
Forces of Change Assessment

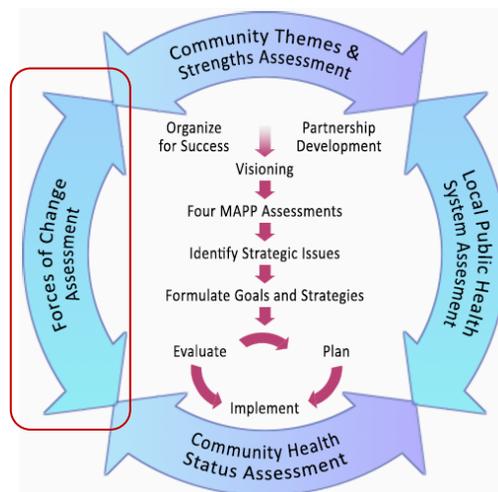


Jackson County, Ohio Report of Results 2019

BACKGROUND

In 2018-2019, the Jackson County Health Department used the Mobilizing for Action through Planning and Partnerships (MAPP) process to develop a Community Health Assessment and Community Health Improvement Plan. MAPP is a community-driven strategic planning framework that aids communities in applying strategic thinking to prioritize public health issues in the community, and to identify resources to address these issues as defined by the 10 Essential Public Health Services.

The Forces of Change Assessment is one of the four assessments in Phase 3 of the MAPP model. The Forces of Change Assessment (FOC) focuses on identifying 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. The FOCA also seeks to identify associated opportunities and threats that can affect the local health system either now or in the future. Participants in the Forces of Change Assessment answer the following questions:



Jackson County, OH – Forces of Change Assessment



- “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?”

METHODOLOGY

Care was taken in implementing the FOC to ensure it was done effectively and with broad and relevant participation. A list was generated by health officials that comprised 35 individual members of the LPHS recognized for their engagement in and knowledge about health issues in the community.

At the July 11, 2019, Jackson County SPARC (prevention and recovery coalition) meeting, participants were introduced to the Forces of Change assessment (FOCA) and were asked to begin thinking about the forces, trends and factors they believed significant to health concerns in the county. Members were given the following definitions:

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

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

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

A follow-up email was sent that explained the FOCA and invited the selected individuals to participate in a catered discussion session at a local restaurant, Arch and Eddy’s, on August 2, 2019. A copy of this invitation and a follow-up are included in Appendix C. Each invitee was supplied with the “Brainstorming Worksheet” available through the MAPP User’s Handbook. The Brainstorming Worksheet explained the relevant definitions and asked planned participants to make a preliminary list of the forces (events, trends, and factors) that could affect community health and what threats or opportunities were generated by those occurrences. A copy of this worksheet is provided in Appendix A. Participants were asked to return this worksheet prior to the scheduled session to ensure engagement with the activity parameters and create a foundation for discussion.

Forces of Change Exercise

A local public health consultant facilitated the August 2 FOCA session. Of the 35 invitees, a total of 10 individuals representing different aspects of the LPHSA attended the session. Two additional individuals joined the session on the day it was conducted. A list of the participants is included in Appendix B. The group was reminded of the stakes and purpose of the exercise and the relevant definitions and asked to offer their insights across the following categories:

- Social
- Economic
- Political

Jackson County, OH – Forces of Change Assessment



- Technological
- Environmental
- Scientific
- Legal/Ethical

Participants who offered worksheets prior to the session provided initial examples that served as a foundation for dialogue. The discussion yielded multiple items and themes for the group to explore. As new forces emerged, the audience was asked to supply threats and opportunities for the forces as opportunity allowed.

After the session, results were analyzed, condensed and grouped into 44 separate forces. The forces spanned seven categories. The natural division of the categories was as follows:

- Economic/Employment
- Public Health
- Access to Care
- Education
- Social
- Political
- Environmental

Additional threats and opportunities were generated from the discussion. The forces, threats and opportunities were compared with the existing priorities and other data in the CHA.

A full list of the forces and categories is included in the following set of tables.

