



## Phase Four: Identify Strategic Issues



**Public Health**  
Prevent. Promote. Protect.

Columbia/Boone County  
Public Health & Human Services

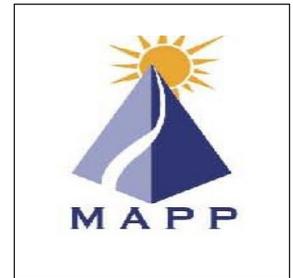
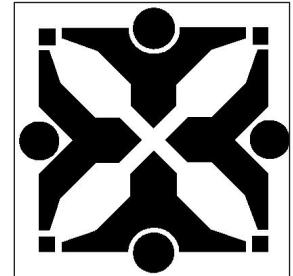
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# Executive SUMMARY

Identifying strategic issues is the fourth phase of the MAPP Process. Strategic issues are critical challenges to be addressed, as well as significant opportunities to be leveraged, in order for a community to achieve its vision. Phase Four was conducted between August and November 2013, during which time the MAPP Steering Committee met on five occasions to review data and identify overarching strategic issues. The CHAMP group approved the following strategic issues in November 2013:

- How do we prevent crime and promote safe and healthy neighborhoods where people live, work, and play?
- How do we create a community and environment which provides access, opportunities, and encouragement for healthy lifestyles?
- How can we increase access to and utilization of comprehensive health services?
- How do we address the root causes of health disparities to ensure health equity?
- How do we reduce risky behaviors and the stigma associated with behavioral health?

At the conclusion of Phase Four, work groups were formed around these five strategic issues. These work groups will begin meeting in Phase Five to formulate goals and strategies.



# Our PROCESS

Phase Four began with the review of data collected in Phase Three. This data was distributed to the CHAMP members during the August 2013 CHAMP meeting. Following the August meeting, CHAMP members were given an opportunity to share their ideas for strategic issues via an online survey.

## **Survey Question:**

*"Based upon presentations and discussions surrounding the four community assessments, please list the top five strategic issues you feel must be addressed in order to achieve the community vision."*

The qualitative information received from the 14 survey responses was categorized and shared with the Steering Committee towards the conclusion of the strategic issue development process (Appendix). CHAMP members were also given a series of questions to answer about each of the four assessments. These responses (Appendix) were shared with the Steering Committee at a later meeting. Both the survey responses and the question responses were shared with the group after they were provided with an opportunity to work through the strategic issue identification process without external influences.

The Steering Committee took the lead role in identifying strategic issues over the course of five meetings. In the first meeting, members reviewed the assessment data presented in the August 2013 CHAMP meeting, agreed upon a process for identifying the strategic issues, and completed a brainstorming exercise. The brainstorming exercise consisted of committee members divided into four teams of four. Each team spent five minutes first identifying critical challenges, then five minutes identifying opportunities to be leveraged from each of the four MAPP assessments conducted in Phase Three. Ideas from each assessment were captured on colored index cards. The cards were then displayed on a "sticky wall" and grouped by commonalities. The information was then consolidated into common categories prior to the next Steering Committee meeting (Appendix).

In the second meeting, members reviewed the information from the previous meeting with a goal of determining which issues were essential to achieve our vision. Data from each of the four assessments was closely reviewed and collapsed into common groups/themes. These groups/themes were referred to as "buckets." The CHAMP responses to the assessment questions, along with the buckets, were pulled together to highlight commonalities. This information was then organized into a mind map (Appendix) for visualization.



# Our PROCESS

In the third meeting, members broke into three groups of five to identify the themes pulled from the data found in each of the four assessments. This was done using the tool from the 2013 MAPP User's Handbook: pg. 89 (Appendix). Five key themes were identified: access to health care; safe and healthy neighborhoods (crime and safety); healthy lifestyles; behavioral health (mental health and substance use); and disparities in health outcomes. Groups reconvened to further explore cross-cutting themes, with the tool from the MAPP User's Handbook: pg. 92 "Using the 5 Whys" (Appendix). The strategic issues suggested by CHAMP in August were shared with the Steering Committee during this meeting.

In the fourth meeting, members reviewed the core themes from meeting three and finished the 5 Whys exercise. Strategic issue examples from other communities were shared with the group. The Steering Committee broke into small groups to draft strategic issues from each of the five key themes.

