

# Community Health Needs Assessment

## ◆ Identifying Strategic Issues ◆

### EXECUTIVE SUMMARY

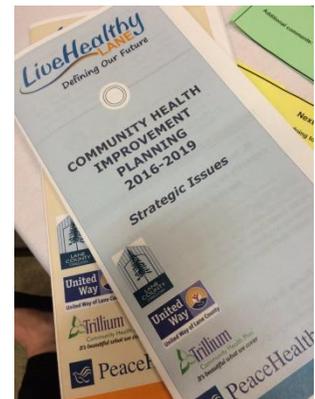
Upon completion of the four assessments, the next step of the Community Health Needs Assessment (CHNA) process is to use the findings to identify strategic issues: the fourth phase of the MAPP (Mobilizing for Action through Planning and Partnerships) Process. Strategic issues are fundamental policy choices or critical challenges that must be addressed in order for our community to achieve its vision. Strategic issues are the foundation upon which the Community Health Improvement Plan (CHIP) strategies will be developed.

Strategic issues build on the results of all of the previous phases. When addressing strategic issues, our community is being proactive in positioning ourselves for the future, rather than simply reacting to problems. In this phase, strategic issues emerge by examining the challenges and opportunities identified in the four MAPP Assessments and evaluating how they will affect the community's achievement of the vision. Completing phase four answers the following questions:

- *What issues are critical to the success of the local public health system?*
- *What fundamental policy choices or critical challenges must be addressed in order for the community to achieve its vision?*

Lane County's strategic issues were identified by implementing the steps outlined by the MAPP framework. Phase Four was conducted between December 2015 and March 2016, during which time meetings occurred to review assessment data, identify overarching strategic issues, and prioritize the strategic issues. Following a multi-site community input event — the following two strategic issues were selected and approved to be the foundation for the 2016-2019 Community Health Improvement Plan:

- **How can we promote access to economic and social opportunities necessary to live a healthy life?**  
Social and economic opportunities create a better life: high quality education, secure jobs with good wages, and housing that is both safe and affordable. These support a strong community and healthy people.
- **How can we promote healthy behaviors and engage the community in healthy living?** Healthy actions and choices lead to good health. To create good health, we must make the healthy choice the easy choice. We can support individuals and the community to take positive actions that support a lifetime of healthy living.



The community event marked the end of the 2015-2016 Lane County Regional Community Health Needs Assessment and the beginning of the development of the 2016-2019 Lane County Regional Community Health Improvement Plan.



## PROCESS

The CHNA Core Team took the lead role in determining the method for completing the ‘Identify Strategic Issues’ phase and worked together to answer the following questions:

- How will we present data from all four MAPP Assessments to our local public health system partners and community members?
- How will we ensure our local public health system partners and community members can fully comprehend results from the four assessments?
- How will we facilitate a process to help the local public health system partners and community members identify strategic issues that are informed by all four assessments?
- How will we prioritize our strategic issues?
- How will we ensure everyone is aware of our strategic issues?

The Core Team was tasked with first compiling the results of the assessments. Subsequently, the Core Team, CHIP Workgroups, and Steering Committee would review the themes and brainstorm strategic issues. The Steering Committee would prioritize the strategic issues based on identified criteria to narrow down the list. The narrowed list of strategic issues would then be presented to the community during a public event, along with the results of the Community Health Needs Assessment, for a final vote.

