

Kankakee County Data Sharing and Strategic Issues Prioritization Meeting

July 21, 2015

9:00 AM - 3:00 PM



Facilitated by:
Illinois Public Health Institute
Center for Community Capacity Development

Welcome

Bonnie Schaafsma Kankakee County Health Department



Partnership Steering Committee

Nicholas Allen United Way of Kankakee County

Dr. John Avendano Kankakee Community College

Debra Caise Presence St. Mary's Hospital

Torrie Carter Presence St. Mary's Hospital

Carole Franke Kankakee County NAACP/I-KAN Reg Office of Ed

Pastor Larry Garcia Kankakee County Hispanic Partnership

Pam Gulczynski Presence St. Mary's Hospital

Jackie Haas Helen Wheeler Center for Community Mental Health

Mathew McAllister Riverside Medical Center

Matthew McBurnie Riverside Medical Center

Bonnie Schaafsma Kankakee County Health Department

Laura Sztuba Kankakee County Health Department

James Upchurch Olivet Nazarene University



INTRODUCTIONS

Name

Role

Organization or Group

1 Strength or Asset in Kankakee County



Facilitators

Laurie Call, Director

Center for Community Capacity Development

Illinois Public Health Institute

Laurie.Call@iphionline.org

Kristin Monnard, Community Health Assessment and Training Program Specialist

Kristin.Monnard@iphionline.org

(312) 850.4744



Meeting Goal

- Review data from the 4 assessments:
 - Community Health Status Assessment (CHSA)
 - Community Themes and Strengths Assessment (CTSA)
 - Forces of Change Assessment (FOCA)
 - Local Public Health System Assessment (LPHSA)
- Review progress updates on past strategic issues
- Using data, identify 3-5 strategic issues for the Partnership to focus on addressing over the next 3 years.



Meeting Agenda

See agenda handout.

- Hear and Discuss Key Findings from the 4 MAPP Assessments.
 - Community Health Status Assessment (CHSA)
 - Community Themes and Strengths Assessment (CTSA)
 - Forces of Change Assessment (FOCA)
 - Local Public Health System Assessment (LPHSA)
- Hear and Discuss Updates from Current Action Teams
- Identify and Explore Potential Strategic Issues.
- Prioritize and Select a Final Set of Strategic Issues.
- Lay the Groundwork for Action Planning.
- Closing
 - Next Steps and Meeting Effectiveness Evaluation

Group Agreements

- Actively participate in small group discussions.
- Step up/ step back so we can hear from everyone in small groups.
- Be open to new ideas.
- Help us adhere to tight timelines.
- Be present (cell phones silent or vibrate).
- Think strategically.



MAPP

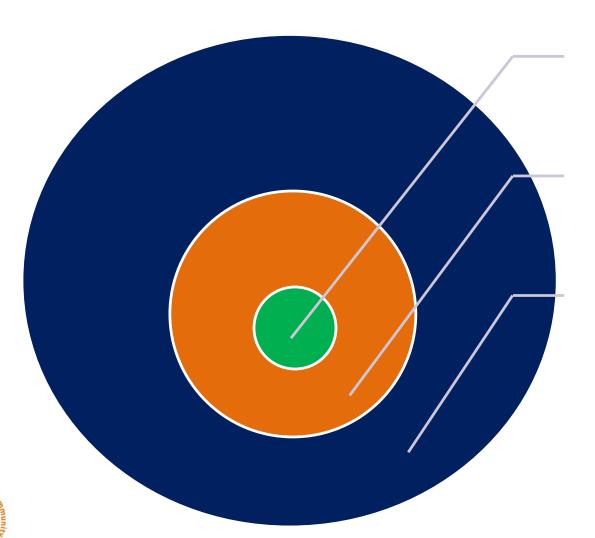
- Mobilizing Action through Planning and Partnerships (MAPP)
- Process used for our shared community health needs assessment (CHA or CHNA) and improvement planning process (CHIP).



Kankakee County... MAPP to Health



Kankakee MAPP to Health Structure



Core Team

Kankakee County Health Department

Presence Health

Riverside Medical Center

Steering Committee

Partnership Members

10

MAPP to Health Process Accomplishments and Timeline

- Shared vision
- Completed the 4 MAPP assessments
- Next Steps and Timeline
 - Identify and Prioritize Strategic Issues
 - Engage and Form Action Teams/Health Collaborative to Develop,
 Implement and Monitor Plans to Address Issues
 - Establish Goals and Strategies
 - Develop Action Plans and Measurement Plans
 - Implement and Evaluate



Kankakee Partnership MAPP to Health Vision

Building a strong, healthy, and safe Kankakee County.



Use worksheet 1 as you listen.

MAPP ASSESSMENT DATA REPORTS

Community Health Status Assessment

Community Themes and Strengths Assessment

Forces of Change Assessment

Local Public Health System Assessment



COMMUNITY HEALTH STATUS ASSESSMENT

Shannon Morgan Jermal Presence Health

Prepared by: Presence Health



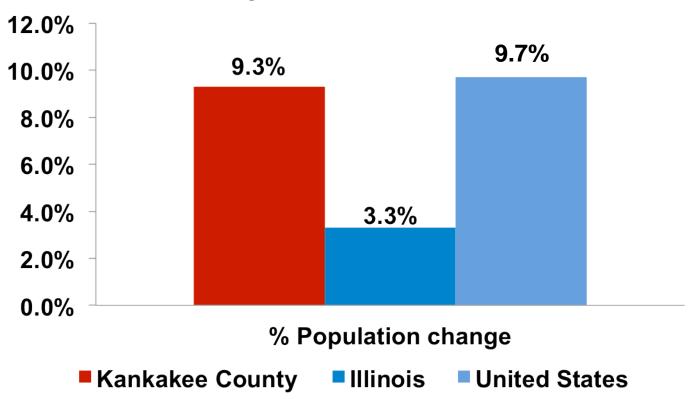


DEMOGRAPHICS







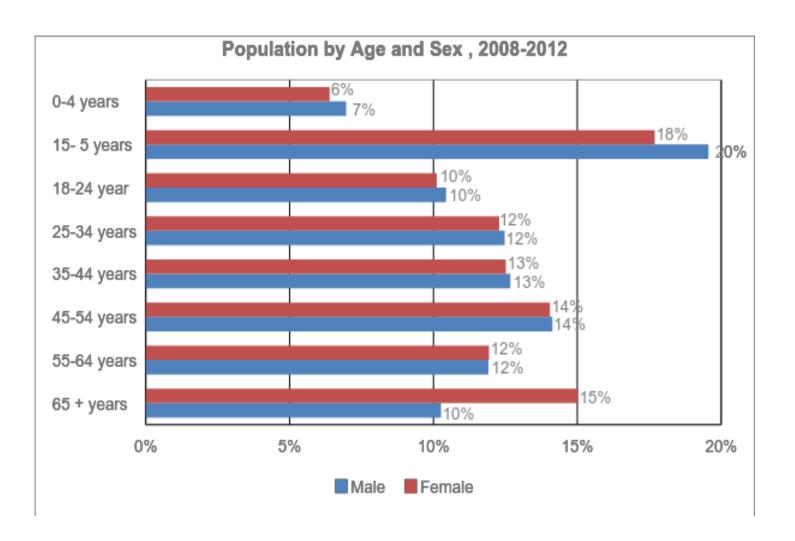


Source: Decennial Census, 2000-

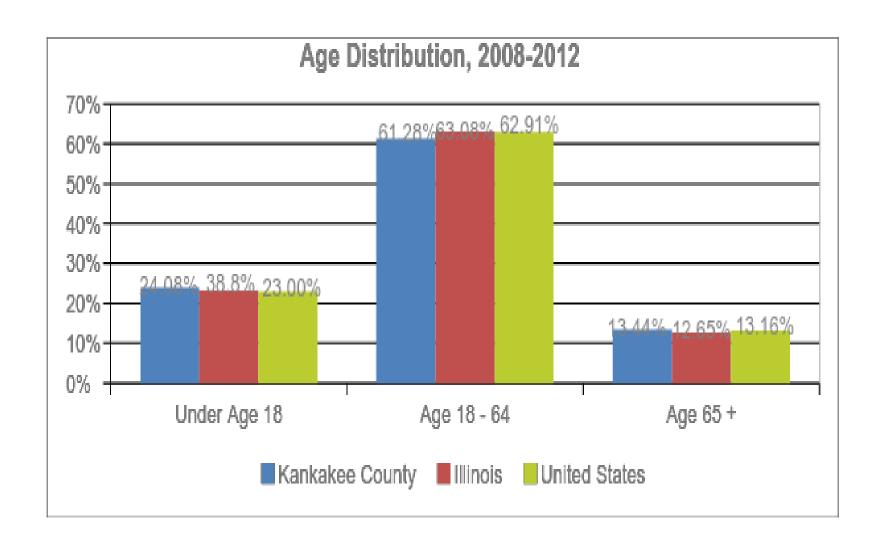
2010







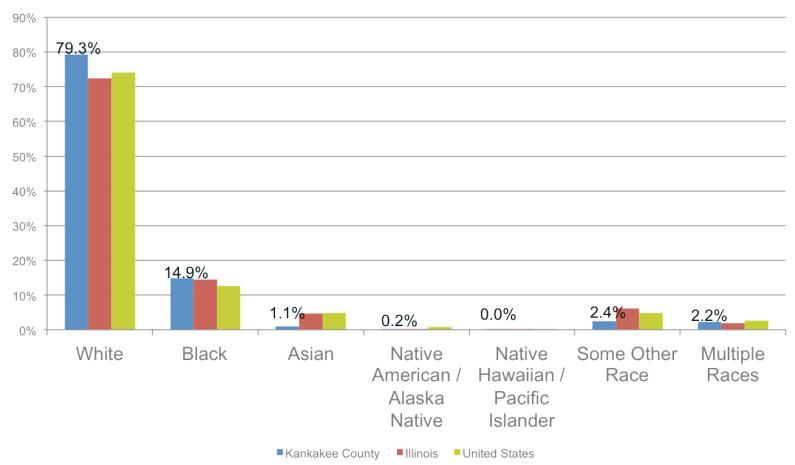








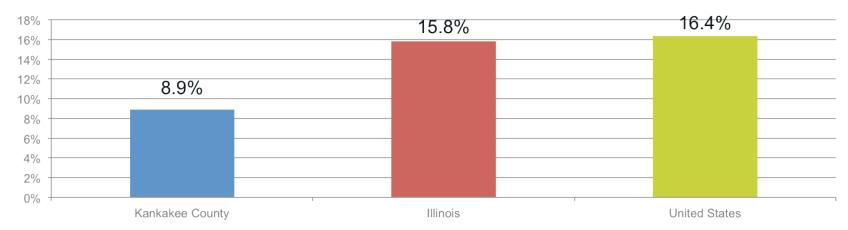
Kankakee Population by Race, 2008-2012



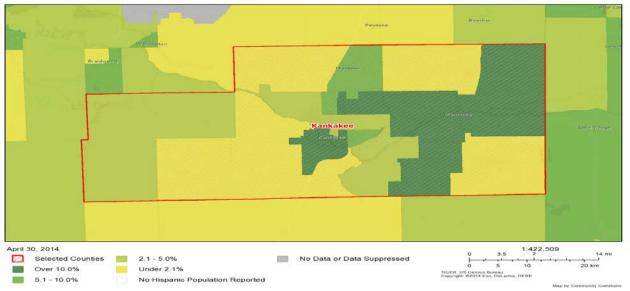


Source: US Census Bureau, American Community Survey, 2008-2012.

Percentage of the Population that Identifies as Hispanic or Latino, 2008-2012



Hispanic Population, Percent by Tract, ACS 2008-12

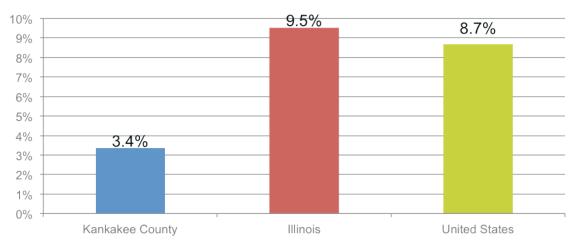


Source: www.chna.org.





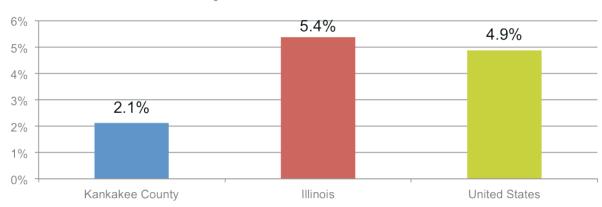
Percentage of Population Age 5+ with Limited English Proficiency, 2008-2012



Languages of Patients at Presence St. Mary's Hospital

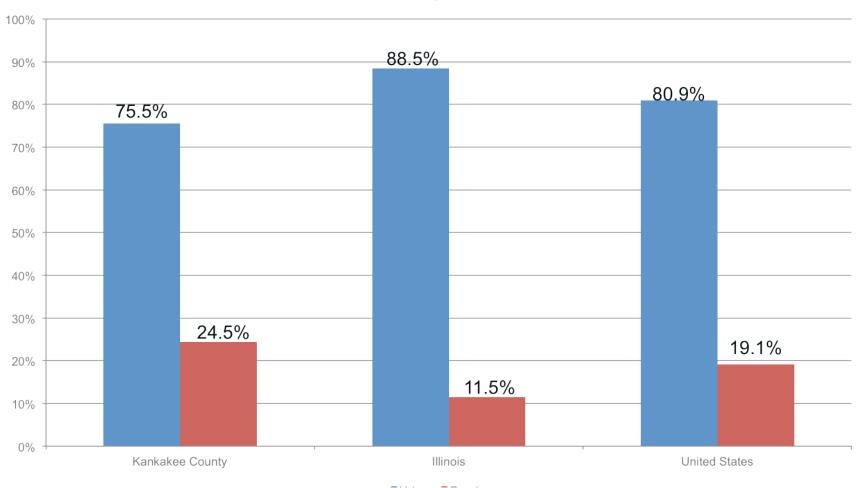
- Spanish
- Arabic
- Mandarin
- Polish
- Ukrainian

Percentage of Linguistically Isolated Population, 2008-2012





Urban and Rural Population, 2008-2012

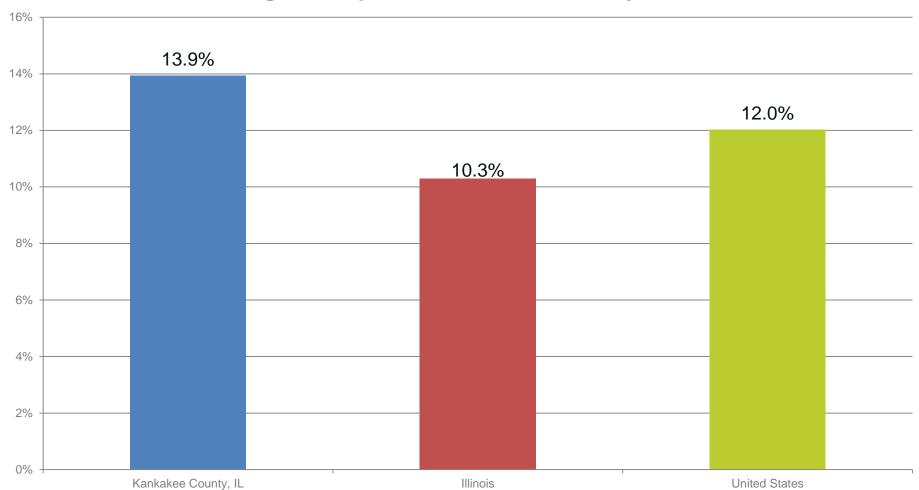


Source: US Census Bureau, American Community Survey.