During the fifth meeting, members further developed the disparities strategic issue and finalized the other four. Potential stakeholders were identified in this meeting. Stakeholders are identified as community members who are knowledgeable about the themes within the five strategic issues. The stakeholder involvement will continue into Phase Five: Formulate Goals and Strategies.



# Our PROCESS

## PRELIMINARY RESULTS

1. Safe Neighborhoods: How do we prevent crime and promote safe and healthy neighborhoods where people live, work, and play?
2. Healthy Lifestyles: How do we create a community and environment which provides access, opportunities, and encouragement for healthy lifestyles?
3. Access to Health Care: How can we increase access to and utilization of comprehensive health services?
4. Disparities: How can we develop skills, knowledge, and education to address health disparities?
5. Behavioral Health: How do we reduce risky behaviors and the stigma associated with behavioral health?

## RESULTS

Steering Committee members presented the five strategic issues to CHAMP members during the November 2013 CHAMP meeting. At the conclusion of each strategic issue presentation, CHAMP members reviewed a checklist (Appendix) with the following questions:

- Is the issue related to our vision?
- Will the issue affect our entire community?
- Is the issue something that will affect us now and in the future?
- In order to address the issue, do we need leadership support?
- Are there long term consequences of us not addressing this issue?
- Does the issue require involvement of more than one organization?

Following a CHAMP group discussion, the disparity strategic issue was revised to:

- How do we address the root causes of health disparities to ensure health equity?

The five strategic issues were finalized at the November 2013 CHAMP meeting. This meeting marked the end of Phase Four: Identifying Strategic Issues.



# Our PROCESS

## **DISSEMINATION OF PHASE FOUR RESULTS**

As previously mentioned, the strategic issues were shared with CHAMP members during the November 2013 CHAMP meeting. The December 2013 MAPP newsletter (Appendix) contained the strategic issues. The newsletter was shared with CHAMP members, Picturing Our Future participants from Phase Two, and Community Focus Group participants from Phase Three. The MAPP newsletter was also posted on the City of Columbia website, <http://www.GoColumbiaMO.com/Health/MAPP.php>.

## **LIMITATIONS**

During our planning process for Phase Four, we underestimated the number of Steering Committee meetings that would be needed to identify the strategic issues. In order to finalize our strategic issues prior to our November CHAMP meeting, we had to add a last minute meeting to our timeline. We also decided early in the process not to review strategic issue examples from other communities. When we altered that plan, and provided examples, the process became more focused and efficient.

## **EVALUATIONS**

Phase Four was evaluated with an online survey of Steering Committee members. Survey questions focused on the process used to identify the issues. Evaluation results were shared with the MAPP Core Team for planning purposes.

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## Appendices

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Qualitative Survey Data From August 2013 CHAMP Meeting

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Vision Statement: A vibrant, diverse, and caring community in which all individuals can achieve their optimum physical, mental, cultural, social, spiritual, and economic health



### **Strategic Issues Survey**

Based upon presentations and discussions surrounding the four community assessments, please list the top five strategic issues you feel must be addressed in order to achieve the community vision?

Response 1:

- Stronger neighborhoods that lead to reduced crime, better infrastructure, and ability to discern community needs at a micro-level
- Increase formal partnerships around key issues
- Substance use – will help on the crime and safety aspect plus the community health issues of concern to residents
- ACA and Medicaid expansion – increase the number of people covered with basic care and preventative services
- Obesity – support environmental conditions that make healthy eating and activity the norm

Response 2:

- Revitalizing neighborhood associations to strengthen our community and reduce crime
- Health disparities related to maternal child health
- Substance use
- Sidewalks
- Improve community communication

Response 3:

- More employment opportunities that don't require a degree with a living wage
- More affordable housing options
- Equity in employment and housing
- Apprenticeship opportunities for at risk youth to alleviate crime
- Access to healthy foods in areas where there are none

Response 4:

- Affordable Care Act
- Assure workforce

- Promote healthy economy and make Columbia an attractive place for businesses
- Positive youth development programs (include healthy eating, physical activity, sexual health, alcohol/drug abuse prevention, etc.)
- Mobilization of partnerships resources with everyone working toward a common (well defined and formalized) goal

Response 5:

- Assist in the implementation of the ACA
- Work toward the expansion of Medicaid
- Availability of nutritious, affordable foods
- Availability of adequate housing
- Reduction of crime, particularly violent crimes

Response 6:

