



Forces of Change Assessment

Boone County, Missouri

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Executive Summary

The Forces of Change assessment is one of four assessments conducted in the MAPP Process. The purpose of this assessment is to identify the trends, factors, and events that are likely to influence community health and quality of life, or impact the work of the local public health system in Boone County.

The Forces of Change brainstorming session focused on the following questions:

- What has occurred recently that may affect our local public health system or the health of our community?
- Are there trends occurring that will have an impact? Describe.
- What forces are occurring locally? Regionally? Nationally? Globally?
- What may occur in the foreseeable future that may affect our public health system or the health of our community?



Assessment Process

In June of 2013, 31 members of the Community Health Assessment and Mobilization Partners (CHAMP) committee convened to conduct the Forces of Change assessment. Members included representatives of the local public health system (see Acknowledgments for the Forces of Change participant list).

The MAPP Core Team members decided to use SWOT analysis (**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats) to develop a more comprehensive picture of Boone County in addition to identifying the forces of change. The assessment was designed with a Forces of Change brainstorming session followed by a SWOT exercise.

Participants were placed in six groups and discussed the Forces of Change brainstorming questions listed in the Executive Summary. Answers were then categorized into opportunities or threats. The strengths and weaknesses were identified using a large group process. The following prompts were provided:

- What does our public health system do well that helps us to positively influence the health of our community?
- Where must our public health system improve in order to more positively influence the health of our community?

(See Appendix: Outline of the Forces of Change meeting, Forces of Change analysis worksheet, and SWOT matrix)

Following the CHAMP meeting, the strengths, weaknesses, opportunities, and threats were categorized into general themes. See Table 1 for a complete list. The MAPP Core Team members reviewed all the forces of change and identified forces which were particularly significant in Boone County (see below). These forces were mentioned many times from different groups throughout the assessment.

- Affordable Care Act
- Disparities in achievement, earnings, and health
- Extensive health care services
- Housing availability and development
- Medicaid expansion
- Social Media
- Crime and safety
- Drug use and disposal
- Increase in aging population and new retirees
- Rising number of students
- Transportation



TABLE 1: FORCES OF CHANGE ASSESSMENT FOR BOONE COUNTY, MISSOURI

FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ECONOMIC				
	<ul style="list-style-type: none"> • Leveraging federal and state funds to assist with infrastructure • Local funding that includes city/county, United Way, and Putting Kids First tax • Compassionate and dedicated workforce • Active farming community (local food) and good education component 	<ul style="list-style-type: none"> • Lack of focus on low-income and aging population • Lack of resources • Lowest cigarette tax in the country • Low alcohol tax • Lack of housing availability • Disparity in earnings 	<ul style="list-style-type: none"> • Rising number of students bringing in money and providing community service • Student housing • University decisions (SEC, etc) • Change in United Way funding • Children services tax • Status of jobs (Ward 1) 	<ul style="list-style-type: none"> • Dependence on college student revenue • Sequestration • Aging population and attracting new retirees including those who are not financially prepared • Rising number of students affecting infrastructure • More service jobs vs. manufacturing jobs (more working in lower wage jobs) • Income disparities among races • University decisions (SEC, etc) • Price of healthy food vs. unhealthy foods • Change in United Way funding • Increased cost of housing/renting • Status of jobs (Ward 1)
FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ENVIRONMENTAL				
	<ul style="list-style-type: none"> • Park facilities per capita • PedNet/Walking School Bus • Safe environment • Good regulatory foundation (nuisance, sewage, food, etc.) • Active farming community (local food) and good education component • Focus on sustainability • Safe drug take back program 	<ul style="list-style-type: none"> • Need an easier way to dispose of unwanted prescription drugs • Lack of access to public transit outside the city limits • City planning/ infrastructure (sidewalks, transit, access to food, medical care, etc.) • Lack of housing availability 	<ul style="list-style-type: none"> • Built environment • Safe disposal of prescription drugs • Population spread • ComoConnect transit expansion • Greater understanding on how to maintain/improve environment 	<ul style="list-style-type: none"> • Physical growth of city • Housing development downtown • Lack of access to healthy food • Lack of transportation access • High density of fast food and liquor stores in Columbia • Built environment • Climate change

TABLE 1: FORCES OF CHANGE ASSESSMENT FOR BOONE COUNTY, MISSOURI (CONTINUED)

FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
LEGAL/POLITICAL				
	<ul style="list-style-type: none"> • Community and agency partnerships • Good at advocating for legislation and policy pertaining to health • Elected officials good at adopting progressive policies 	<ul style="list-style-type: none"> • Not staying up to date with crime and drug prevention • Disparity in policies between city and county (i.e. rental housing) • Lack of minority representation in our public health system 	<ul style="list-style-type: none"> • Affordable Care Act • Farm Bill • Progressive view of judicial enforcement • Local ordinances related to health • Minority representation 	<ul style="list-style-type: none"> • Affordable Care Act • Lack of Medicaid expansion • State level stalemate/state doesn't support city policies • Lack of minority representation
FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
SOCIAL				
	<ul style="list-style-type: none"> • Advocacy through social services • Strong system of referral, communication and collaboration through social services • Information sharing and media relations • Culture of volunteerism 	<ul style="list-style-type: none"> • Lack of community awareness • Hungry kids (hunger) • Lack of outreach to rural parts of the county • Public perception of social service agencies and their clients • Little focus on physical activity in outlying areas of the city and county • Disparity in achievement 	<ul style="list-style-type: none"> • Relationship between University of Missouri and Columbia • Goods and services are available to multiple demographics • Changes in family-Columbia is a transient community • Changing values • Cultural attitudes 	<ul style="list-style-type: none"> • Lack of physical activity • Misuse of prescription drugs among youth • Changing values • Substance abuse and prescription drug use • Cultural attitudes • Perception of crime and safety • Culture that glamorizes gangs and drugs



TABLE 1: FORCES OF CHANGE ASSESSMENT FOR BOONE COUNTY, MISSOURI (CONTINUED)

FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
MEDICAL	<ul style="list-style-type: none"> • Response to vaccination needs, outbreaks, etc. • Availability of medical specialists • Coordination of care among various providers • Good school health system • Cross-over services • Large public health system • The division of community health promotion • Emergency response system • Good network for disease surveillance • Community health services 	<ul style="list-style-type: none"> • Need more of a focus on low-income and aging population • Lack of knowledge about resources and access to them, leading to health disparities • Lack of dental care for the uninsured • Fragmentation of health delivery system • Lack of outreach to rural parts of the county • Lack of affordable services for seniors • High rate of obesity in our community • Lack of health programs focusing on obesity in children • Disparity in health • Difficult to make healthy choices easy • Low health literacy 	<ul style="list-style-type: none"> • Changes in reimbursement structure for healthcare- emphasis on prevention • Columbia is a work and health center • Changing roles of physicians • Changing roles of health care provider expectations and expectations of patients • Growing awareness of obesity 	<ul style="list-style-type: none"> • Changes in reimbursement structure for healthcare • Health disparities • Changing roles of health care provider expectations and expectations of patients • Expanding medical practices

TABLE 1: FORCES OF CHANGE ASSESSMENT FOR BOONE COUNTY, MISSOURI (CONTINUED)

FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
TECHNOLOGY/SCIENTIFIC/EDUCATION				
	<ul style="list-style-type: none"> • Good school health system including school nurses, counselors, expertise in special education, and behavioral issues • Central MO Children and Family Services • Higher education • Strong educational system (pre-K through college) • Well-educated community 	<ul style="list-style-type: none"> • Lack of resources, knowledge of them, and access to them 	<ul style="list-style-type: none"> • Access to technology; Social Media • Research, innovation changing science, and medicine • Greater access to communication information 	<ul style="list-style-type: none"> • Lack of appreciation of scientific approach to health • Decreased education outside of Columbia • Technology overload and lack of technology accuracy • Lack of high speed internet • Social Media • Greater access to communication information
FORCE	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ETHICAL				
	<ul style="list-style-type: none"> • Central MO Children and Family Services 	<ul style="list-style-type: none"> • Not enough cultural competency 	<ul style="list-style-type: none"> • Cultural attitudes • Social determinants of health • Need voice for minority 	<ul style="list-style-type: none"> • Cultural attitudes • Social determinants of health

Facilitators

Carolyn Sullivan and Kim Becking

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Thank you to all of the people that helped and participated in the Forces of Change Assessment.



Appendices

Outline for Forces of Change CHAMP Meeting, May, 2013

Outline for Forces of Change CHAMP Meeting

Pre-Session Preparations (CORE)

- Discuss and determine how we intend on FOCA results throughout MAPP; how will it inform the rest of the process?