Percentage of Population with a Disability, 2008-2012



Source: Decennial Census, 2010.

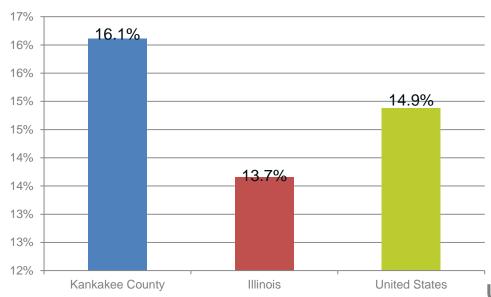


SOCIOECONOMICS

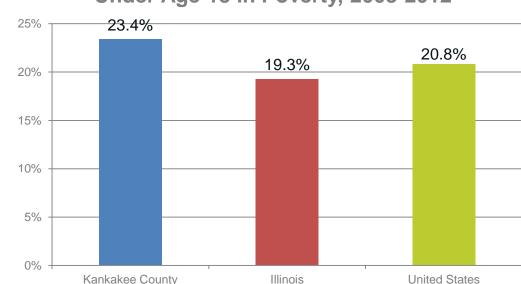




Percentage of Population in Poverty, 2008-2012



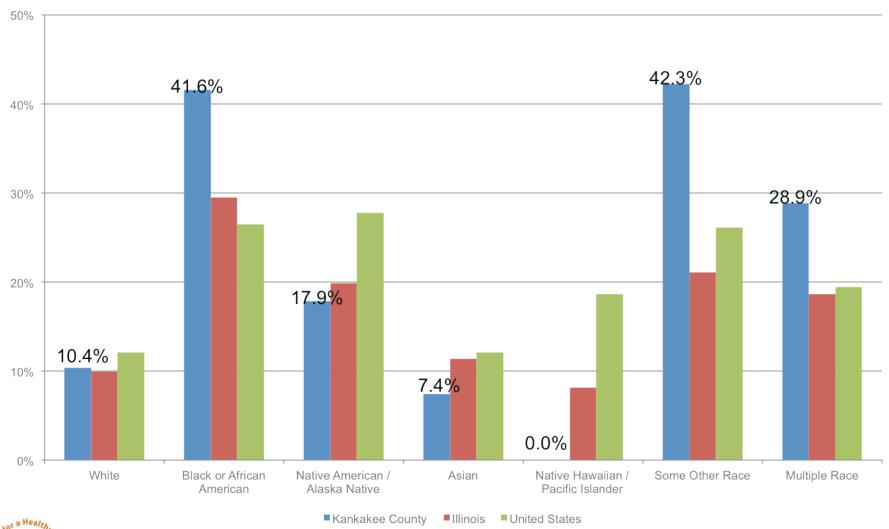
Percentage of Population
Under Age 18 in Poverty, 2008-2012



Source: US Census Bureau, American Community Survey.



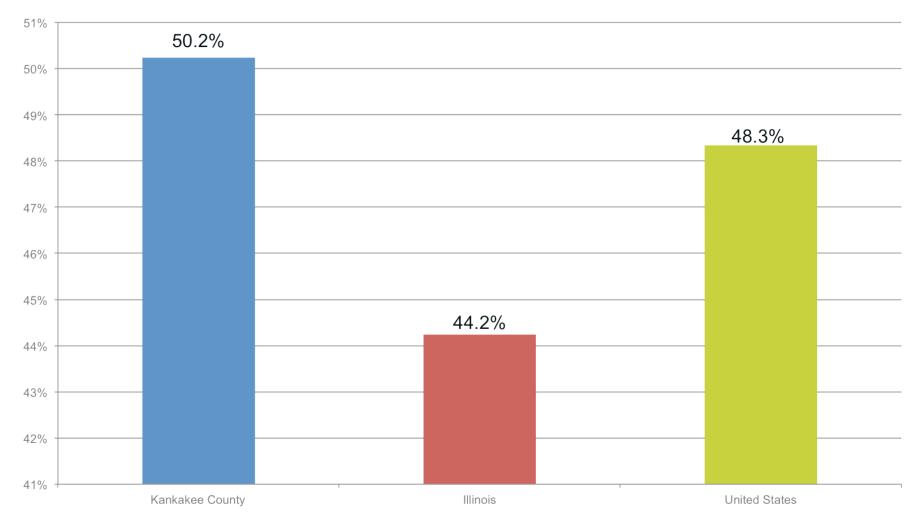
Population in Poverty by Race, 2008-2012







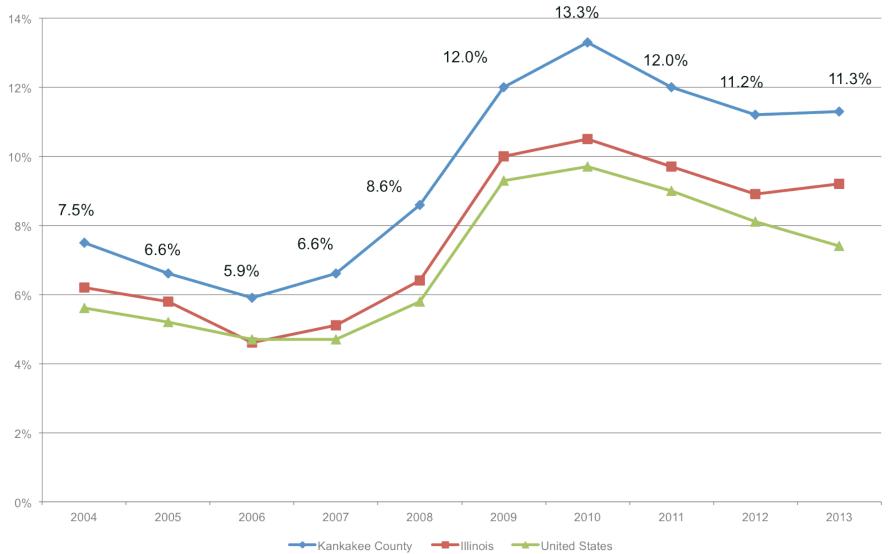
Students Eligible for Free/Reduced Lunch, 2010-2011







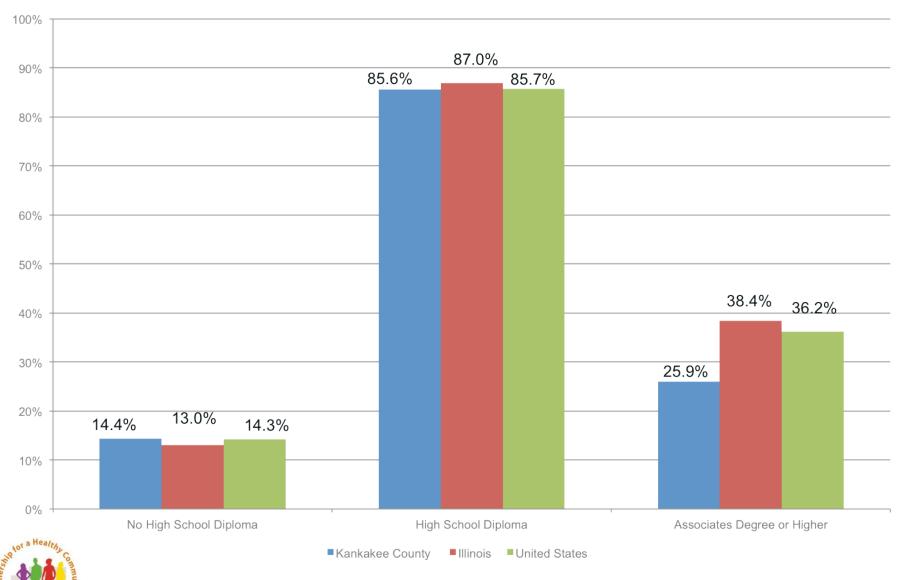
Average Annual Unemployment Rate, 2004-2013





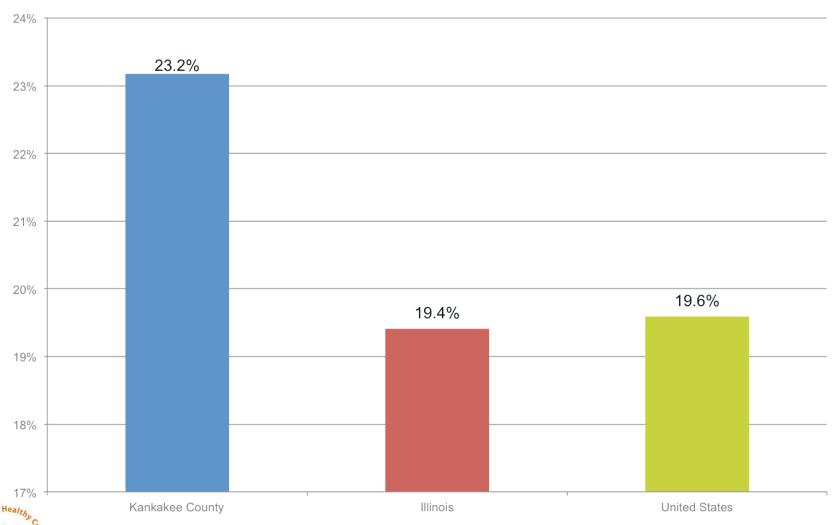


Educational Attainment, 2008-2012

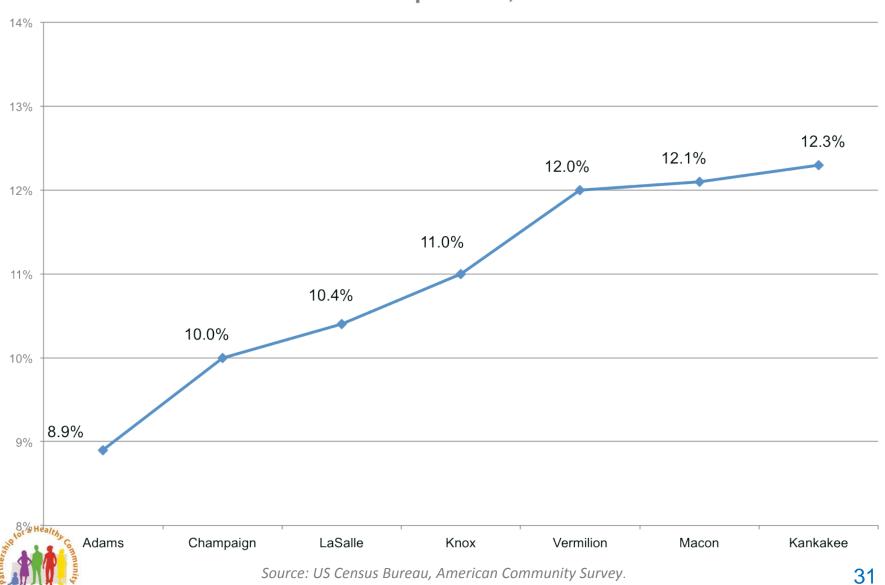




Population Receiving Medicaid, 2008-2012



Uninsured Population, 2008-2012



HEALTH RESOURCE AVAILABILITY

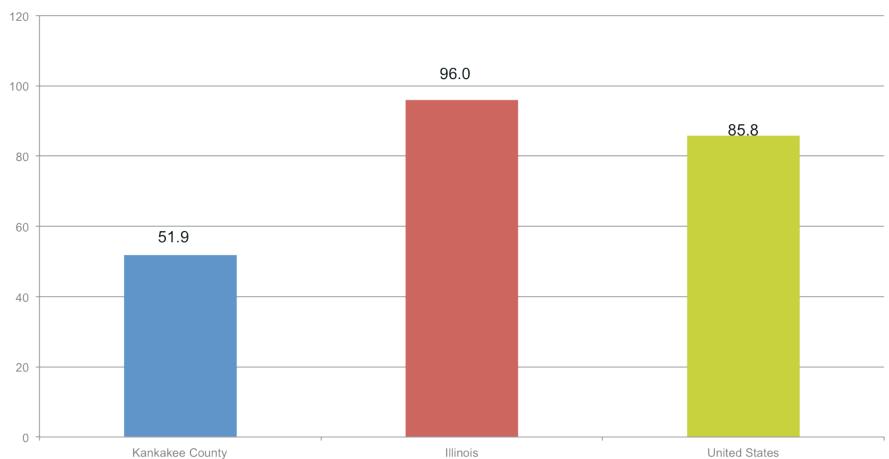


Medical Resource Name/Type	Number
Hospitals	2
Presence St. Mary's Medical Center	
Riverside Medical Center	
Health Centers	2
Aunt Martha's	
Kankakee Community Health Center	
Mental Health Offices	2
Division of Mental Health - Region One South	
Helen Wheeler Center	
Kankakee County Health Department	1
Kankakee County Coalition Against Domestic Violence	1





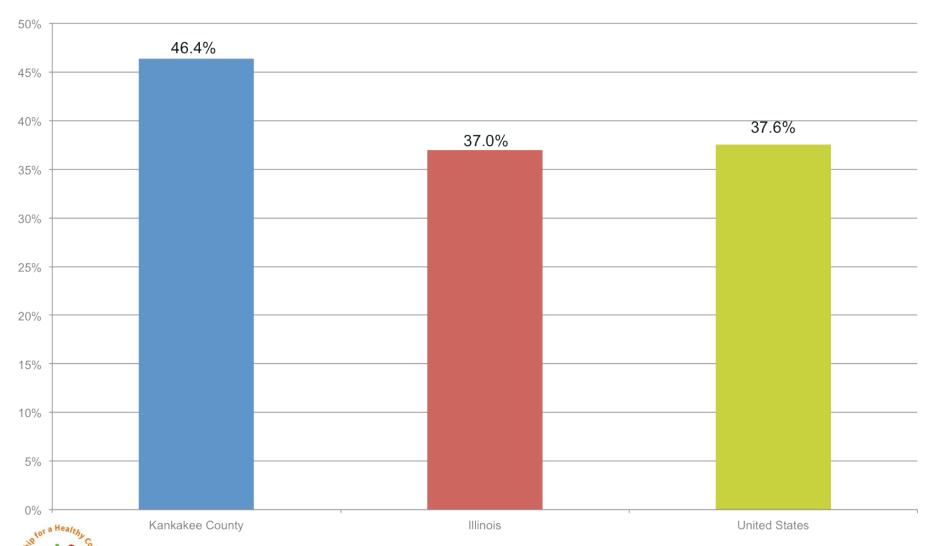
Primary Care Physicians, Rate per 100,000 Population, 2011







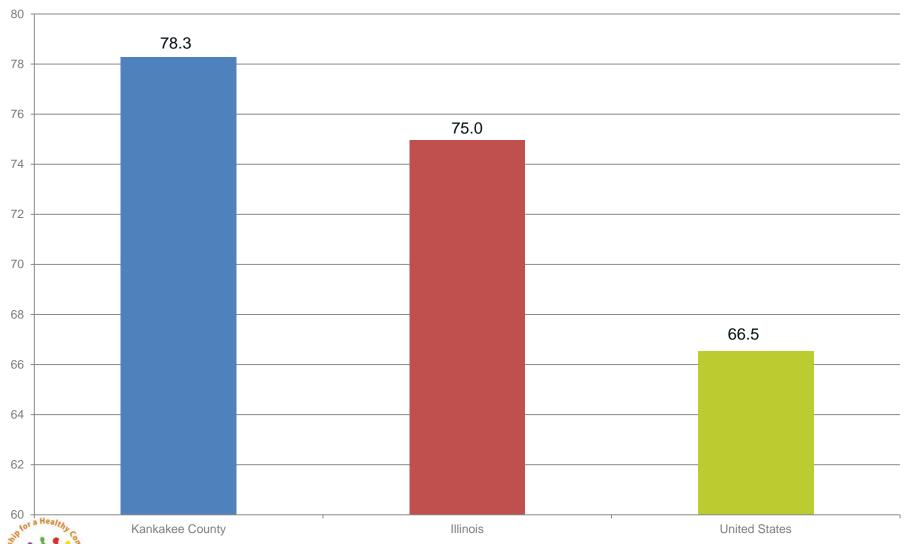
Percent of Designated Population Underserved, April 2014



Source: US Department of Health & Human Services, Health Resources and Services Administration, Health Professional Shortage Areas.