- Mobilize community based partnerships
- Educate/empower members of the public regarding health disparities and interventions
- Prepare the public for implementation of the Affordable Care Act and take advantage of its benefits
- Partner with the schools & other community based organizations to educate & empower parents to assist their children in adopting healthy behaviors
- Ensure that public health is actively involved in public policy development at the local & state level

Response 7:

- Safe community
- Disparities in health status
- Substance abuse/mental health issues
- Obesity
- Availability of nutritious foods county-wide

Response 8:

- Disparity among different groups, especially in the minority – Black/AA population
- Focus on neighborhood efforts, building a sense of community to work together on safety, healthy living, exercise, community gardens, etc.
- Formalize partnerships; continue to build on the good that we do
- Focus on education and outreach to promote healthy living

Response 9:

- Poverty
- Health disparities (racial)
- Obesity/overweight issues (affects diabetes, heart disease, quality of life, etc.)

- Drug/alcohol use

Response 10:

- Health disparities in race and class
- Social determinants: transportation, affordable housing
- Access to health care (including policies/expansion related to Affordable Care Act)

Response 11:

- Disparities between blacks and whites
- Build community by focusing on neighborhoods
- Alignment of resources
- Mobilize partnerships
- Find the gaps in data and work to fill them in (i.e. figure out how the student populations really effects #s we make decisions by)

Response 12:

- Disparities in health status and determinants of health
- Obesity, especially in children
- Safety and violence prevention
- Enhancing and formalizing partnerships
- Access to health care for low income people

Response 13:

- Disparity – we need to aggressively combat the existing disparities in health, earnings, and education and job attainment in our African-American population
- Health – health care coordination and case management for low-income African-American residents, preventative medical and dental health care provision regardless of ability to pay
- Achievement – support the African-American youth with programs and services that reduce the achievement gap and encourage completion of high school education
- Obesity – create community-wide health and wellness programs and services focused on reducing obesity rate in our population
- Safety – public safety in the county with adequate police staffing, low crime rate, and laws that reduce recidivism in offenders

Response 14:

- Disparity – this was so evident in all of the data
- Disadvantaged youth
- Obesity
- Good jobs/transportation to jobs
- Elderly/transportation for elderly

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Challenges and Opportunities Brainstorming, Steering Committee Meeting #1 Results  
Grouped by Common Categories

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## Health Disparities

- Health disparities related to maternal child health
- Disparities in health status
- Disparities among different groups, especially in the minority-Black/AA population
- Health disparities (racial)
- Health disparities in race and class
- Disparities between blacks and whites
- Disparities in health status and determinants of health
- Disparity- we need to aggressively combat the existing disparities in health, earnings, and education and job attainment in our African-American population
- Disparity- this was so evident in all of the data
- Educate/empower members of the public regarding health disparities and interventions

## Crime and Safety

- Revitalizing neighborhood associations to strengthen our community and reduce crime
- Stronger neighborhoods that lead to reduced crime
- Apprenticeship opportunities for youth at risk to alleviate crime
- Reduction of crime, particularly violent crimes
- Safe community
- Safety and violence prevention
- Public safety in the county with adequate police staffing, low crime rate, and laws that reduce recidivism in offenders
- Substance use-will help on the crime and safety issue
- Focus on neighborhoods efforts-building a sense of community to work together on safety

## Mobilize partnerships/align resources

- Increase formal partnerships around key issues
- Mobilization of partnerships to consolidate resources with everyone working towards a common (well defined and formalized) goal
- Mobilize community based partnerships
- Formalize partnerships; continue to build on the good that we do
- Alignment of resources
- Mobilize partnerships

## Obesity

- Obesity-support environmental conditions that make health eating and activity the norm
- Obesity
- Obesity/overweight issues (affects diabetes, heart disease, quality of life, etc)
- Obesity, esp. in children
- Obesity- create community-wide health and wellness programs and services focused on reducing obesity rate in our population

- Obesity

#### Employment opportunities

- More employment opportunities that don't require a degree with a living wage
- Good jobs/transportation to jobs
- Combat disparities in earnings and job attainment in our African-American population
- Make Columbia an attractive place for businesses
- Equity in employment

