County Health Department
Jennifer	Allison	Peoria County Board of Health
Carl	Ashe	University of Illinois
Charles	Bandoian	Heartland Community Health Clinic
Jean	Bellisario	Peoria City/County Health Department
Lisa	Bisbee	Neighborhood House
Marci	Bolden	Center for Prevention of Abuse
Brittany	Brown	Local Initiatives Support Corporation
Michelle	Carrothers	OSF Healthcare System
Beth	Derry	Peoria County Regional Office of Education
Nicole	Frederick	City of Peoria
Elaine	Gordon	Ward Chapel AME
Holly	Grier	Heartland Healthcare Coalition
Monica	Hendrickson	Peoria City/County Health Department
Gene	Huber	Peoria City/County Health Department
Dawn	Irion	OSF Healthcare System
Hannah	Jacobs	The gitm Foundation
Kim	Keenan	The gitm Foundation
Michael	Kennedy	Human Service Center
Caroline	Kim	University of Illinois
Chris	Kochanowicz	Children's Home
Nicole	Livsey	Peoria Housing Authority
Jason	Marks	Peoria City/County Health Department
Jeannine	McAllister	Advocates for Access
Azza	Mohammed	Tazewell County Health Department
Kevin	Nowlan	Center for Prevention of Abuse
Andrea	Parker	Hult Center for Healthy Living
Jim	Runyon	Easter Seals Central Illinois
Diana	Scott	Peoria City/County Health Department
Freyda	Sprattling	Peoria Housing Authority
Nora	Sullivan	Peoria County Board of Health
Josh	Thompson	Peoria County
Kristin	Thornburg	Peoria City/County Health Department
Vicki	Turner	Million Hearts
Denise	Urycki	The gitm Foundation
Betty	Wagner	OSF Healthcare System
Larry	Weinzimmer	Bradley University
Robin	Winfrey	South Side Mission

Forces of Change Assessment

Mobilizing for Action through Planning and Partnerships (MAPP)

January 14, 2016
9:00 AM to 1:00 PM
First United Methodist Church
Peoria, IL

Agenda

Breakfast
Welcome
MAPP Overview
Vision & Values Review
Health Equity Discussion
Forces of Change Brainstorm
Break
Opportunities & Threats Identification
Lunch
Recap & Vote