Ambulatory Care Sensitive Condition Discharge Rate, 2010



QUALITY OF LIFE





Percent of population living within ½ mile of a Park

Kankakee County 54.2%

	# of Recreational and Exercise Facilities	# of facilities per 100,000 people
Kankakee County	12	10.58

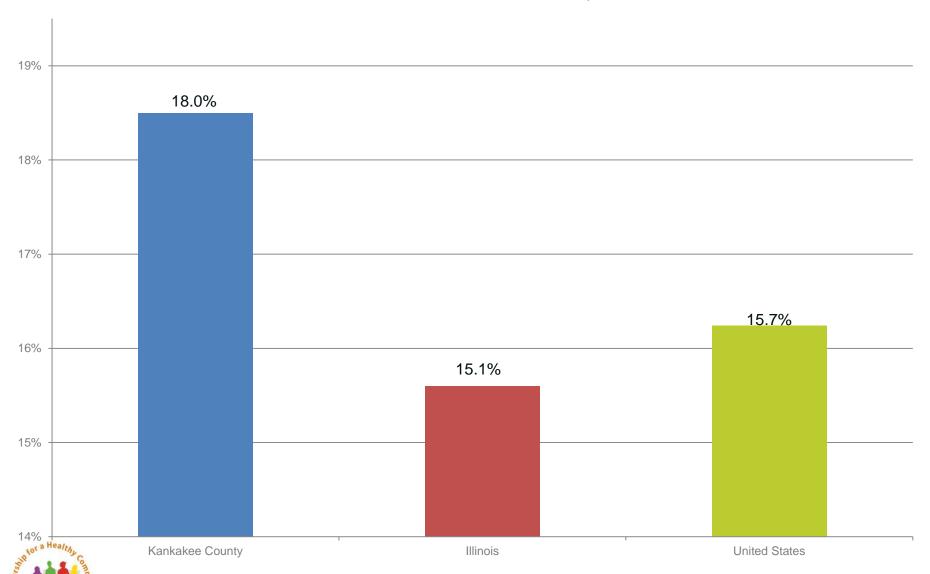
	Percent of population using public transit for commute to work
Kankakee County	2.0%
Illinois	8.7%
United States	5.0%



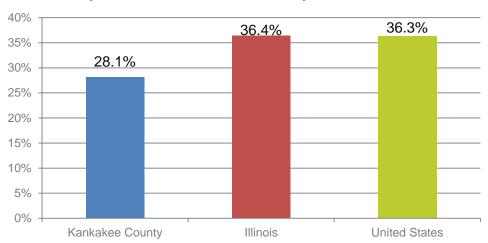
BEHAVIORAL RISK FACTORS



Poor General Health in Adults, 2006-2012

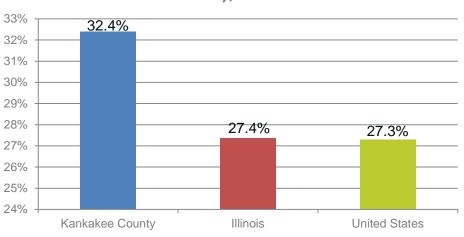


Percentage of Overweight Adults (with BMI between 25-30), 2011-2012



Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System.

Percentage of Obese Population (with BMI), 2010

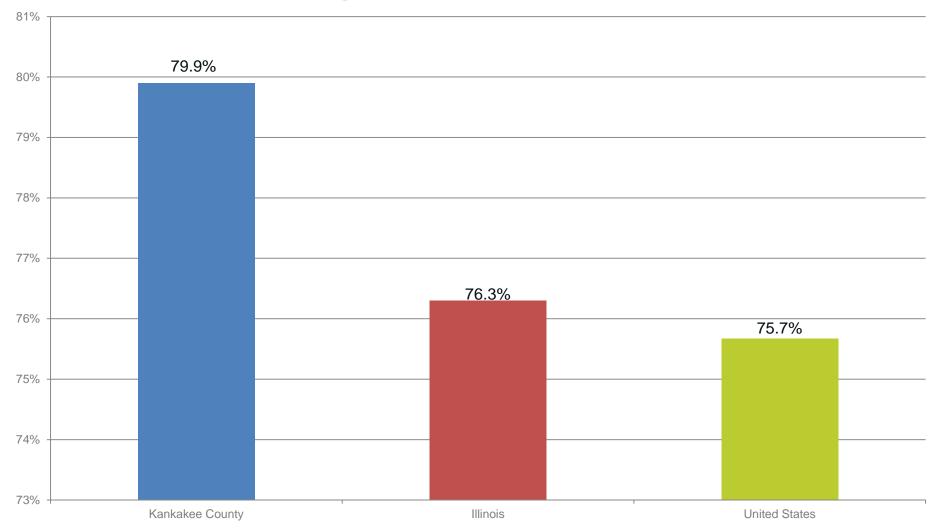


Source: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Diabetes Atlas.

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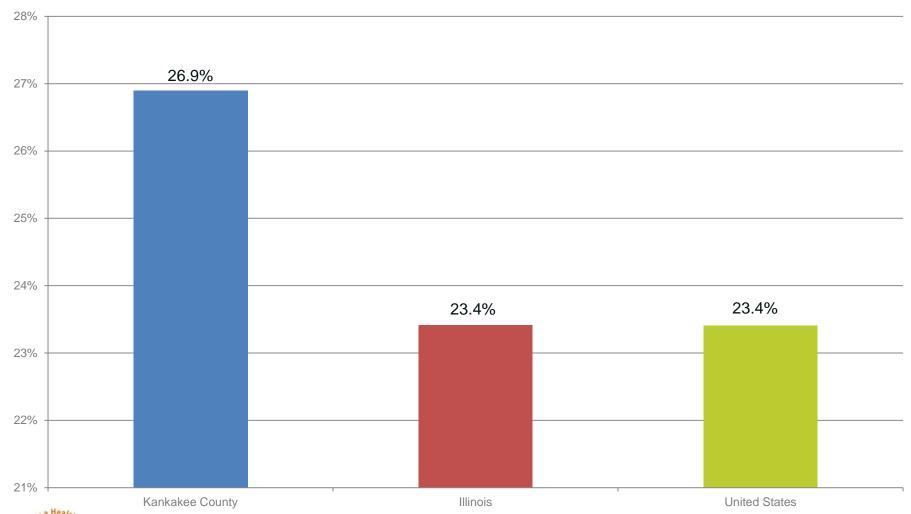
Percentage of the Population with Inadequate Fruit / Vegetable Consumption, 2005-2009



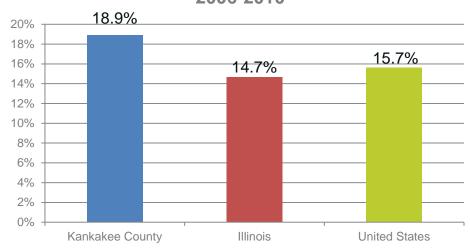


Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System: 2005-09. Accessed via the Health Indicators Warehouse.

Percent Population with no Leisure Time Physical Activity, 2010

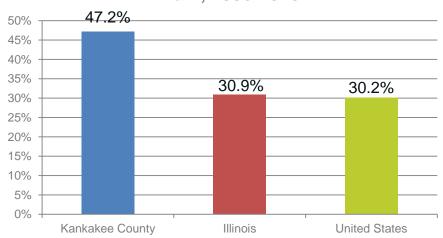


Percentage of Adults with Poor Dental Health, 2006-2010



Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System: 2006-10.

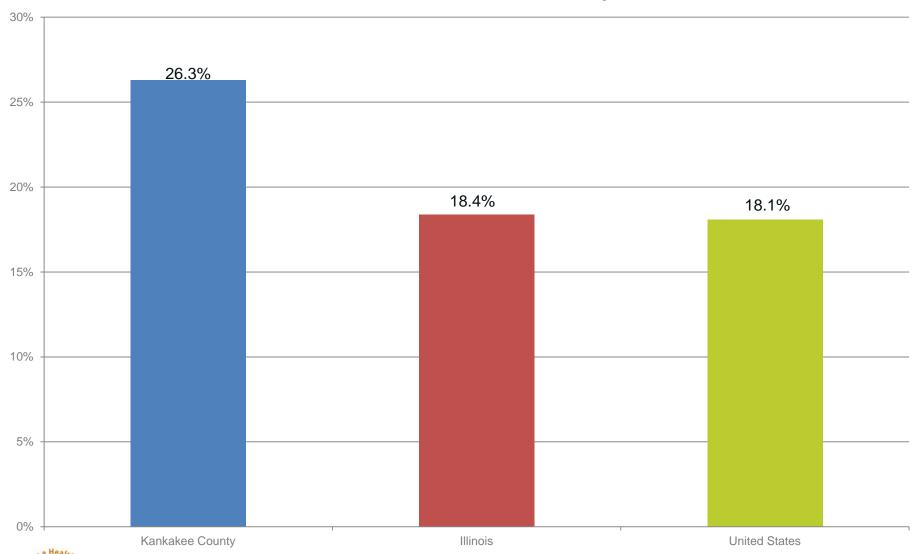
Percentage of Adults with No Dental Exam, 2006-2010





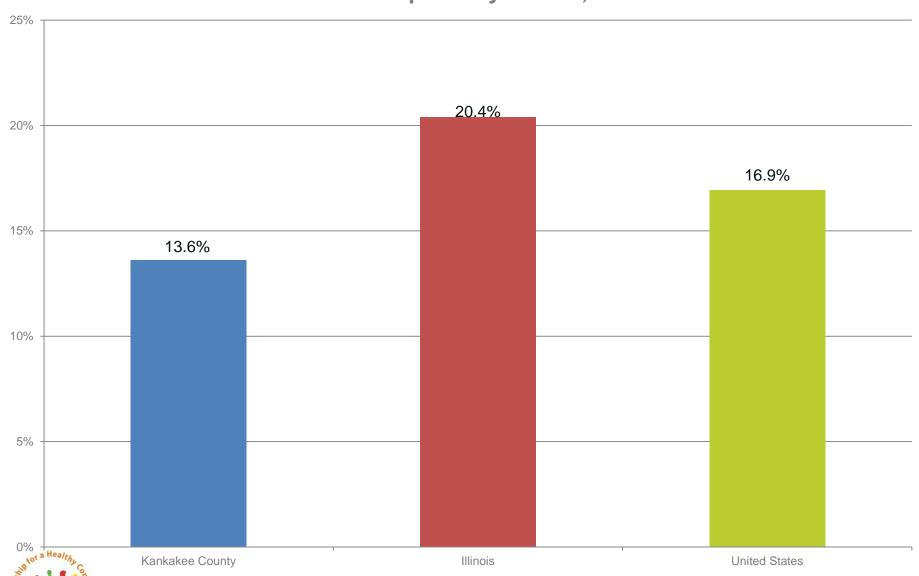
Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System: 2006-10.

Current Smokers in Kankakee County, 2006-2012





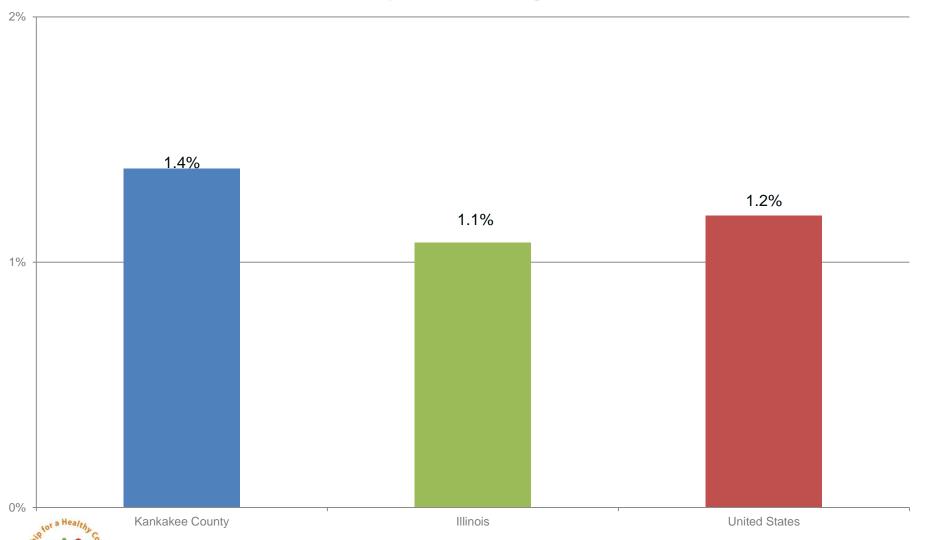
Alcohol Consumption by Adults, 2006-2012



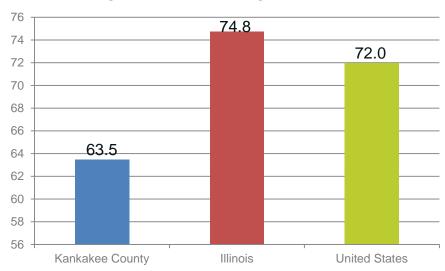
ENVIRONMENTAL HEALTH



Percentage of Days Exceeding Standards, Pop. Adjusted Average, 2008

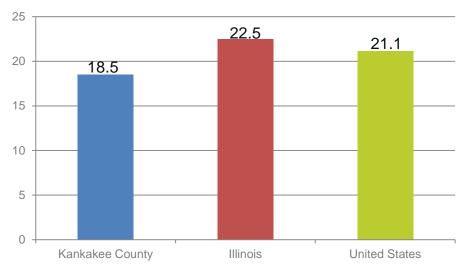


Fast Food Establishments, Rate per 100,000 Population, 2012



Source: Centers for Disease Control and Prevention, National Environmental Public Health Tracking Network.

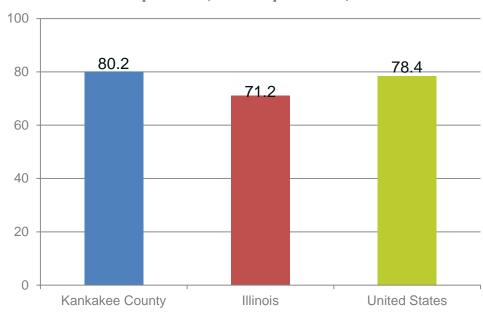
Grocery Store Establishments, Rate per 100,000 Population, 2012



Source: US Census Bureau, County Business Patterns.

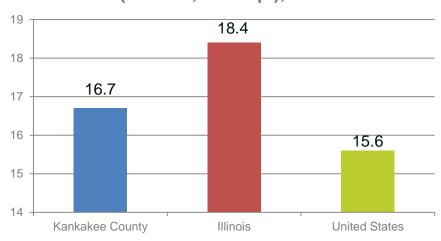


SNAP-Authorized Retailers, Rate per 100,000 Population, 2014



Source: US Department of Agriculture, Food and Nutrition Service, USDA - SNAP Retailer Locator.

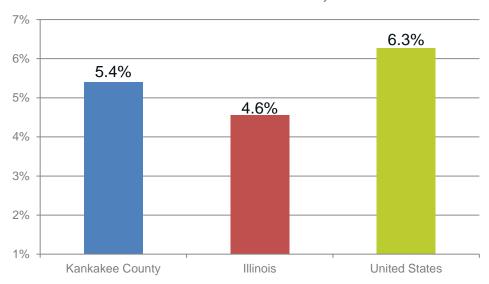
WIC-Authorized Food Store Rate (Per 100,000 Pop.), 2011





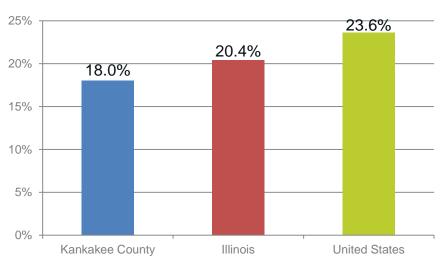
Source: US Department of Agriculture, Economic Research Service, USDA - Food Environment Atlas.

