

FORCES OF CHANGE ASSESSMENT

Forces of Change Assessment

INTRODUCTION

Lake County's Forces of Change Assessment (FoCA) was convened by the Live Well Lake County Steering Committee on October 23, 2015 at Rosalind Franklin University of Medicine and Science. The FoCA is one of four assessments Lake County conducted as part of its Mobilizing for Action through Planning and Partnerships (MAPP) process.¹⁷ This framework assists communities to prioritize public health issues and create a platform to develop and implement efforts to address them.

PURPOSE

The FoCA identifies potential forces or trends that either are currently affecting Lake County's public health system or are expected to impact the system in the next five years. The assessment highlights the specific effects these forces could have on the system; both those that threaten system functionality and those that open doors to new opportunities. The FoCA adds an element of foresight to the strategic planning process as key stakeholders document potential intended and unintended consequences of these forces on the public health system.

METHODOLOGY

The Live Well Lake County Steering Committee began the assessment by brainstorming potential forces of change across five broad categories: political, environmental, legal/ethical, social/economic, and technological/scientific. Within each category, the group was asked:

What forces are 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?

Forces were defined as being comprised of the following three components:

- **Trends** – patterns over time;
- **Events** – one time occurrence; and
- **Factors** – discrete elements.

¹⁷ "Mobilizing for Action through Planning and Partnerships (MAPP)". (2015). *National Association of County and City Health Officials (NACCHO)*. Retrieved from: <http://www.naccho.org/topics/infrastructure/mapp>.

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Participants brainstormed potential forces and shared them with facilitators. Like-minded themes were grouped using an affinity diagram to identify overarching forces that shape or influence the public health system and community. The effects of these forces may have an impact on any part of the public health system, including resources, strategic issues, infrastructure, culture, or the environment.

To identify methods to enhance or mitigate the effects of these forces, participants then identified threats posed and opportunities created within each force. Participants also acknowledged additional information that was needed within the system to appropriately address specific forces as well as local organizations that were believed to have experience or knowledge to address barriers. Participants completed this process for each of the five categories and then thoughtfully considered what his/her top priorities were regarding the most influential forces of change for Lake County. The forces perceived to be most impactful can be found in the summary of results.

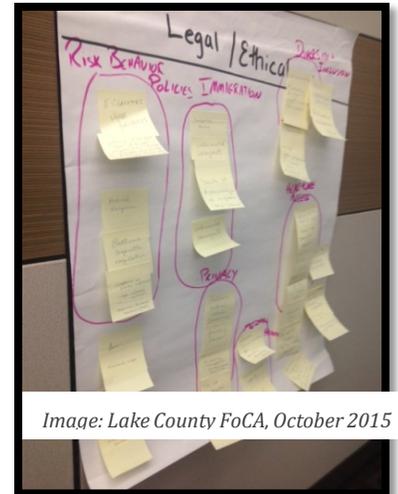


Image: Lake County FoCA, October 2015

FORCES OF CHANGE: SUMMARY

The Steering Committee identified sixteen Forces of Change that either currently affect Lake County's public health system or are expected to impact the system in the next five years. These are listed below. A summary of forces of change and corresponding threats posed and opportunities created are included in the following pages.

- Bioethics
- Built Environment
- Changes in Lake County's Population
- Collaborative Opportunities
- Electronic Health Records (EHR) & the Health Information Exchange (HIE)
- Economic Inequities
- Ethical Responsibility and Shared Community Values
- Government Impact on Operations
- Healthcare Access
- Health in All Policies Approach
- Impact of Climate Change
- Mental Health
- Practice of Innovation
- Political Coordination
- Shifts in Housing Infrastructure
- Traffic and Travel