Jackson County, OH – Forces of Change Assessment



Jackson County Forces of Change Assessment Session Results – Forces, Threats and Opportunities

Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Employment/Economic	Gap in transition from high school to higher education/certificates	Youth don't seek higher education; workforce deficits	Mentors, cultivate vision for future among youth
	Few job opportunities for youth	Unemployment, poverty, lack of hope	Entrepreneurship; need more companies and economic opportunity
	Youth burdened with life problems	Youth lose ability to pursue future success	Educate youth in life skills
	Concern over impact to small business of possible \$15 minimum wage	Barriers to biz startup; opportunity cost of jobs not created	Assessment of impacts - change in social policy
	Businesses unaware of how to support employment/re-employment	Unfilled jobs, unemployment	Community communicates, educates industry about needs
	Health care costs making hiring prohibitive	Opportunity cost of jobs not created	Efficiencies in health care; health insurance education
	Too many people under or hovering at poverty level	Poor social determinants of health	Social service, job skills and search assistance
	Lack of affordable housing / high utility costs	Homelessness	Programs to combat homelessness
	Perception of college tuition volatility	Lower pursuit higher education	Financial aid; cost and affordability options

Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Public Health	Lack of coherence and accountability for results of meetings	Lost credibility in community, lower volunteerism	Committees hold themselves accountable for results and communicating wins
	Drug disposal information needed (safety, procedures)	Theft, unsafe disposal	Educate population on how to dispose of their drugs (also when prescribed)
	Local Public Health System needs to collaborate optimally; perception agencies do not communicate effectively	Gaps in care; increased cost; lower health outcomes	LPHS understand stakes of not collaborating, pursue improvement; build on/create collaboration platforms

Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Access to Care	Perception of too few youth counselors to cover need	Not all youth treated who need it	Assess if resources for counseling in school and community meets need
	No public transportation system	Lower access to preventive, critical care, jobs	Assess need, capacity for public transportation
	Justin's House, Lighthouse Church viewed as precious assets; need more	Addicted persons lose out on chances for treatment, recovery	Need supply of recovery houses to meet demand

Jackson County, OH – Forces of Change Assessment



Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Education	Too few youth development programs	Lost opportunities to teach needed life skills	Build on existing successful programs (YMCA, etc.)
	Youth abilities not well matched with future opportunities	No pursuit of higher education, viable jobs, future	School/mentor intervention; guidance counselors
	Overburdened school system	Students don't get true needs met, teachers lose efficacy	Innovation in education; educational workforce
	Limited time/opportunity to teach life/soft/social skills	Adults and kids less equipped to manage finances, stress, work, family, education	ID opportunities to teach life skills
	Insufficient drug prevention education	Increased possibility of addiction, drug-related problems, lost youth	Increase access to prevention education starting when young

Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Social	Two working (or single) parents - challenges with parenting and day care	Kids left alone; latchkey kids; financial struggle	Affordable day care, family help
	Stigma around seeking help for/suffering from mental illness	Help not sought when needed; problems allowed to get worse	Reduce stigma around mental health treatment
	Kids cut off from vision for future opportunities/role models/not encouraged to dream	Youth aimlessness, apathy	Sense of accountability for self and life; career, educational, family and life opportunities
	Social media/internet prevent youth connection	Obesity, bullying, social division	Encourage physical and social recreation
	Insufficient volunteerism/community engagement	Same people at every meeting; burnout, resources deplete	Engage more community members; increase sense of personal stakes
	Increasing elderly population	Lack of services and resources for aged population	Programs and opportunities serving elderly
	Kids not effectively parented	Lack of youth guidance, encouragement and supervision	Extracurricular programs for kids; identify gaps
	Volunteerism has lost credibility for effectiveness (unknown results)	Cynicism; unrecognized good works	Focus efforts on results and communicating them
	Cultural priority on "toughness" facilitates bullying; "fight culture"	Bullying allowed to thrive, suicide	Virtues other than "toughness"; other ways to be "tough"
	Trauma sufferers in schools, community	Trauma sufferers and their caregivers have current and lifelong difficulties	Early detection, best practices from other trauma-informed communities
	Residents losing motivation to travel for work	Unemployment, poverty, lack of hope	Life skills - motivation

Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Political	Capacity for grantwriting is lacking	Opportunity cost of lost funding	Need more grant opportunities and platforms to pursue them
	Health department/other funding insufficient to meet needs	Worn infrastructure, burnout, gaps in service, lack of capacity to improve	Ability to pursue grant opportunities, advocate for funding; innovate for efficiencies
	Minimum wage is not a sustainable income	Minimum wage jobs do not pull people out of poverty	Decide whether to risk costs of raising minimum wage; improve financial skills
	Commissioners need to be involved as stakeholders in health/social determinants	Reduced financial support for important health initiatives	Community platforms engage commissioners

Jackson County, OH – Forces of Change Assessment



Category	Forces (Trends, Events, Factors)	Threats Posed	Opportunities Created
Environmental	Effective drug court but dependent on special individuals for sustainability	Not sustainable, lack of succession planning	Bolster infrastructure, grow on strengths, ID best practices
	Dangerous parks; needles, drug pushers	Disease, addiction, unsafe spaces	Innovative solutions such as needle disposal/exchange programs
	Households with no running water	Barriers to basic hygiene and drinking water	Social assistance
	Flooding impacts	Disease, environmental pollution	Existing programs targeted at creating job/training opportunities
	Mosquitoes due to tires and standing water	Disease, environmental pollution	Programs to reduce discarded items such as tires; local policies
	Hope Project brings positive results	Sustain the project	Look for opps to scale, replicate
	Cultural, economic and geographic diffusion	Transportation problems, community disconnection	Engagement, transportation solutions, efforts to connect community
	Wellston losing its Kroger	Losing access to healthy food, everyday needs	Community or entrepreneurial solutions
	Lack of good, safe places for kids to hang out; too few parks and recreation spaces	Internet overuse, lack of social skills	Create more recreation opportunities for kids

Forces of Change Assessment (FOCA) - Executive Summary

The Forces of Change Assessment elicited targeted community input to identify forces of change impacting the local public health system in Jackson County. Community members engaged in community health functions reported on current trends, events, and factors that may have implications on the local public health system and quality of life for Jackson County residents. FOCA participants and analysis also addressed threats and opportunities created by each of the forces proposed. An analysis of the session and its results identified forces across a set of seven categories. These forces and their categories revealed a set of prevailing themes that came up more frequently, represented a group of concerns or seemed to resonate more urgently than others. These FOCA prevailing themes consisted of the following (in no particular order):

FOCA Prevailing Themes

- Housing and transportation problems
- State and LPHS resource (fiscal, personnel) challenges not equal to need
- Communication/accountability for community initiative work
- The attendant problems of substance abuse (needles in public places)
- Limited community engagement in health issues
- Limited spaces for youth and community to socialize and recreate
- Challenges to youth guidance, parenting and support for future success

Jackson County, OH – Forces of Change Assessment



These themes and the source material above will be used in conjunction with other CHA assessments to guide future strategic planning in the MAPP process and throughout Jackson County initiatives.

NEXT STEPS

It is recommended that the comprehensive list of forces and corresponding threats and opportunities continue to be reviewed by all partners so that a diversity of perspectives is represented in this assessment and its findings. It is most important to compare the results with the current priorities being addressed in current and future CHIP implementations. This will also assist in generating current priorities from the current CHA.

1. Time should be allotted at an upcoming meeting for each member of the MAPP Steering Committee to have a chance to review and discuss the Forces of Change assessment information. This can occur when the CHA is debriefed.
2. The group as a whole should consider all items and refine further to determine the most important items and cross-reference them with forces identified as being important through other aspects of the CHA.

Other forces may later become apparent and should be added. Assessing forces of change is intended to be an ongoing process. It is recommended that the steering committee revisit the list of forces periodically to ensure that it is up to date (NACCHO, 2001).

The MAPP User's Handbook provides additional information about the model and assessments. http://www.naccho.org/topics/infrastructure/mapp/upload/mapp_handbook_fnl.pdf
Reference: National Association of County and City Health Officials. Mobilizing for Action through Planning and Partnerships: Web-based Tool. Washington, DC: National Association of County and City Health Officials; 2001.



APPENDIX A

Forces of Change Brainstorming Worksheet

The following two-page worksheet is designed for MAPP Committee members to use in preparing for the Forces of Change brainstorming session.

What are Forces of Change?