Percentage of Low Income Population with Low Food Access, 2010

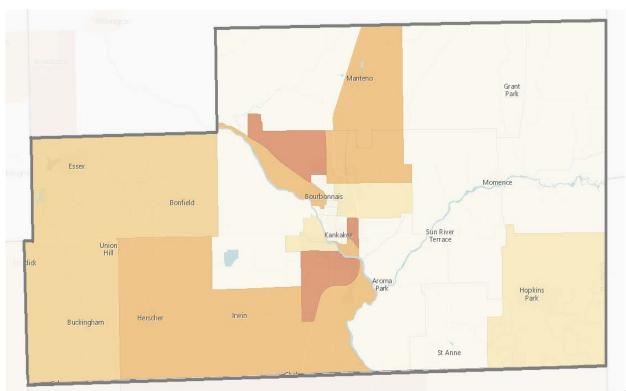


Source: US Department of Agriculture, Economic Research Service, USDA - Food Access Research Atlas.

Percentage of the Population with Low Food Access, 2010



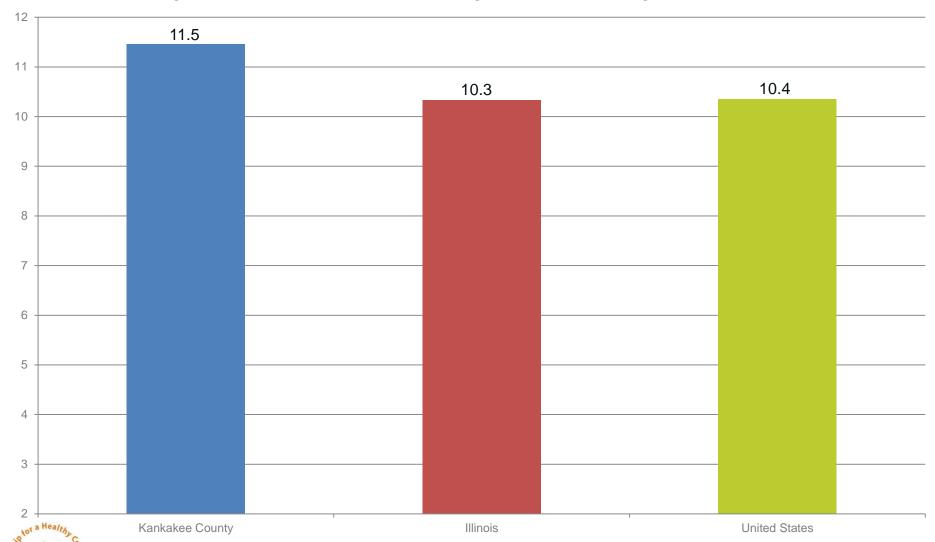








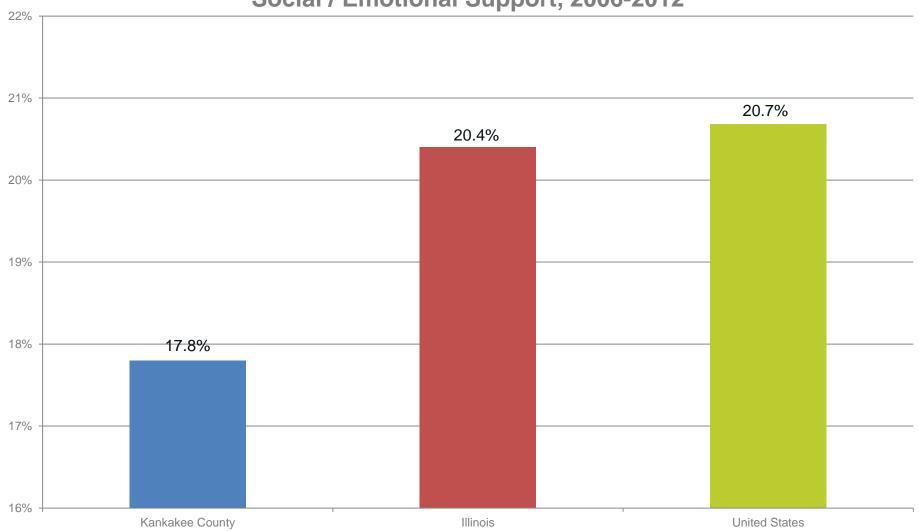
Liquor Establishments, Rate per 100,000 Population, 2012



SOCIAL AND MENTAL HEALTH



Estimated Population Without Adequate Social / Emotional Support, 2006-2012



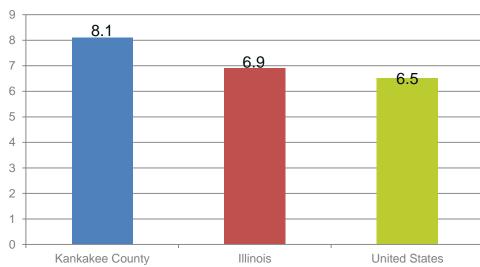


Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System.

MATERNAL AND CHILD HEALTH

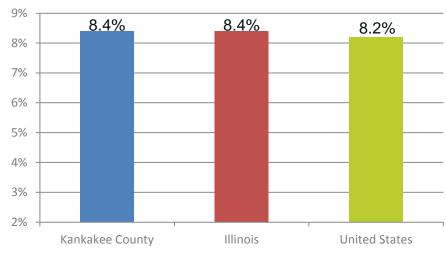


Infant Mortality Rate (Per 1,000 Births), 2006-2010



Source: US Department of Health & Human Services, Health Resources and Services Administration, Area Health Resource File.

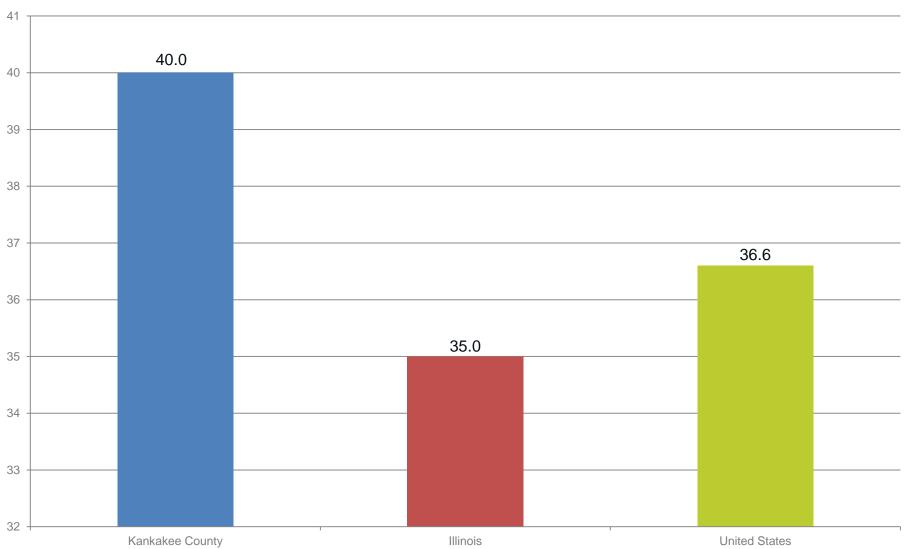
Percentage of Low Weight Births, 2006-2012



Source: Centers for Disease Control and Prevention, National Vital Statistics System.



Teen Birth Rate (Per 1,000 Births), 2006-2012

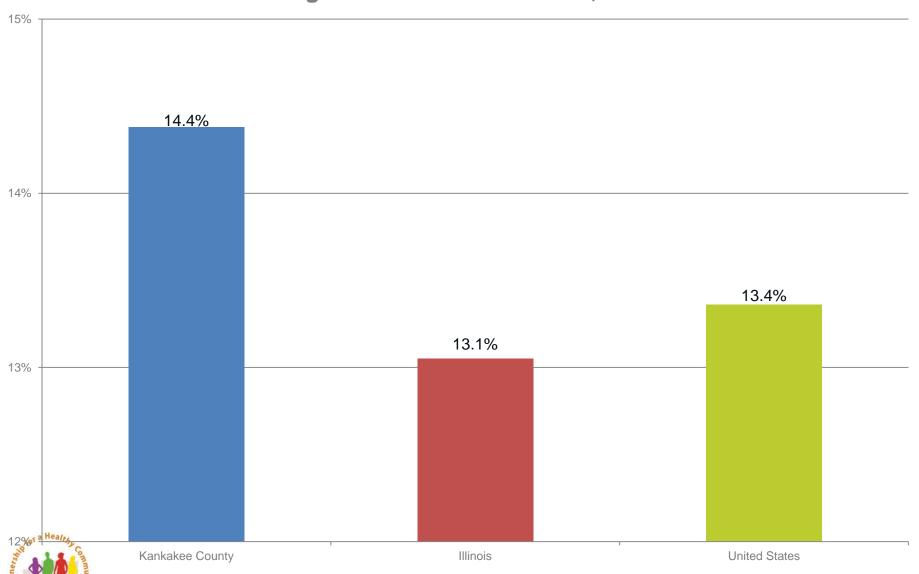




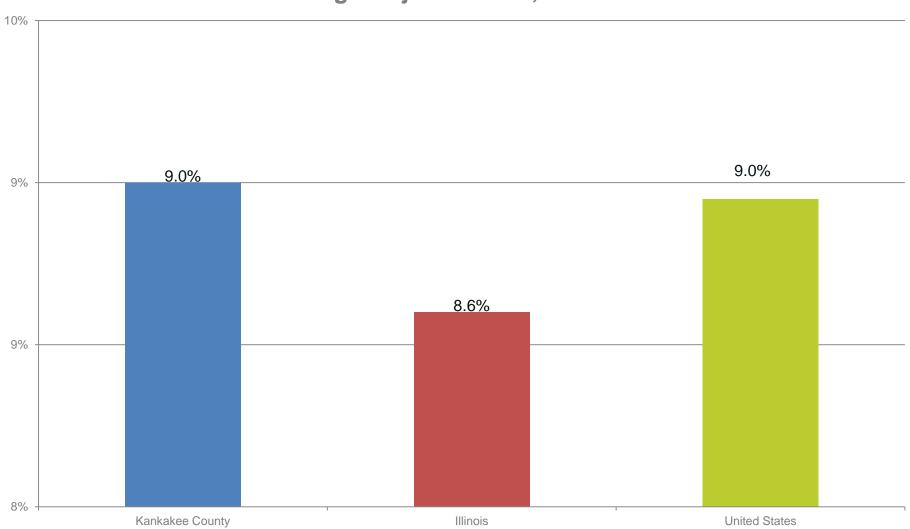
DEATH, ILLNESS AND INJURY



Percentage of Adults with Asthma, 2011-2012



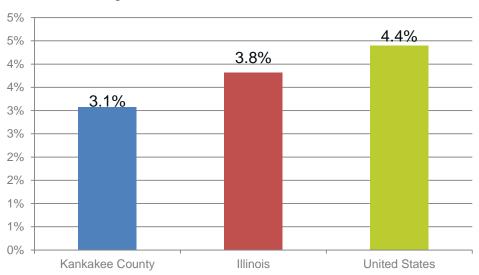
Population with Diagnosed Diabetes, Age-Adjusted Rate, 2010





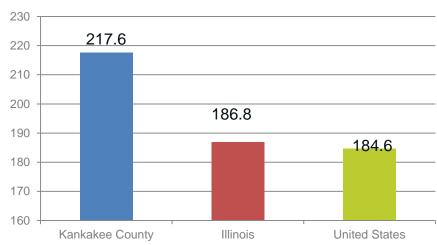
Source: Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Diabetes Atlas.

Adults Who Have Been Told By a Doctor They Have Heart Disease, 2011-2012



Age-Adjusted Death Rate, Heart Disease Mortality (Per 100,000 Pop.), 2007-2011

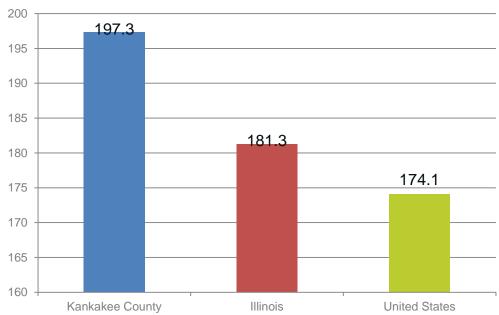
Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System.





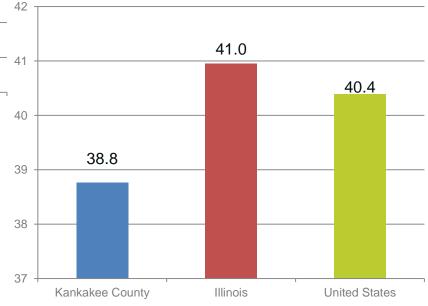
Source: Centers for Disease Control and Prevention, National Vital Statistics System.

Age-Adjusted Death Rate, Cancer Mortality (Per 100,000 Pop.), 2007-2011



Source: Centers for Disease Control and Prevention, National Vital Statistics System.

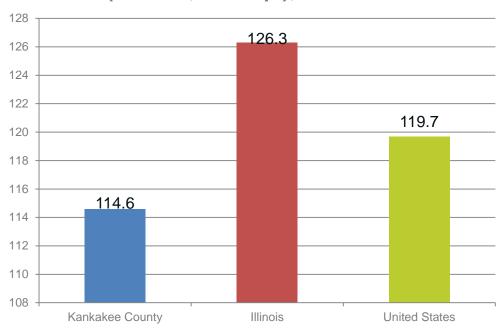
Age-Adjusted Death Rate, Stroke Mortality (Per 100,000 Pop.), 2007-2011





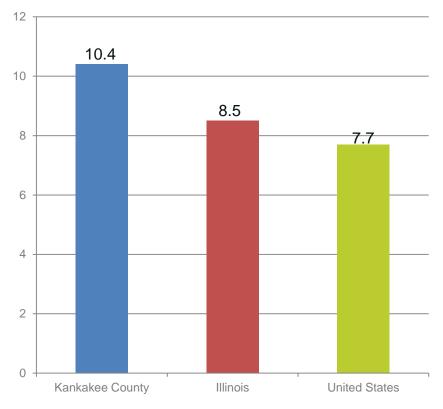
Source: Centers for Disease Control and Prevention, National Vital Statistics System.

Annual Breast Cancer Incidence Rate (Per 100,000 Pop.), 2006-2010



Source: State Cancer Profiles.

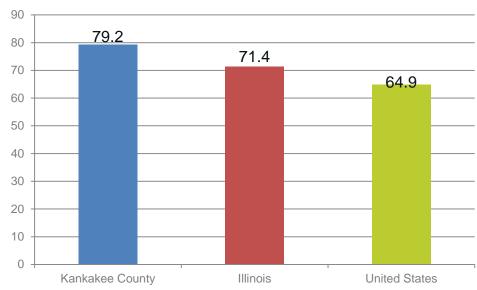
Cervical Cancer Incidence Rate (Per 100,000 Pop.), 2006-2010





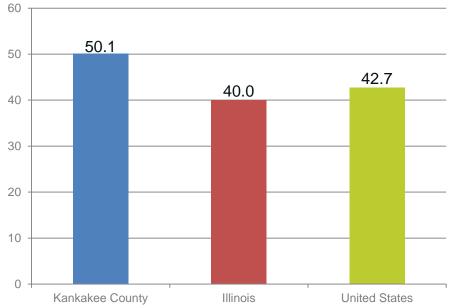
Source: State Cancer Profiles.