FOCA Session

- **Resources needed**
 - 5-6 individuals to facilitate and record (CORE)
 - Flipchart & markers, pens (for tables), name tags
 - FOC session worksheets: 1. FOC Analysis Worksheet; 2. SWOT Matrix
 - Public health system map handout
 - Session evaluation
- **Materials to develop/provide**
 - Public health system map handout (revised version?)
- **Session design**
 - Welcome, Introductions, Agenda Review **(5 mins.)**
 - Welcome (Stephanie or Scott)
 - Thank you
 - Introductions (CHAMP members, Carolyn)
 - Agenda Review (Carolyn)
 - Quick MAPP Update (Subcommittee Chairs) **(10 mins.)**
 - Forces of Change: Identification of Types **(5 mins.)**
 - Round robin around room (Carolyn)
 - Flipchart each type of force of change
 - Forces of Change: Brainstorm **(10 mins.)**
 - Table discussions (Facilitator leads discussion and records responses)
 - Generate brainstorm list at each table (Sample discussion questions include the following)
 - *What has occurred recently that may affect our local public health system or the health of our community?*
 - *Are there trends occurring that will have an impact? Describe.*
 - *What forces are occurring locally? Regionally? Nationally? Globally?*
 - *What may occur in the foreseeable future that may affect our public health system or the health of our community?*
 - Gather through round robin around room and categorize into each type of force of change

- Break **(15 mins.)**

- SWOT Exercise **(70 mins.)**
 For ea section, 3 mins. of brain writing and 12 mins. of full group discussion
 - **Strengths**
What does our public health system do well that helps us to positively influence the health of our community?
 (Additional questions for discussion)
 - What advantages does our public health system have over others?
 - What do we do better than anyone else?
 - What unique or lowest-cost resources can we draw upon that others can't?
 - What do people in our community see as our strengths?

 - **Weaknesses** (Sample questions for discussion)
Where must our public health system improve in order to more positively influence the health of our community?
 (Additional questions for discussion)
 - How is our public health system disadvantaged compared to others?
 - What do people in our community see as our weaknesses?

 - **Opportunities**
What forces of change may create opportunities for us to more positively influence the health of the community or the public health system? (Refer to forces of change brainstorm list)

 - **Threats**
What forces of change may pose a barrier to us more positively influence the health of our community or the public health system? (Refer to forces of change brainstorm list)

- Evaluation, Next Steps, and Close **(5 mins.)**
 - Evaluation
 - Next Steps
 - Thanks!

Forces of Change Analysis Worksheet

Exercise objective: To identify the forces of change that may influence the health of our community or Boone County's public health system.

What are forces of change?

Trends, factors, and events outside of our control that may influence the health of our community or our local public health system. Reflect on both the recent past and the foreseeable future.

- **Trends** = patterns over time (e.g. Columbia's growing population)
- **Factors** = discrete elements (e.g. fact that Columbia is a university town)
- **Events** = one-time occurrences (e.g. natural disaster)

Types of forces of change include the following:

- *Social*
- *Economic*
- *Political*
- *Demographic*
- *Technological*
- *Environmental*
- *Scientific*
- *Legal/Legislative*
- *Ethical*

Step One. After reviewing the above list of types of forces of change, consider other types of forces of change that may influence the health of our community or Boone County's public health system. List these types below.

Step Two. Using the list of types of forces of change as your guide, brainstorm a list of all the specific forces of change that may influence the health of our community or Boone County’s public health system. List these forces of change below.

Forces of Change Brainstorm List

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

When we gather for the June 5th CHAMP meeting, this information will help us to identify the changes in the environment that present threats and opportunities to the health of our community and Boone County public health system. We’ll also look at the public health system’s weaknesses and strengths. Your input is invaluable to this analysis. We look forward to your participation.



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SWOT Matrix

SWOT Matrix

What are the strengths, weaknesses, opportunities and threats of our public health system and the health of Boone County?

Internal Forces	External Forces
<p>Strengths: What does our public health system do well that helps us to improve the health of our community?</p> <ul style="list-style-type: none">•••• <p>Weaknesses: Where must our public health system improve in order to improve the health of our community?</p> <ul style="list-style-type: none">••••	<p>Opportunities: What forces of change may create opportunities for improving our public health system or the health of our community?</p> <ul style="list-style-type: none">•••• <p>Threats: What forces of change may create barriers for improving our public health system or the health of our community?</p> <ul style="list-style-type: none">••••