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RESULTS

THREATS POSED AND OPPORTUNITIES CREATED

LEGAL/ETHICAL

FORCE	THREATS POSED	OPPORTUNITIES CREATED
Ethical Responsibility and Shared Community Values	<ul style="list-style-type: none"> Social economic status Decision makers are not representative of community Increased division in the political narrative Little accountability across the system 	<ul style="list-style-type: none"> Buy-in to a widespread vision of Lake County being a community of communities Leadership development Transfer of knowledge Community organizing Establish an endowment to address health equity Connect with big businesses to invest locally
Bioethics	<ul style="list-style-type: none"> Discrimination 	<ul style="list-style-type: none"> Health literacy initiatives Advocating for medication at affordable costs Use knowledge to do no harm
Healthcare Access	<ul style="list-style-type: none"> Limited transportation Health literacy constraints Affordable Care Act coverage Lack of state budget Providers don't match population Medicaid Managed Care TORT Reform 	<ul style="list-style-type: none"> Community Health Worker positions Improve clinical workflows Triple Aim methodology Affordable Care Act Navigators Increase collaboration between hospitals, providers and Federally Qualified Health Care Centers Integrate quality improvement process
Mental Health	<ul style="list-style-type: none"> Limited funding Liability Lack of providers Impact of incarceration Restrictive laws Lack of diagnoses 	<ul style="list-style-type: none"> Regional Forensic Unit/jail/Lake County Health Department collaborative program to expedite services Jail diversion workgroup Integrated behavioral health program Mental health first aid program

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SOCIAL/ECONOMIC

FORCE	THREATS POSED	OPPORTUNITIES CREATED
Changes in Lake County's Population	<ul style="list-style-type: none"> Aging population Elderly care Cultural competencies Shifting workloads Lack of language access 	<ul style="list-style-type: none"> Retirement give-back Immigration reform Return on investment (prevention ROI) Communities considering aging population needs Creation of bridges between community organizations to address needs
Economic Inequities	<ul style="list-style-type: none"> Organizations closing as a result of no state budget Biased federal funding toward urban areas Access to healthcare Educational and job disparities Long term determinants Increased disparities and certain communities are being left behind Cost of education Immigration status Undocumented people 	<ul style="list-style-type: none"> HEAL Act (Medicaid and prevention funding) New investment strategies Potential California model Federal funding Address minimum wage Bus stop shelters Bring in economic experts

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POLITICAL

FORCE	THREATS POSED	OPPORTUNITIES CREATED
Political Coordination	<ul style="list-style-type: none"> Scarce resources in each municipality Increased variations in operation of public health system Fiefdoms Lack of facilitation and communication across local public health system 	<ul style="list-style-type: none"> Shared services Consistent political effort Non-profit leadership Shared vision across Lake County Leverage scale in Lake County
Government Impact on Operations	<ul style="list-style-type: none"> Lack of long term strategies Lack of dealing with issues over time Voter apathy Limited access to education and opportunities Decreased likelihood in finding common ground 	<ul style="list-style-type: none"> Identify and educate future leaders Involve youth Voter education Redistribution of funds (ex. education/schools) County cohesiveness
Health in All Policies Approach	<ul style="list-style-type: none"> Economic deficits 	<ul style="list-style-type: none"> Coordinated Approach to Child Health curriculum Integrate into worksite wellness programs Framework with LWLC Advocacy with municipal leagues

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ENVIRONMENTAL

FORCE	THREATS POSED	OPPORTUNITIES CREATED
Built Environment	Population growth Perception of community safety Obesity Stress Cost engineering Limited federal transportation funding Limited community investing in development	Complete trail system Find private investors/bonds Increase in agreements/ policies Equitable distribution Continuation of taxes (non-motor lanes) Recognize/celebrate communities' healthy choices
Shifts in Housing Infrastructure	Aging homes Lead exposure Vacant houses Infrastructure safety	Low interest loans Fix existing homes Investments (general)
Impact of Climate Change	Disease upsurges COPD and asthma Skin cancer Severe weather Sustainability of water	Changing behaviors (ex. recycling) Eating locally and sustainable foods CO2 awareness and education; policy, advocacy education in local institutions
Traffic and Travel	Air pollution Increases in texting while driving Safe spaces for bikes Business impact of inactivity	Web cam conferencing Connecting bike paths Clean emission policies Carpool lanes Community planning improvements Distracted driving education