Annual Lung Cancer Incidence Rate (Per 100,000 Pop.), 2006-2010



Source: State Cancer Profiles.

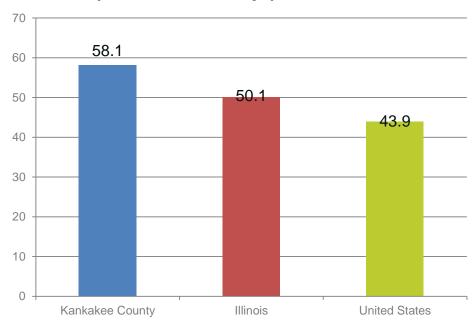
Age-Adjusted Death Rate, Lung Disease Mortality (Per 100,000 Pop.), 2007-2011





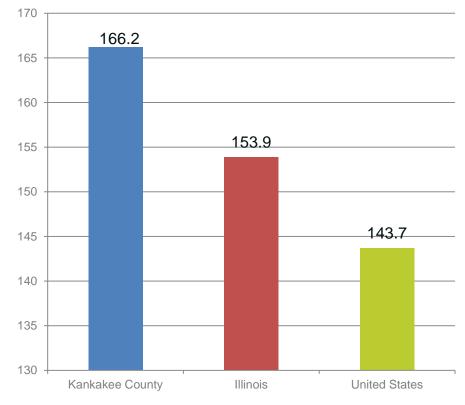
Source: Centers for Disease Control and Prevention, National Vital Statistics System.

Colo-rectal Cancer Incidence Rate (Per 100,000 Pop.), 2006-2010



Source: State Cancer Profiles.

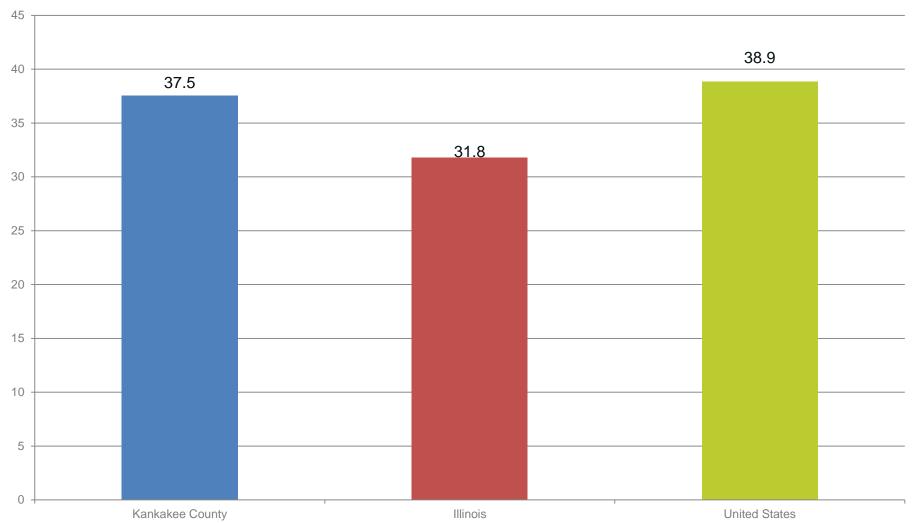
Prostate Cancer Incidence Rate (Per 100,000 Pop.), 2006-2010





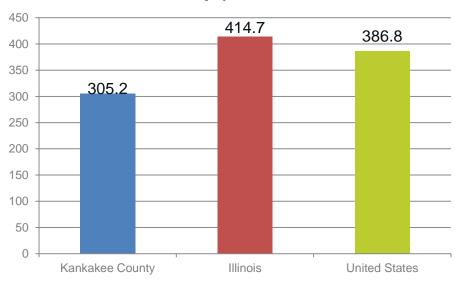
Source: State Cancer Profiles.

Age-Adjusted Death Rate (Per 100,000 Pop.), 2007-2011



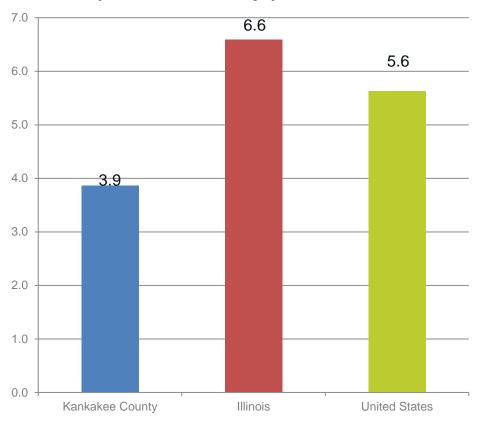


Violent Crimes, Rate (Per 100,000 Pop.), 2012



Source: Federal Bureau of Investigation, FBI Uniform Crime Reports.

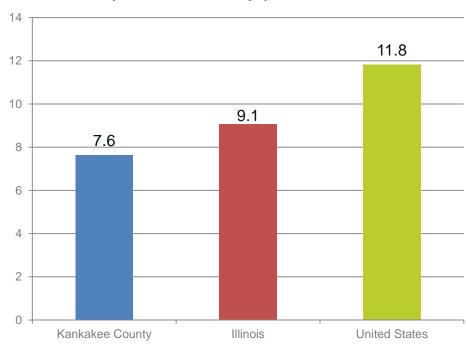
Age-Adjusted Death Rate, Homicide (Per 100,000 Pop.), 2007-2011





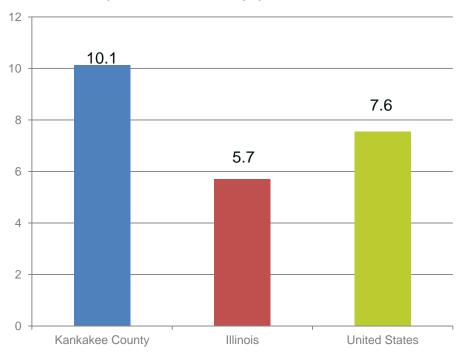
Source: Centers for Disease Control and Prevention, National Vital Statistics System.

Age-Adjusted Death Rate, Suicide (Per 100,000 Pop.), 2007-2011



Source: Centers for Disease Control and Prevention, National Vital Statistics System.

Age-Adjusted Death Rate, Motor Vehicle Accident Mortality (Per 100,000 Pop.), 2007-2011

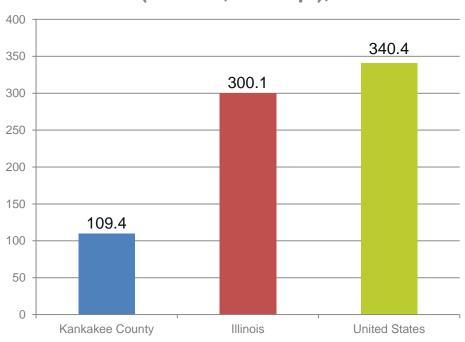




COMMUNICABLE DISEASES

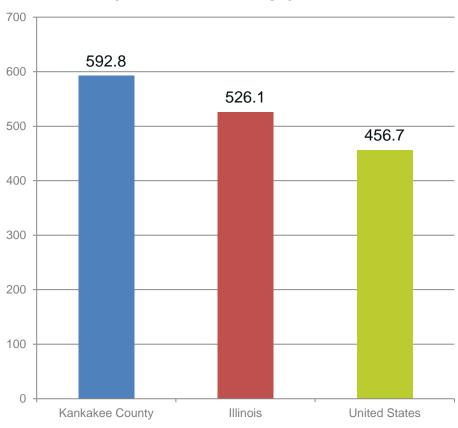


Population with HIV / AIDS, Rate (Per 100,000 Pop.), 2010



Source: Centers for Disease Control and Prevention, National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention.

Chlamydia Infection Rate (Per 100,000 Pop.), 2012

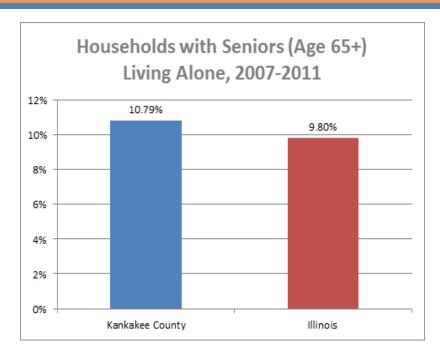


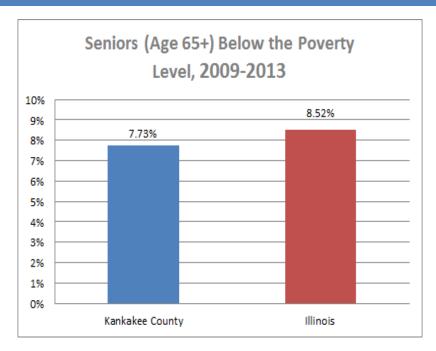
Source: Centers for Disease Control and Prevention, National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention.

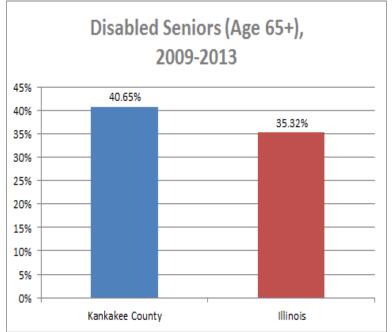


SENTINEL EVENTS











Summary

- Population has increased 9.3% since 1990
- The median household income is \$33,160 which is about half of the median for Illinois.
- 50.2% of kids are eligible for free or reduced lunch and the unemployment rate is 11.3%
- Sever physician shortage leaves 45% of the population underserved and there is an additional shortage of mental health providers
- 18% of adults self-report having fair health which is higher than both IL and US averages
- 80% are consuming less than 5 servings fruits and vegetables per day and there are a fewer number of grocery stores per person than the IL average



Summary

- Infant mortality and teen birth rates are higher than IL and US averages
- Heart Disease is the number one cause of death
- Homicide and violent crime rates are below state and national averages
- Communicable disease rates are lower than national average however Chlamydia rates are significantly higher
- 10.79% of seniors live alone which is higher than IL average

COMMUNITY THEMES AND STRENGTHS ASSESSMENT

Laurie Call

Illinois Public Health Institute



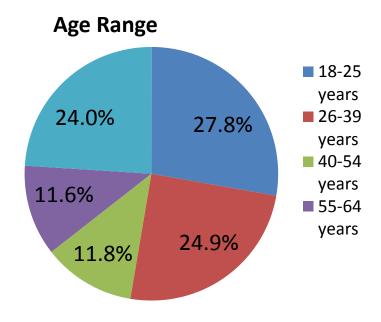
Survey Methodology

- Community Health Survey made available to Kankakee County residents at the following community locations:
 - Health department waiting room
 - Hospital waiting rooms
 - Senior residential facility
 - Senior center
 - NAACP Town Hall Meeting
 - Hispanic Partnership Meeting
- The survey was available from April- June 2015

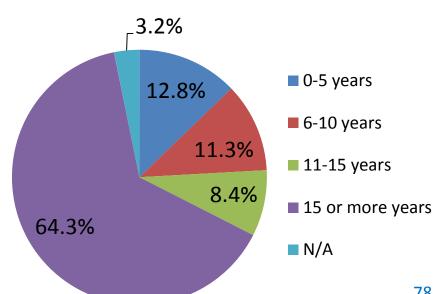


Survey Respondents

- 493 Survey Respondents
- 95% English, 5% Spanish surveys
- 86% Female, 14% Male
- Race/Ethnicity:
 - 55% Caucasian/White
 - 33% African American/Black
 - 10% Hispanic/Latino
 - 2% Other



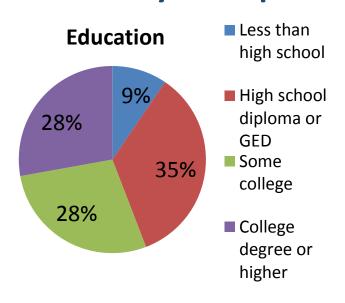
Years of Residency in Kankakee County

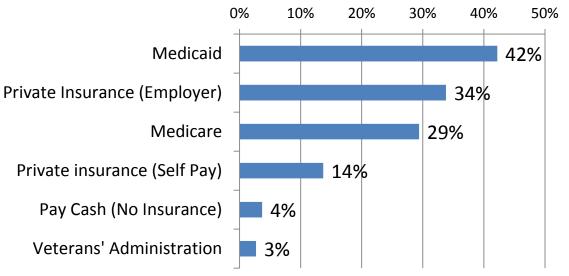




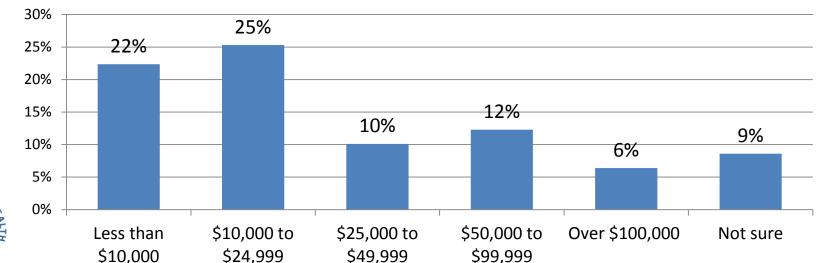
Survey Respondents

Health Insurance





Annual Household Income





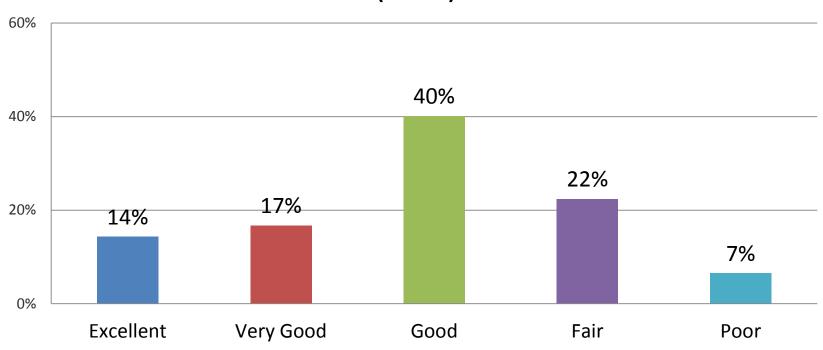
Respondent Demographics Compared to County Overall

	Survey Sample	Census Demographics
Gender	Men: 14% Women: 86%	Men: 49% Women: 50.9%
Age*	18-25: 27.8% 26-39: 24.9% 40-54: 11.8% 55-64: 11.6% 65+: 24.0%	18-24:10.3% 25-34: 12.4% 35-44: 12.6 45-54: 14.1% 55-64: 11.9% 65+: 13.4%
Race/Ethnicity	Caucasian: 55% African American: 33% Hispanic: 10%	Caucasian: 80% African American: 15% Hispanic: 9%
Educational Attainment	Less than HS: 9% HS Diploma/GED: 35% Some College: 28% College Degree+: 28%	Less than HS: 14.4% HS Diploma/GED: 85.6% Some College: 25.9% College Degree+:17.1%



Quality of Life

Overall Quality of Life in Kankakee County (N=491)





Quality of Life Components

Kankakee County as...

	Very good/ excellent:	22%
a Place to Raise Children	Good:	37%
	Fair / poor:	41%
	Very good/ excellent:	24%
a Place to Grow Old	Good:	35%
	Fair / poor:	41%
	Very good/ excellent:	16%
a Safe Community	Good:	36%
	Fair / poor:	48%



Quality of Life In Kankakee County

Respondents Rated "Rarely" or "Never" to...