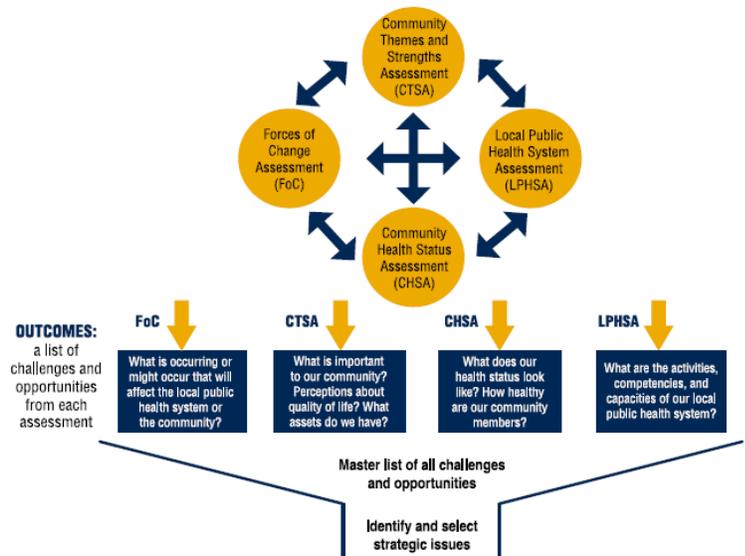
The detailed steps below outline the process of completing the ‘Identify Strategic Issues’ phase of Lane County’s Community Health Needs Assessment.

### Identifying Criteria

A diverse set of criteria were considered to be used in the priority selection process for community health initiatives. The following criteria were identified to be used by the Steering Committee in prioritizing the strategic issues for community health improvement: size, seriousness, trends, intervention, feasibility, value, consequences of inaction, and social determinant/root cause. Explanations of each criterion can be found in the Appendix (A).

Rather than using equity as a priority selection criteria or a separate strategic issue, it was decided that equity would be used as a lens throughout the ensure process. Equity will be infused within all of the strategic issues contained in the CHIP. A key element to successfully achieving our vision of a healthy community will be to address all social, economic and environmental factors that provide everyone in the region an opportunity to live a healthy life. In every decision we make and strategy we implement, we will consider equity and the impact on all, especially those in underserved demographic groups and protected classes. We will intentionally promote an equity agenda through the entire community health improvement strategic planning and implementation process. By doing so, we can work on addressing the underlying factors that have led to consistently poorer health outcomes for historically marginalized groups.

**Four MAPP Assessments Flowchart**







The CHNA Core Team reconvened on December 10<sup>th</sup> to further explore cross-cutting themes and collapse potential strategic issues further. From this meeting, nine strategic issues were formed and new wording was incorporated to better reflect the scope of the partnership's thinking. The Core Team then looked to find supporting evidence for each issue from across each of the four assessments. Issues with little or no supporting data were eliminated. The CHNA Core Team reconvened again on December 17<sup>th</sup> to review the nine narrowed brainstormed strategic issues, along with each one's clarifying statements, rationale/assessment support, and potential focus areas. Following additional brainstorming, discussion, and wordsmithing, related questions were further clustered and grouped resulting in seven proposed issues to be presented to the Steering Committee on January 13, 2016 for prioritization:

- A. How can we promote access to economic and social opportunities necessary to live a healthy life?
  - Potential impact areas: employment, education, housing, finances, transportation
- B. How can we promote healthy behaviors and engage the community in embracing healthy living?
  - Potential impact areas: nutrition, physical activity, no substance use/abuse, sexual behaviors, stress management
- C. How can we increase our knowledge and capacity to promote a culture of mental wellness?
  - Potential impact areas: awareness and stigma reduction, promotion, prevention, treatment, addictions
- D. How can we create a community and environment which provides access, opportunities and encouragement for healthy lifestyles?
  - Potential impact areas: access to healthy food, access to recreation/physical activity, bikeability/walkability, public transportation
- E. How can we promote a safe and inclusive community?
  - Potential impact areas: community programs and activities/sense of community, violence prevention, civil rights
- F. How can we strengthen collaboration, coordination, and navigation of resources and services?
  - Potential impact areas: health literacy, connecting people to resources, appropriate services
- G. How can we support access to an integrated system of coordinated care that is appropriate, preventative and patient-centered?
  - Potential impact areas: access to care, preventative services, access to healthcare for un/under-insured, healthcare affordability, appropriate care and providers)

## Prioritize Strategic Issues

Prioritization is a key step in the community health improvement process that serves as a natural transition from focusing on the findings of the Community Health Needs Assessment (CHNA) to developing a Community Health Improvement Plan (CHIP). Prioritization will help our community focus on key issues in order to maximize impact and use our resources as efficiently as possible to achieve the greatest impact on health.