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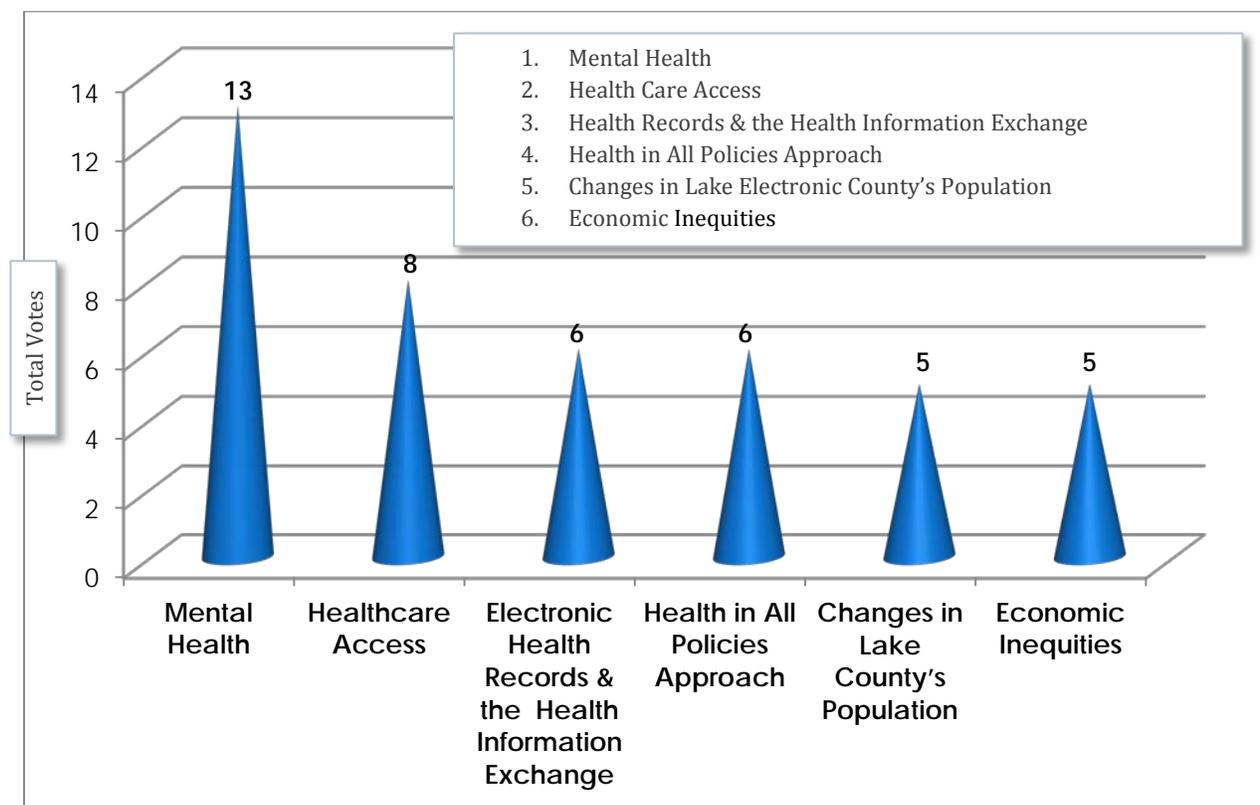
TECHNOLOGICAL/SCIENTIFIC

FORCE	THREATS POSED	OPPORTUNITIES CREATED
Practice of Innovation	High cost of drugs and technology resulting in negative outcomes Innovation definition changes rapidly	Innovative leadership and related impact in communities Profit for good Social accountability Corporate responsibility
Collaborative Opportunities	Investment in capacity results in loss of efficiency	Build coordinated inventory of data
Electronic Health Records & the Health Information Exchange	Private information may be compromised Decreased understanding of system Gaps in sharing information Limited communication between systems	Regional, population-based data Education on how to use portals Track over utilization and fraud Increased use of Prescription Drug Monitoring Program Accessibility of directives Increased patient safety Community based data can be used to increase collaboration among communities

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SUMMARY RESULTS

Results of the FoCA ensure that the local public health system has the capacity to implement the Community Health Improvement Plan and thus improve the health status of those who live, work, play and pray in Lake County. Live Well Lake County will be proactive in leveraging collaborative partnerships to address expected forces through the identification of social, scientific, technological, organizational and institutional resources. While all identified forces should be considered, those six ranked (see table below) as having the most impact on the county should be given priority when identifying and building system capacity to address strategic issues. Several forces may be unique to the current assessment, while others may also appear during one of the other MAPP assessments.



Additionally, the relationship each force has with others should not be ignored. For example, mental health as a force has a connection to economic inequities, government impact on operations and other areas aside from mere increases in the mentally ill population. Through the process of identifying resources to address forces, Lake County will be proactive in positioning itself for the future, rather than reacting to foreseen trends, events and factors.