There are enough jobs in Kankakee County

People work together to get things done for the community

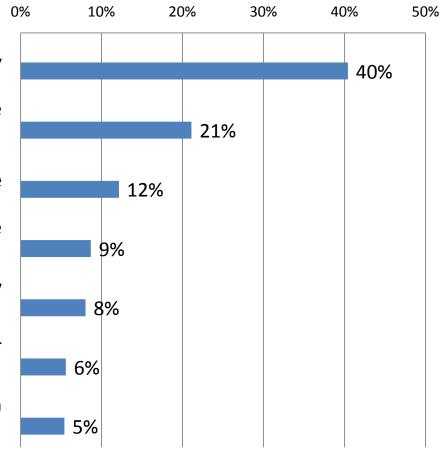
I have a sense of community pride

I have a sense of responsibility to help improve the health of my community

I have enough money to pay for the things I really need, such as food, clothing, housing, and...

I have people with whom I can share problems or get help when needed

In the past year, I was able to get the health services I needed



Top Social Issues

Respondents rated as "Rarely" or "Never" (N=472)

In my Neighborhood/Community, I'm able to:

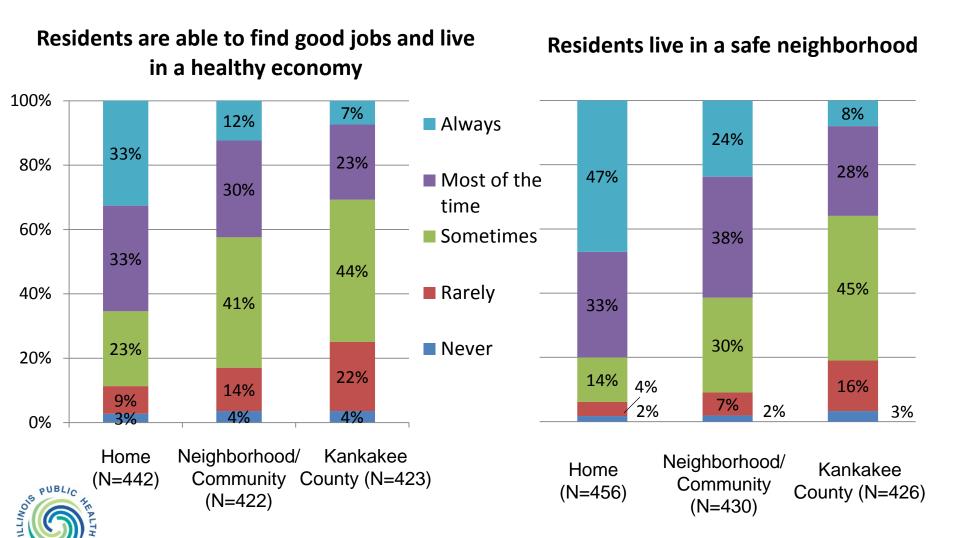
- Find good jobs and live in a healthy economy
- 2. Get to participate in arts/cultural events
- 3. Find importance in racial/ethnic diversity
- 4. Live in a safe neighborhood
- 5. Live in affordable housing

In Kankakee County, I'm able to:

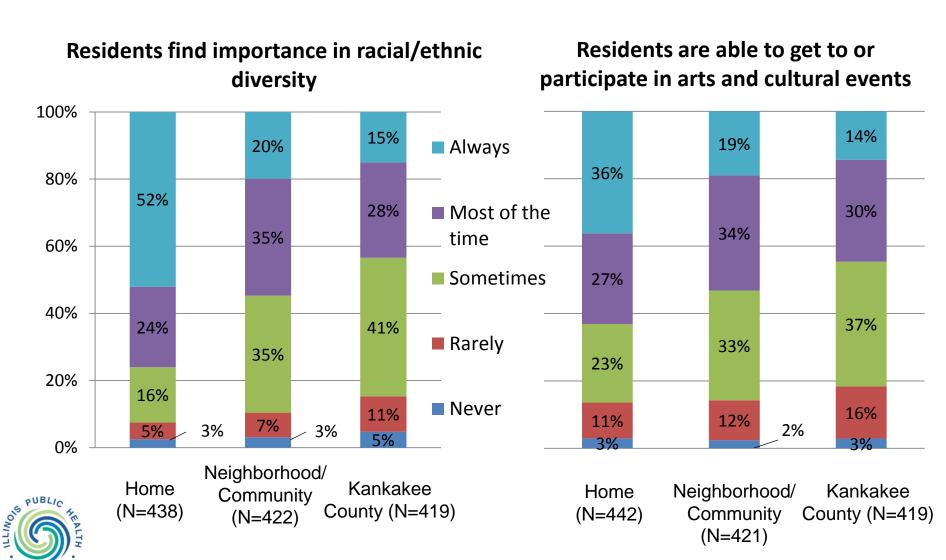
- Find good jobs and live in a healthy economy
- 2. Live in a safe neighborhood
- 3. Get to participate in arts and cultural events
- Find importance in racial/ethnic diversity
- 5. Practice healthy behaviors and lifestyles



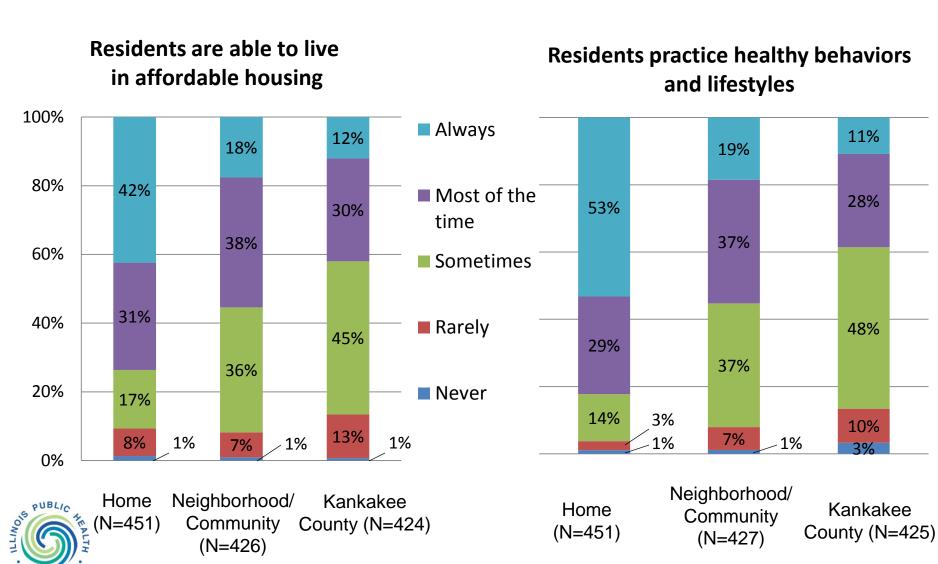
Social Issues of Greatest Concern



Social Issues of Greatest Concern



Social Issues of Greatest Concern



Health Issues Surveyed

- Drug Abuse
- Youth Violence
- Underage Drinking
- Other Violence
- Excessive Drinking
- Dementia/Alzheimer's Disease
- Suicide
- Depression/Anxiety Disorder
- Other Mental Health Issues
- Domestic Violence

Most commonly identified as somewhat a problem or a large problem at county and neighborhood levels

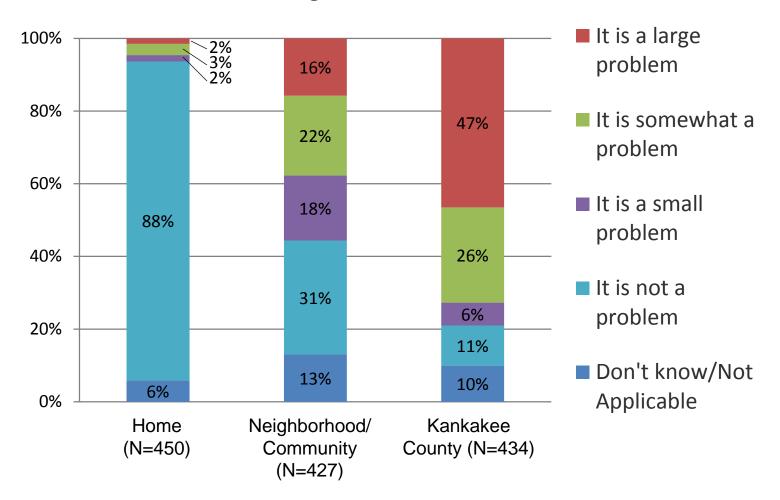
Most commonly identified as somewhat a problem or a large problem at **home**



The Partnership chose to only include the above set of health issues in the survey in order to gather focused perspectives from community members

Substance Use

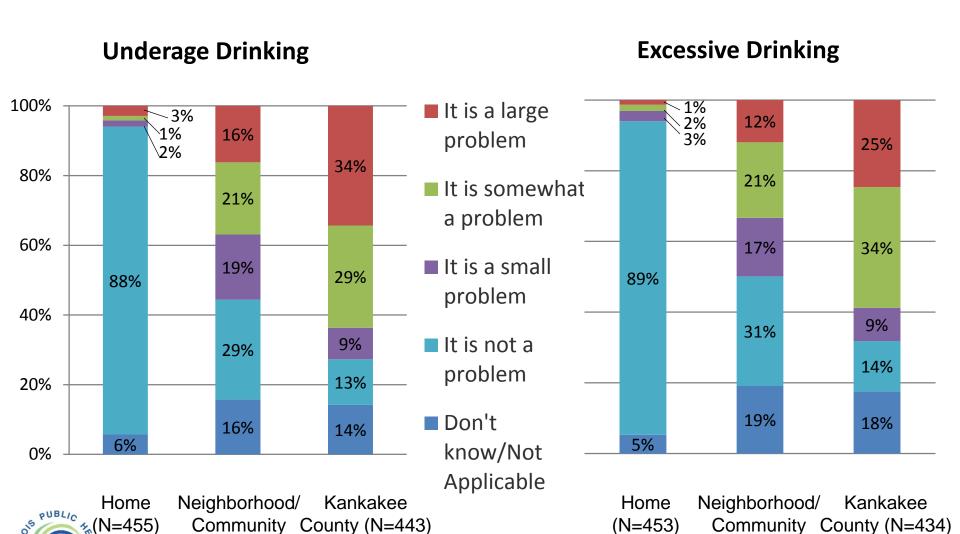
Drug Abuse





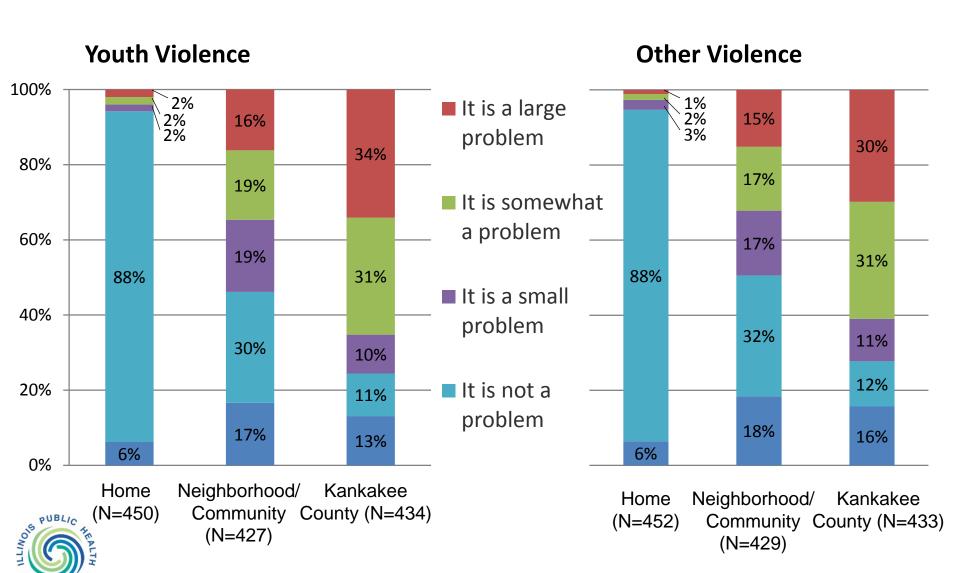
Substance Use

(N=439)

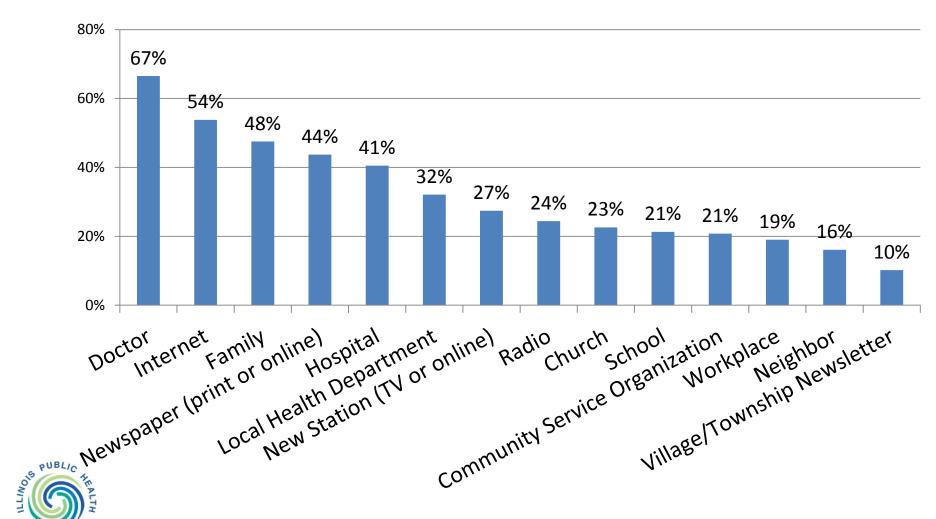


(N=435)

Violence



Sources for Health Related Information (N=442)



Themes from Survey Respondents' Comments (N=56)

Top Issues Raised in Comments:

- Safety and violence as a concern
- Depends on area you live in
- Limited access to resources
- Poor environment

Also mentioned several times:

- Good community
- Improvement needed
- Poor education system
- Poor economy
- Discrimination
- Politics



Summary of Findings

- Social Issues of Concern
 - Finding good jobs and living in a healthy economy
 - Living in a safe neighborhood
 - Ability to participate in arts and cultural events
 - Finding importance in racial/ethnic diversity
- Health Issues of Concern
 - Drug Abuse
 - Violence
 - Underage Drinking and Excessive Drinking
 - At Home: Depression/Anxiety Disorder
- Depending on the location of residency, safety and violence, limited access to resources, and quality of the environment are pressing concerns for survey respondents



FORCES OF CHANGE ASSESSMENT

Matt McBurnie
Riverside Medical Center





What is Forces of Change? (FOCA)

 The FOCA is aimed at 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.



FOCA definitions

- **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.



Participants in FOCA are asked:

- 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?
- The following areas are considered:

Social Environmental

Economic Technological

Political Ethical

Legal Scientific



In Summary, major themes (1 of 2):

- Local and State Fiscal Challenges
- Education and Workforce Development
- Sustainable Energy Development
- Low Home Ownership Rates
- Transportation Expansion
- Changing Demographics



In Summary, major themes (2 of 2):

- Affordable Care Act and Changing Health Care Landscape
- Mental Health and Substance Abuse
- Legalization of Marijuana
- Establishment of the 211 Human Services Resource Line
- Increased Connectivity
- Chicago Bears Training Camp



Local and State Fiscal Challenges

- State: (new) No approved budget for current FY
- State: Debt of \$45 Billion +
- State: Changing leadership and priorities
- County: budget concerns with voter rejection of 1% sales tax
- County: Changing funding of departments and programs



Education and Workforce Development

- Local jobs are available—workforce is not at needed skill levels/ haven't pursued work
- Reducing drop out rates will be key in job readiness
- Kankakee Community College and Olivet Nazarene University are growing and are key partners/ assets
- Coalition for Hope and Excellence in Education (CHEE)







Sustainable Energy Development

- In 2014, the Illinois Department of Commerce and Economic Opportunity provided \$5 million to build the Advanced Technology Education Center on KCC's campus
- KCC's investment in clean energy technology contributed to Microsoft Corporation and EDF Renewable Energy's decision to establish a 175 megawatt wind project in the county.
- The project is expected to generate new jobs and tens of millions of dollars over the life of the project.