Through prioritization, the Steering Committee narrowed the list of seven strategic issues down to five strategic issues. During a subsequent county-wide community event, attendees voted on two final strategic issues.

### Steering Committee Prioritization

Based on input from the CHNA Core Team, the Steering Committee, and the CHIP Workgroups, seven strategic issues were presented to the Steering Committee on January 13, 2016 for prioritization. The method used for this process was a consensus criteria method: a combination of using a prioritization matrix a (weighted voting and ranking) along with group discussion. The Steering Committee came to consensus on a rating for each potential strategic issue with regards to each identified criterion.

The prioritization matrix is a quantitative tool that objectively ranks specific health problems based off the identified criteria and weights. A final weighted score for each strategic issue option will be calculated. The higher the weighted score, the higher the priority will be assigned to the strategic issue. The prioritization matrix which illustrates the criteria scores of the seven strategic issues can be found in the Appendix (B). The strategic issues that ranked in the top five were presented to the community for a final vote.

Issue #	Issue Description	Total Score (out of 34.53)
#1	A. How can we promote access to economic and social opportunities necessary to live a healthy life?	70.68
#2	C. How can we increase our knowledge and capacity to promote a culture of mental wellness?	66.51
#3	G. How can we support access to an integrated system of care that is appropriate, preventive, and patient-centered?	51.81
#4	E. How can we promote an inclusive, community that is safe for all?	51.23
#5	B. How can we promote healthy behaviors and engage the community in healthy living?	47.23
#6	F. How can we strengthen collaboration, coordination, and integration of services?	41.33
#7	D. How can we create a community and environment which provides access, opportunities and support for healthy lifestyles?	29.33

### Community Prioritization

On February 10, 2016 a multi-site community event titled *Live Healthy Lane: Defining Our Future*, was held to share the results of the Community Health Needs Assessment and help develop the 2016-2019 Community Health Improvement Plan.

In total, 257 community members participated across the three sites: Eugene, Florence, and Cottage Grove. ASL and Spanish interpretation were provided for the event. The event was also live-streamed and watched by 31 computers. 9 people submitted voting input online.

The *Live Healthy Lane* event was a great demonstration of people and organizations coming together to make our community healthier. What unites us is our commitment to making better health an opportunity for all people in Lane County.



The event's agenda items included:

- Official Welcome
- Steering Committee Recognition
- Background of CHNA and the MAPP Process
- 2013-2016 CHIP Accomplishments
- Participant Recognition
- CHNA Results – Visioning Session and Four Assessments
- Identified Strategic Issues
- Break and Questions/Answers
- Strategic Issue Voting
- Next Steps and Commitments
- Closing Remarks and Thank You

After hearing the results from the Community Health Needs Assessment, event participants voted (using electronic voters and voting slips) on five strategic issues to identify the priorities for our collaborative work going forward. The following five strategic issues were presented to the community for a vote:

**A. Promote access to economic and social opportunities necessary to live a healthy life:**

Social and economic opportunities create a better life: high quality education, secure jobs with good wages, and housing that is both safe and affordable. These support a strong community and healthy people.

- Potential impact areas: employment, finances, education, housing, transportation

**B. Increase our knowledge and capacity to promote a culture of mental wellness:**

Mental health includes emotional, psychological, and social well-being. We can promote good mental health from the start of life until its end. By embracing a culture of mental wellness, people will live longer and happier lives.

- Potential impact areas: reduce mental health stigma, build awareness, support wellness, prevent and treat illness

**C. Support access to an integrated system of coordinated care that is appropriate, preventative and patient-centered:**

Leaders across countless organizations can bring their skills to the table and work together to improve health. An integrated system makes quality, affordable, and culturally appropriate services possible and accessible. It supports a community where its members can be healthy and thriving.

- Potential impact areas: access to care, preventative services, cost of care, appropriate care, attracting providers.