Forces are a broad all-encompassing category that includes trends, events, and factors.

- **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 a 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.

What Kind of Areas or Categories Are Included?

Be sure to consider any and all types of forces, including:

- social
- economic
- political
- technological
- environmental
- scientific
- legal
- ethical

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 jurisdiction 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?

Also, consider whether or not forces identified were unearthed in previous discussions.

1. Was the MAPP process spurred by a specific event such as changes in funding or new trends in public health service delivery?
2. Did discussions during the Local Public Health System Assessment reveal changes in organizational activities that were the result of external trends?
3. Did brainstorming discussions during the Visioning or Community Themes and Strengths phases touch upon changes and trends occurring in the community?



**Forces of Change Brainstorming Worksheet
(Page 2)**

Using the information from the previous page, list all brainstormed forces, including factors, events, and trends. Continue onto another page if needed. Bring the completed worksheet to the brainstorming session

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____
- 11. _____
- 12. _____



APPENDIX B

**Participant List for the August 2, 2019 FOCA Session
Place: Arch and Eddy's Restaurant, Private Dining Room**

Abbey McGee – Integrated Services for Behavioral Health
Kathy Carlisle – Retired Assistant Prof of Nursing (University of Rio Grande)
Catherine Glass – Health Recovery Services and Girl Scouts
Garry S. Hoque – Calvary United Methodist Church
Anna Spittler – YMCA Jackson
Erick Siders – Jackson High School
Robert Czechlewski – Jackson County EMA
Connie Pelletier – City of Wellston Mayor
Rebecca Bailey – Concern Citizen & Eviction Specialist
Tedd Frasier. – Jackson County Sheriff's Office
(asked to be unidentified) – Local Drug Court Mentor/Peer Recovery Specialist

Facilitator/Consultant: Ian Blache – Ohio Valley Endeavor Center



APPENDIX C

The following is the email invitation and one of the follow-up invitations sent to the select group of participants for the August 2, 2019 FOCA session.

To All Invitees:

You have been selected as an important voice and key stakeholder for the **Forces of Change Assessment** for the current Jackson County Community Health Assessment (CHA). JCHD hopes you will attend an upcoming **facilitated lunch discussion** at **Arch & Eddie's**. In return for your participation, a catered lunch will be provided free for you.

What is it? The Forces of Change Assessment focuses on identifying forces such as legislation, technology, the economy and other changes that create threats and opportunities for Jackson County and the operation of its public health system. The assessment asks two main 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 as a result?

Why it's important: This assessment contributes to the state-mandated accreditation of the Jackson County Health Department and helps strengthen the public health system for our county residents. Finally, it provides a voice for Jackson County in the region and state.

Worksheet: A worksheet is attached to this email that provides additional explanation and asks for your input. We ask that you fill this out prior to the lunch discussion and please bring it to the discussion. This is very important as we are trying to get valuable information from you while taking as little time as possible out of your busy schedule.

When: Friday, August 2, 11:30-1:30

Where: Arch & Eddie's private dining room in the front

Please Bring: Your appetite, the worksheet and your thoughts on factors that impact public health in Jackson County

Follow-up reminders will be sent. Thank you for your help. An RSVP would be much appreciated!

Jackson County, OH – Forces of Change Assessment



Follow-up invitation:

To All Invitees:

Thank to those who have RSVP'd so far about this Friday's **Forces of Change** lunch discussion at Arch and Eddie's. We wanted to remind you of the date and emphasize the importance of this meeting to the Jackson County Community Health Assessment and related activities. I have two requests and a clarification:

First, please consider attending the discussion **this Friday, August 2, from 11:30am – 1:30pm** in the front dining room of Arch and Eddie's if you have not already added it to your schedule.

Second, please complete the Forces of Change Brainstorming Worksheet (attached), bring it to Friday's discussion, and, if you would, **please forward a copy back in the meantime**. If you are not attending, we need your completed sheet as well.

Third, a clarification: This lunch meeting relates to the **Forces of Change Assessment** for the Jackson County Community Health Assessment. It is different from the **Local Public Health System Assessment**, which is being conducted by survey link and was sent in a separate email to a wider set of participants.

Thanks and please reply with any questions.