Low Home Ownership Rates

- Homeownership is particularly low in the city of Kankakee,
 where 50% of housing is renter-occupied
- The City of Kankakee created a \$2,500 housing down-payment incentive program, matched by Riverside for its employees
- The City of Kankakee has launched a housing task force to further address home ownership



Transportation Expansion

- Now on hold: The Illiana Expressway is a proposed 50 mile transportation corridor linking Interstate 55 in Illinois to Interstate 65 in Indiana.
- Peotone 3rd airport: It's construction and operation would create jobs for the region.



Changing Demographics

Aging Population

 Over 13% of the population in Kankakee County is 65 or older, and over 6% of residents are over 75.

Growing Proportion of Single Parent Families

 Partnership members perceived a growing presence of single parent families in the community

Growing Latino Population

 There is also a growing proportion of Latino community members in Kankakee County. 9% of Kankakee County residents are Latino, and the proportion of residents of the city of Kankakee with Latino heritage has more than doubled since 2000, from 9% to over 19%.



Affordable Care Act/ Changing Healthcare Landscape

- Electronic Medical Records (EMR)/ Health Information Exchange (HIE)
 - Balance of privacy of information with the highest portability and accurate exchange between providers

Telemedicine

 FaceTime style visits are emerging, which can increase access and availability of providers with patients

Accountable Care Entities and Medicaid Expansion

- Payment is changing from fee for service to values-based
- Government payment (Federal and State) will continue to shrink



Mental Health and Substance Abuse

Lack of Mental Health Safety Net

- Many end up in the criminal system
- Current system does not have enough access

Heroin Abuse

- Kankakee County and other counties throughout Chicagoland have seen a sharp increase in heroin use in recent years, mirroring the national trend.
- 26 heroin overdose deaths were reported for Kankakee County in 2013, the highest number in recent history.



Substance Abuse: Tobacco Abuse

- Kankakee County continues to have much higher rates of tobacco use than the state average.
- 27% of Kankakee County adults report that they are smokers, compared with 18% of Illinois adults, and 17% of adults in neighboring Will County.
- Half of Kankakee County adults report having been smokers at one time.
- 82% of Kankakee smokers reported a recent attempt to quit



Legalization of Marijuana

- Positives: Potential economic advantages in Kankakee County as this industry develops
- Negatives: Illegal use and availability could increase



United Way's 211 Resource Line

- Came online February 11, 2015
- Will increase information and availability of health and human resources for Kankakee County
- Available 24 hours a day, 7 days a week, and will be staffed by people familiar with human service resources that can provide accurate, confidential information for people in need.



Increased Connectivity

- While increased connectivity allows for easy portability, there is also an increased expectation that all have access.
- Low income and rural area residents may be less connected and have reduced access to information and resources



Chicago Bears Training Camp

- The community made a \$1 million investment in Olivet facilities to retain the Bears for an additional ten years for training camp
- The Convention and Visitors Bureau, Economic Alliance, and Kankakee County Chamber are working collaboratively to encourage the community's embrace of Bears fans
- The tourism created can positively impact local businesses during camp and create future trips for visitors from a broad geography



LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT

Bonnie Schaafsma Kankakee County Health Department

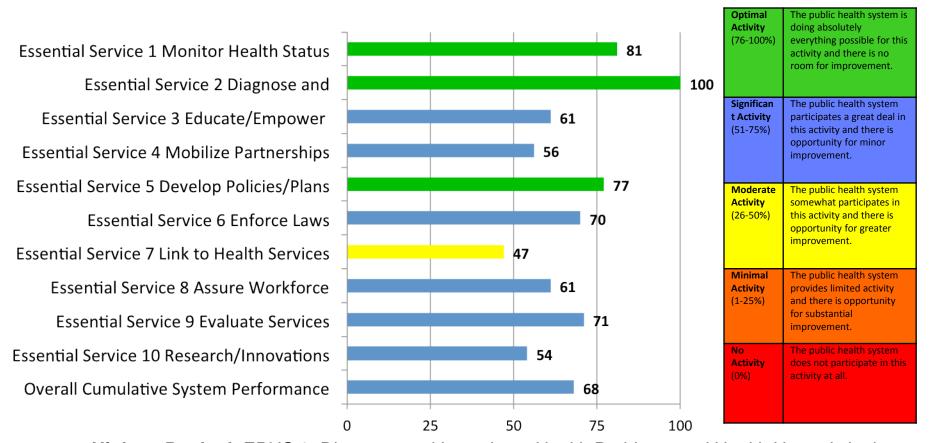




Summary Essential Public Health Service Scores					
EPHS	EPHS Description	2015 Score	Overall Ranking		
1	Monitor health status to identify community health problems.	81	2 nd		
2	Diagnose and investigate health problems and health hazards in the community.	100	1 st		
3	Inform, educate, and empower people about health issues.	61	7 th		
4	Mobilize community partnerships to identify and solve health problems.	56	8 th		
5	Develop policies and plans that support individual and community health efforts.	77	3 rd		
6	Enforce laws and regulations that protect health and ensure safety.	70	5 th		
7	Link people to needed personal health services and assure the provision of health services.	47	10 th		
8	Assure a competent public and personal health care workforce.	61	6 th		
9	Evaluate effectiveness, accessibility, and quality of personal/population-based health services.	71	4 th		
10	Research for new insights and innovative solutions to health problems.	54	9 th		



The chart below provides a graphic representation of Essential Public Health Service scores based on the scoring options:

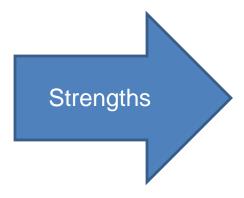


Highest Ranked: EPHS 2, Diagnose and Investigate Health Problems and Health Hazards in the Community, received a cumulative score of **optimal** activity (100).

Lowest Ranked: EPHS 7, Link People to Needed Personal Health Services and Assure the Provision of Health Services, received a cumulative score of **moderate** activity (47).

everall Performance: The average of all EPHS scores resulted in a cumulative score of significant activity (68).

Essential Service 1: Monitor Health Status to Identify Community Health Problems



- Hospitals maintain strong partnerships with schools and organizations.
- Good partnerships exist between health department and hospitals.
- The Community Health Assessment is available to the public through the hospitals' and health department's websites.
- Comprehensive qualitative and quantitative data sets are collected and used for the Community Health Assessment.
- Community Health Assessment data is disseminated through social media to reach the public.
- University and nonprofit partners help to disseminate the findings of the Community Health Assessment.
- The LPHS has access to GIS data through Riverside Medical Center and GIS expertise through the county government.
- Health department and hospitals regularly use data registries.



- The LPHS lacks a system for widespread communication between agencies.
- Some partners lack awareness of Essential Service 1 activities.
- Residents may lack a good understanding of community health in Kankakee County.
- There is a lack of interoperable data systems.
- There is a lack of awareness of different data registries and how to access them



Essential Service 1: Monitor Health Status to Identify Community Health Problems



- Use messaging in utility bills, public service announcements, newspaper articles, and radio announcements to bring awareness of community health and to promote the Community Health Assessment.
- Begin analyzing health at a zip code level through hospital CompData system.
- Create a committee to leverage access to GIS data and expertise.



- Seek new data collection methods.
- Collaborate with the university to conduct research on the causes of disease.
- Continue to explore new ways to disseminate community health information to the public.



Essential Service 2:

Diagnose and Investigate Health Problems and Health Hazards

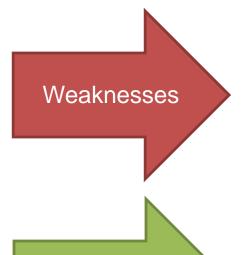
- Hospitals conduct annual hazard analysis for infection control.
- Information is sent to schools on public health and health threats.
- Hospitals partner with the health department to investigate outbreaks.
- Health department has systems in place for surveillance and notification of public health emergencies throughout the state.
- The sheriff's department and coroner office keep track of injuries throughout the community.
- The health department partners with other local health departments and the Illinois Department of Public Health for disease investigations when necessary,
- Mutual aid agreements ensure that resources to respond to health hazards and emergencies are available internally and externally.
- Health department hazard investigation and response activities are wellcoordinated and have community trust.
- LPHS partners gather regularly to conduct emergency drills (partners include health department, hospitals, police, fire department, emergency responders, transportation department, GIS expert, coroner, city and county officials, Red Cross, Olivet Nazarene University and Kankakee Community College).
- The County Emergency Operations Plan is available online.
- Hospital and health department staff receives NIMS training.
- Schools have emergency response protocols in place.
- LPHS partners coordinate messaging to public on health hazards.
- The LPHS has written protocols for a variety of public health emergencies.
- Hospitals have local labs with 24 hour access.
- Policies and procedures are in place to ensure that the labs utilized are competent.





Essential Service 2:

Diagnose and Investigate Health Problems and Health Hazards



- The LPHS has an insufficient number of health professionals that are pre-trained and pre-credentialed for emergency response.
- The state lab is underfunded.
- Air pollution and air quality testing data is not available for Kankakee County.

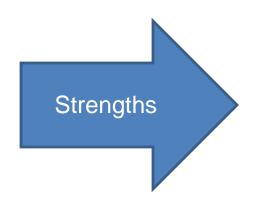
Short Term Improvement

- Increase health education to the community to improve surveillance.
- Recruit a representative from the NAACP to join the Local Emergency Planning Council.
- Recruit pharmacy partners in emergency planning.
- Use I-HELPS to pre-train and pre-credential health professionals in the community before an emergency occurs.



- Advocate for increased funding for state laboratory.
- Expand surge capacity for public health emergencies.

Essential Service 3: Inform, Educate, and Empower People about Health Issues



- Riverside Medical Center has infrastructure to provide tailored and consistent health education to different populations throughout the community (example: nutrition education for children in schools)
- The LPHS has strong violence prevention advocacy.
- The LPHS has good access to the community to deliver health education and messaging through partner organizations.
- The LPHS partners collaborate to coordinate health education messaging.
- There is strong coordination of public health messaging during measles outbreak.
- The LPHS does a good job of delivering targeted and tailored messaging to specific audiences.



- Some public health system partners are not included in communication regarding coordination of health education and messaging to the public.
- There is a lack of clarity regarding designation of a central PIO for risk communication in public health emergencies.



Essential Service 3: Inform, Educate, and Empower People about Health Issues



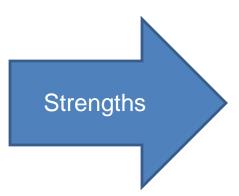
- Design and implement strategies to create stronger, more active collaborations between medical providers and community partners such as schools and churches.
- Ensure that all community partners are trained and involved in emergency planning and response.



- Conduct a gap analysis on communication among all public health system partners.
- Use evaluation results to improve health education activities.



Essential Service 4: Mobilize Community Partnerships to Identify and Solve Health Problems



- Kan-I-Help/211 Directory is a recent effort to compile a comprehensive directory of human service organizations in Kankakee County.
- The Kankakee County Partnership for a Healthy Community has been working to address mental health, access to care, employment, and violence and substance abuse prevention.
- The Coalition for Hope and Excellence in Education works to improve graduation rates to build a skilled workforce, which will improve long-term health outcomes.



- Too frequently the LPHS engages the same people in partnerships over and over.
- The public may not be aware of coalition efforts to improve the community.
- It has been challenging to engage nontraditional partners, such as churches, in community health improvement activities.



Essential Service 4: Mobilize Community Partnerships to Identify and Solve Health Problems



- Leverage Kan-I-Help/211 resource directory to identify new partners for community health improvement efforts.
- Broaden partnerships and diversify members of partnerships (work toward fewer "multi-hat" members).
- Build community awareness of coalition activities and initiatives.

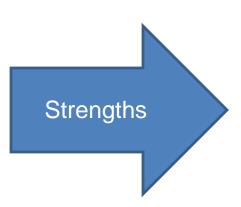


- Work to create a community-wide movement for health and culture of health
- Conduct partnership assessment to identify opportunities to strengthen collaboration.



Essential Service 5:

Develop Policies and Plans that Support Individual and Community Health Efforts



- Strong emergency plans are in place for public health threats and disasters.
- The Kankakee County Health Department is an active partner in many community health improvement efforts.
- The county's emergency planning workgroup is a best practice model for other counties in the region.
- The LPHS regularly conducts drills, including both tabletop as well as large-scale drills several times per year.
- The LPHS workforce is trained and prepared for a large variety of emergencies, including chemical spills, natural disasters, and nuclear accidents



Communication barriers and silos can present a challenge to collaborative community health improvement efforts.



Essential Service 5:

Develop Policies and Plans that Support Individual and Community Health Efforts



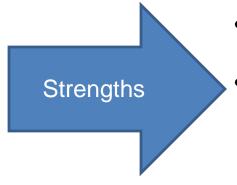
- Increase communication and collaboration among health department and other LPHS partners.
- Improve community awareness of community health improvement activities.

Long Term Improvement Educate and inform the public and policymakers about public health impacts of potential policy decisions regarding the landfill and proposals for the South Suburban Airport and Illiana Expressway.



Essential Service 6:

Enforce Laws and Regulations that Protect Health and Ensure Safety



- Kankakee County has a strong legal services department.
- The Kankakee County Health Department does a good job of keeping the public informed and educated about how to comply with laws and regulations. The regulatory approach is education-oriented.



- There is no formal policy tracking or review process.
- There is no formal process for identifying potential policy changes to improve public health.
- Smaller municipalities within the county have limited ability to create new laws and ordinances.
- Ordinance changes are not always well advertised.
- The LPHS does not collect data on enforcement activities to inform quality improvement efforts.



Essential Service 6: Enforce Laws and Regulations that Protect Health and Ensure Safety



- Collect data on compliance rates and enforcement activities for regulations, laws, and ordinances.
- Share information on new regulations, laws, and ordinances through both social media and traditional media outlets to ensure that the public is aware of policy changes.



- The Kankakee County Mayor's Association is a collaborative of municipality leaders that could be leveraged to review existing policies and propose new laws to promote and protect community wellbeing.
- Create a systematized and formalized review process for policies to determine if changes or updates are needed.
- Take a more active role in promoting policy-based solutions to systemic health and social problems in the community.
- Increase advocacy at both the local and state level to improve existing laws and create new policies to support and protect population health.
- Research best practices and propose policies to address family stability, housing, crime rates, and workforce development in Kankakee County.



Essential Service 7:

Link People to Needed Personal Health Services and Assure the Provision of Healthcare When Otherwise Unavailable



- The Affordable Care Act has provided coverage for previously uninsured individuals.
- The LPHS is moving toward an integrated healthcare model.



- Service delivery is crisis-driven rather than prevention-driven.
- Transportation access is a substantial barrier for low income families.
- Low income families living in rural areas of the county face substantial barriers to accessing services due to geographic isolation.
- Homeless families and undocumented individuals are particularly vulnerable, facing substantial barriers to care. The LPHS does not have adequate services to meet the level of need for these populations.
- Providers are poorly reimbursed for patient care, leading them to refer families to the ER, where care is most expensive.



Essential Service 7:

Link People to Needed Personal Health Services and Assure the Provision of Healthcare When Otherwise Unavailable



- Leverage changes in the healthcare delivery landscape to improve patient care.
- Work to establish medical homes for newly covered patients to build continuity of care.
- Use the results of the Community Health Assessment to inform LPHS understanding of unmet needs in the community.
- Improve care coordination through creation of a referral follow up system.