**D. Promote an inclusive community that is safe for all:**

Community belonging is important to everyone's physical and mental health, happiness and well-being. All deserve to feel safe, welcomed, and free from discrimination and stigma. By building a strong sense of community we can better work together towards common goals.

- Potential impact areas: community programs and activities, violence prevention, civil and social rights, community preparedness and resilience

**E. Promote healthy behaviors and engage the community in healthy living:**

Healthy actions and choices lead to good health. To create good health, we must make the healthy choice the easy choice. We can support individuals and the community to take positive actions that support a lifetime of healthy living.

- Potential impact areas: nutrition, physical activity, reduce substance abuse, sexual behaviors, stress management

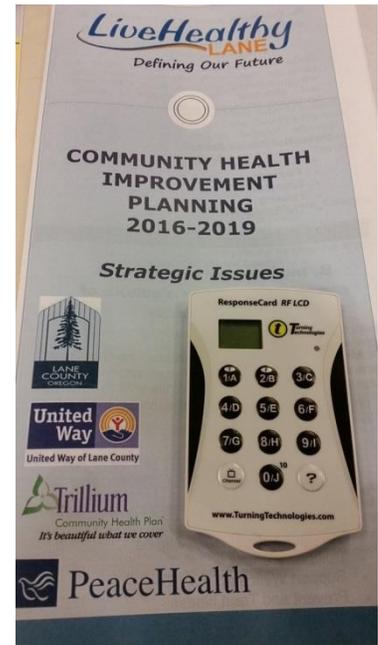
## VOTING RESULTS

After presenting the results of the Community Health Needs Assessment and the five identified strategic issues, event participants were instructed to select one strategic issue for each of the following voting questions:

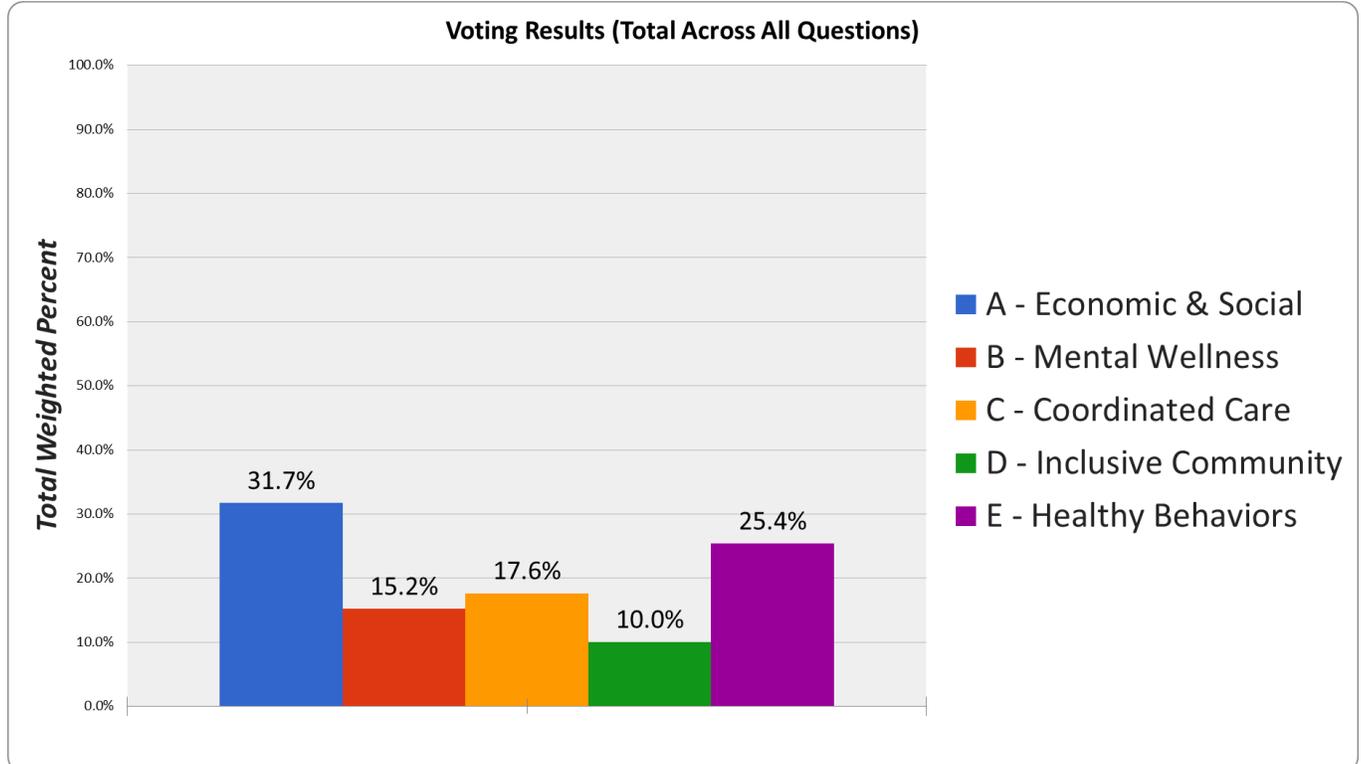
1. Which issue is most important to achieve our vision of a healthy community?
2. Over the next three years, where can we make the biggest difference?
3. Which issue are you most passionate about working on?