- Work to establish medical homes for newly covered patients.
- Advocate for improvements to provider reimbursement.
- Assess service needs for homeless families and seek funding to address these needs.
- Build linguistic and cultural competency among the public health workforce to better serve non-English speaking community members.



Essential Service 8:

Assure a Competent Public Health and Personal Healthcare Workforce



- Collaboration has increased and partners are continuing to leverage opportunities to collaborate to develop the LPHS workforce.
- The LPHS has successfully engaged many of the community's major employers in workforce development activities.
- KCC and Olivet provide continuing education opportunities for the LPHS workforce.
- The LPHS has good mentoring opportunities in place for students.
- Increasing graduation rates, educational attainment, and job-readiness has been an area of focus for the LPHS.
- Most LPHS agencies are regulated and many are accredited.



- No formal LPHS workforce assessment has been conducted.
- Workforce development funding is very minimal.
- Kankakee County has low graduation rates and low job-readiness among the emerging workforce.



Essential Service 8:

Assure a Competent Public Health and Personal Healthcare Workforce



- Seek grants to fund training and professional development for the LPHS workforce.
- Create training opportunities to foster LPHS workforce cultural competency skills.

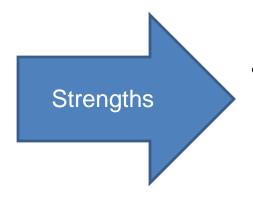


- Continue to address low educational attainment in Kankakee County to strengthen the future workforce.
- Increase system-wide accountability to comply with workforce standards and regulations.
- Increase funding for continuing education and training opportunities for the public health workforce
- Incentivize continuing education among LPHS workforce.
- Foster greater diversity among LPHS leadership.



Essential Service 9:

Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services



211/ Kan-I-Help is a newly established human services resource directory that can help community members navigate the system and connect to needed services.



- Medicaid patients receive inconsistent care, and don't receive appropriate referrals and follow up services.
- Vulnerable populations lack medical homes to ensure continuity of care.
- Transportation is a barrier to accessing care, particularly for low income individuals in rural communities.
- The LPHS lacks sufficient resources to adequately meet the needs of homeless families and undocumented individuals.



Essential Service 9:

Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services



- Increase use of social media to communicate with vulnerable populations.
- Survey vulnerable populations to evaluate barriers to health service accessibility.

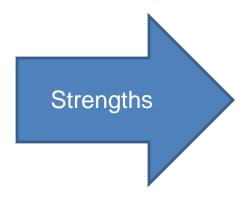


- Build trust among undocumented population to encourage them to access available services without fear.
- Remove silos to create a collaborative approach to address unmet service needs in the community.
- Build connections and collaboration among medical providers and social service providers.
- Increase sharing of customer satisfaction data across agencies to inform system-wide quality improvement.



Essential Service 10:

Research for new Insights and Innovative Solutions to Health Problems



Olivet and KCC are well integrated within LPHS partnerships.



- LPHS lacks a culture of innovation.
- High level of resistance to innovative approaches among some LPHS leaders.



Essential Service 10:

Research for new Insights and Innovative Solutions to Health Problems



Continue to strengthen LPHS linkages with institutions of higher learning.



- Leverage newly emerging leadership and workforce turnover to foster a greater interest in research and innovation.
- Seek out and build nontraditional partnerships to foster innovative approaches to community health improvement.
- Leverage partnerships with KCC and Olivet to increase system research capacity.



Cross-Cutting Themes from the Kankakee County Local Public Health System Assessment

Key Strengths

- Strong partnerships
- Robust assessment and planning activities
- Willingness to align and share resources to achieve goals

Areas for Improvement

- Greater data sharing among agencies
- Better system-wide communication
- Increased outreach to nontraditional partners
- Increased emphasis on collective implementation of the shared Community Health Improvement Plan



ACTION COMMITTEE UPDATES

Access to Care

Chronic Disease

Violence Prevention/Safety/ Substance Abuse

Mental Health

Education/Employment





ACCESS TO CARE COMMITTEE

Bonnie Schaafsma





Overarching Goal:

To improve access to health and medical services

Target Population:

 All residents (patients/clients/customers) with emphasis on addressing elderly, minorities and under/un-insured.



Objective 1: Reduce transportation as a barrier to care in Kankakee County

- Foster coordination between various transportation vendors
- Raise awareness by the public of transportation options in the community
- Address the need for a "medivan" service

Objective 2: Improve awareness of community health resources

- Fully utilize 211 services
- Raise awareness of 211 services by public, hospitals, physicians, school and others
- Develop a venue for face to face agency meetings and collaboration



Objective 3: Increase access to primary care and dental care by under/un-insured

- Expand free clinic services locally
- Adjust plans based on federal health care funding updates (ACA)

Objective 4: Overcome personal attitudes and beliefs that serve as barriers to the public accessing available services

- Implement community wide public relations efforts to educate regarding prevention
- Support school based education efforts to teach students about health/wellness
- Assure health care venues are accessible for those with special needs including language barriers



CHRONIC DISEASE COMMITTEE

Debra Case







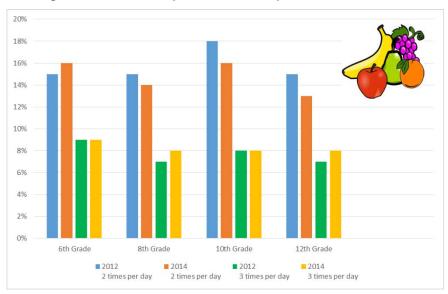
Proposed Logo

Chronic Disease Committee: 5210 Program

Logic Model for Program Planning and Evaluation

Resources: In order to accomplish our set of activities, we will need:	Activities: In order to address our asset, we will conduct the following activities	Outputs: We expect that once completed, these activities will produce the following evidence of service delivery.	Short/ Long term Outcomes: We expect that if completed, these activities will lead to the following outcomes in 3- 5 years.	activities will lead to the
Personnel, in-kind donation	Develop Kankakee County	Establish partnerships with at	Objectives setting in progress:	·
for goal completion	specific logo	least 10 ECC facilities in Kankakee County	Awaranaga of F210 magaga	among children in Kankakee County
Grant funding for outreach	Identify personnel as	Rankakee County	Awareness of 5210 message	Natikakee County
materials, printing, and	resources to early childcare	Establish partnerships with at	Behavior eating habits	
postage, and office supplies	centers and schools	least 7 primary care provider		
O a manufactural maintain	Davidas sastuas assassas	offices in Kankakee County	Behavior physical activity	
Computer/ printer	Develop partner agreement and packet for early child care	Droduce 4 neweletters	Behavior screen time	
equipment	centers	annually	benavior screen time	
		,	Behavior sugary beverages	
	Develop partner agreement	Publish 5210 messaging in 2		
	and packet for primary care	newspapers, on 2 radio		
	provider offices	stations, and social media		
	Develop brief messages to	sites of 3 organizations.		
	promote 5210 awareness	Establish a Kankakee County		
	p. 55.0 0210 amarono00	specific website for 5210		
<u> </u>				

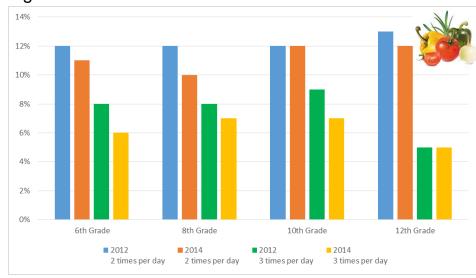
During the Past 7 Days, How Many Times Did You Eat Fruit?





³roposed Logo

During the Past 7 Days, How Many Times Did You Eat Vegetables?





Committee Work

- Committee members have participated in many community events spreading the 5210 message by handing out educational materials, colorful bookmarks to children, children playing the bucket game and by simply talking about healthy eating and living.
- We have 5210 materials in:
 - 8 Pediatricians' offices.
 - 2 Family Practice offices.
- We have attended over 50 community events (from back to school to health fairs).
- We have partnered with Success By Six (which focuses on birth to 6years of age to prepare children for school and life).
- We also attend Pioneering for a Healthier Community quarterly meeting with early educators.

VIOLENCE PREVENTION/SAFETY SUBSTANCE ABUSE COMMITTEE

Carole Franke





Violence Prevention/Safety Substance

Abuse Committee

Committee members reflect comprehensive representation from agencies and entities throughout Kankakee County:

AGENCIES

- Catholic Charities, Diocese of Joliet
- Child Network
- Harbor House
- •John R. Tate Advocacy Center
- Kankakee County- Center Against Sexual Assault

HOSPITALS/ HEALTH

- Dr. Stonewall McCuiston
- Kankakee County Health Department
- Presence St. Mary's Hospital
- Riverside HealthCare Foundation



COURT

- Kankakee County Court Services
- Kankakee County Juvenile Probation
- Kankakee County State's Attorney Office

LAW ENFORCEMENT

- Bradley Police Department
- Bourbonnais Police Department
- •Grant Park Police Department
- Kankakee City Police Department
- •Kankakee County Sheriff's Department

SUBSTANCE ABUSE

Riverside Resolve Center

OTHER

- Department of Children and Family Services
- Life Compass Church
- Olivet Nazarene University
- Reach Community
- •21st Judicial Circuit Family Violence Coordinating Council
- United Way of Kankakee County

Goals as identified by our sub-committee:

 Collect Kankakee County domestic violence, sexual violence, elder abuse and abuse against persons with disabilities, child abuse and substance abuse data and other crime rates

 Collaborate with KC-CASA, Harbor House, Child Network, Adult Protective Services and Family Violence Coordinating Council on Violence Prevention activities and community education



Activities to meet these goals:

- Committee members obtained Kankakee County data on:
 - Domestic violence
 - Sexual assault
 - Elder abuse and abuse against persons with disabilities
 - Child abuse & neglect
 - Kankakee County unincorporated crime stats, City of Kankakee, Villages of Bradley & Bourbonnais crime stats;
 - Kankakee County Crime Victim stats (John R. Tate Advocacy Center);
 - Kankakee County Juvenile Probation stats
 - Kankakee Adult Probation stats
 - Illinois Youth surveys from I-KAN ROE.
 - DCFS Child Abuse stats
- Compared Kankakee County data to State data
- Prioritized issues from data



Collaborative Education & Awareness (examples)

Domestic Violence Protocol

- 319 Law Enforcement Officers (all Kankakee County Departments and IL State Police District 21) trained on 21st Judicial Circuit
- 60 Judges, State's Attorneys, Lawyers, Court Personnel, Probation and Agencies
- Adult Protective Services
- 461 participants
- Violence Prevention & Gang Awareness
 - 32 participants
- •"Juan Ortiz on Child Abuse" and "Child Predators and the Grooming Process" by Iroquois Sexual Assault Center and the Iroquois County Probation at Kankakee Community College
 - 79 participants



Collaborative Education & Awareness (examples)

- Impact of Childhood Trauma
 - 33 (5 attorneys & 2 Judges) participants
- Safety Training for Community-based Professionals
 - 20 participants
- Stalking in the 21st Century
 - 62 participants
- Human Trafficking
 - 20 participants
- 21st Circuit Court Judicial Programs Review
 - over 90 participants (27 were attorneys)



Collaborative Education & Awareness (examples)

- Teen Dating Violence Awareness
 - 16 Participants
- A Real Talk About Teen Dating Violence For Teens
 - 42 participants
- Child Abuse
 - 1217 students (ages 11-13) and 1511 students (ages 14-18)
- Digital Safety (Cyberbullying, Sexting and Child Exploitation)
 - 60 participants
- An additional focus in 2015-2016 will be to provide training on Responding to Violence Against Persons with Disabilities and Elder Abuse Protocols to Law Enforcement, First Responders, Judges, State's Attorneys and Court Personnel.



MENTAL HEALTH COMMITTEE

Jackie Haas





This committee has had participation from a broad range of providers in our community:

- Community based mental health services
- Hospital based mental health services
- Early childhood services
- Education
- Child Care Resource and Referral
- Center for Independent Living



Goals as identified by our committee:

- To address access to care needs
- Education and awareness to the community as a whole



Activities to meet these goals:

Access to Care-

- •Several sub-committee participants responded to an IL DMH RFI for Comparable Services program funding in late 2013 in order to expand as well as add new behavioral health services to our community
- •The proposal was a collaboration with The Helen Wheeler Center, Thresholds and Riverside which was approved for a total of \$1,926,180.00 of revenue entering our community for expanded and new services.
- This collaboration included the following:
 - Helen Wheeler Center Crisis Assessment Services and Linkage Services;
 and Discharge, Linkage and Coordination of Services
 - Thresholds Outreach and Engagement Services, and Transitional Living Center
 - Riverside Medical Center Crisis Residential Center



Education & Awareness –

Mental Health First Aid Training Sessions

- •Several Mental Health First Aid Training sessions have been held in partnership with the training department of Thresholds and Kankakee Community College in an effort to train as many individuals in our community as possible.
- •The intended audience is primary care professionals, employers and key business leaders, faith communities, school personnel and educators, police and correctional officers, nursing home staff, mental health personnel, volunteers, families and the general public.
- To date, we have approximately 100 trained and certified MH First Aid in our community
- •There have been three Adult MHFA sessions, and two Youth MHFA sessions, with one of the youth sessions being held at BBCHS
- •It is the desire of the committee to secure local trainers for this curriculum. The cost involved in this is approximately \$2000.00 per person, is a 5 day training, and requires two trainers per training.



EDUCATION/EMPLOYMENT COMMITTEE

Matt McBurnie





Coalition for Hope and Excellence in Education (CHEE)

- To prepare a college and career-ready and skilled workforce to meet employment needs in Kankakee County by increasing student persistence and graduation rates.
- Kankakee School District 111 is the current focus; St. Anne has a similarly low graduation rate
- The Coalition is comprised of those from industry and education (public and higher education) to streamline the connectivity of graduates ready for the local workforce



IDENTIFICATION OF THEMES, CROSS-CUTTING ISSUES AND POTENTIAL STRATEGIC ISSUES

Laurie Call

Illinois Public Health Institute



Community Refer to Themes and Strengths worksheet Assessment 1. (CTSA) Forces of Local Public Change Health System Assessment Assessment (FoC) (LPHSA) Community Health Status Assessment (CHSA) FoC **CTSA** CHSA **LPHSA OUTCOMES:** a list of What is occurring or What is important What does our challenges and What are the activities, might occur that will to our community? health status look competencies, and opportunities affect the local public Perceptions about like? How healthy capacities of our local from each health system or quality of life? What are our community public health system? the community? assessment assets do we have? members? Master list of all challenges and opportunities Identify and select strategic issues



Themes

- What themes did you hear?
- What stood out in terms of challenges for Kankakee County?
- What stood out in terms of opportunities?

 What themes did you hear from 3 or more assessments?



Strategic Issues

Thinking about the vision, Kankakee County and the Community Partnership

- Which issues are most pressing for the community?
- Which issues require a strategic effort to address?
- Which issues capitalize on opportunities?
- Which issues is the Community Partnership most passionate about to address?



Prioritization Criteria

- Focusing on this issue will help achieve our vision.
- The consequences of not addressing this issue are severe.
- This issue requires a multi-sector, multi-faceted approach.
- This issue is a root cause for multiple health/system issues.
- We can leverage opportunities, strengths and assets.



Strategic Issue Checklist

- □ Did it surface in 2 or more of the assessments?
- □ Does it relate to the vision?
- □Does it affect the whole community now and in the future?
- Might it require us to change the way we function as a system?
- □ Is there no obvious solution?
- □ Is leadership support needed to address this issue?
- □ Are there long-term consequences of not addressing it?
- □ Does it require a multi-sectoral and multi-faceted approach to address?
- Might it create tensions in the community?



What assets, strengths and opportunities can be leveraged?



EXPLORATION OF ISSUES



Next Steps



Meeting Evaluation

- Please complete and leave on the table in the back of the room.
- Thanks for your participation today and as we move forward.