Each question was equally weighted, and the results of the voting across the three sites, along with online voting responses, revealed two prioritized strategic issues, which will be the foundation for Lane County's 2016-2019 Community Health Improvement Plan. As we make progress in these areas, we firmly believe we will improve population health, well-being, and equity.

- Promote access to economic and social opportunities necessary to live a healthy life.
- Promote healthy behaviors and engage the community in healthy living.



The voting results totals across all questions are illustrated in the graph below. Graphs of the voting results for each question can be found in the Appendix (C).



CHNA assessment support for each strategic issue can be found in the Appendix (D).

## *Next Steps*

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Following the announcement of the two prioritized strategic issues, participants were informed of the next steps and invited to be a part of the next phase as we continue to work together to make the region a healthier place for all: developing and implementing a community health roadmap for how to get from where we are to where we want to go. Over the next few months, the focus of the work will be on formulating goals and strategies to address the strategic issues. From there, we will move from planning to action.

Since there are no “one size fits all” blueprints for success, it will be vital for our community build on strengths, leverage available resources, and respond to unique needs. To do so, we will need to harness the collective power of leaders, partners, and community members. It is through the strength of each of us, the resources, and talents we bring, that we can create a stronger, healthier community. Successfully addressing the two strategic issues requires resources, effort, innovations and most importantly, strong participation across the county and sectors. We can make the most difference in the health of our community by using a collective impact approach, where organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success. Ultimately, we can only achieve a culture of health when our public health, social services, and health care systems are working hand in hand. We know that when these systems are integrated intentionally that we see improvements in health and quality of life.

To make an impact, we need the partnership, the passion, and the promise of community members and organizations. Event participants were invited to join United Way, Lane County Public Health, PeaceHealth, and Trillium in this effort. To identify the interest in helping move this work forward event participants were asked to fill out a commitment card, which were then collected. Participants encouraged to follow along on our website: [www.livehealthylane.org](http://www.livehealthylane.org), where we will present the summary findings of the Community Health Needs Assessment, what we are currently doing/the progress, and keep it up to date with information about how people can get involved in making our community a healthier place for all.

## *Dissemination of Phase Four Results*

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The two strategic issues were shared with everyone who participated in the MAPP process and the community at large through online and in-person sharing. In disseminating results, people new to the process have the opportunity to learn more and get involved in the action cycle. The later phases of the MAPP process involve formulating goals and strategies, and narrowing the strategic issues into strategic actionable steps. In sharing the results of phase four and subsequent phases, it is emphasized that while two strategic issues were selected to be the focus of the Community Health Improvement Plan, all areas are interconnected and will be impacted by the work.

## *Evaluation*

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Phase four was evaluated with a survey of event participants and Core Team members. Survey questions focused on the process used to identify the issues. Evaluation results were shared with the Core Team for planning purposes and to ensure continuous improvement.