#### Youth education and prevention programming

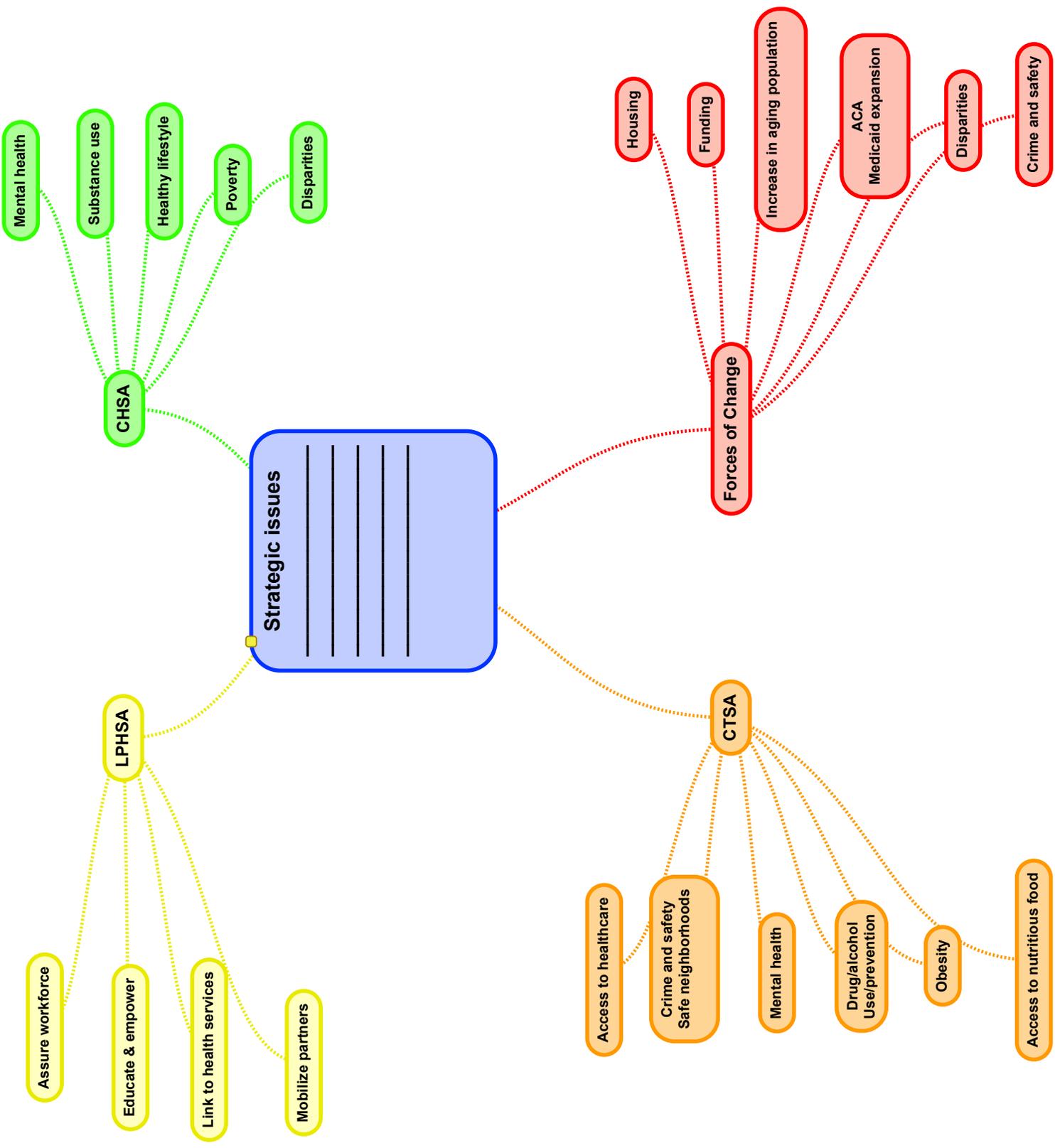
- Positive youth development programs (include healthy eating, physical activity, sexual health, alcohol/drug abuse prevention etc)
- Partner with the schools and other community based organizations to educate and empower parents to assist their children in adopting healthy behaviors
- Focus on education and outreach to promote healthy living
- Safety and violence prevention
- Support the African-American youth with programs and services that reduce the achievement gap and encourage completion of High School education

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**Mind Map, Steering Committee Meeting #2**

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Identify Strategic Issues MAPP Tool, Steering Committee Meeting #3

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What themes did you see among three or more of the assessments? What data points informed these themes?	
<b>THEME:</b>	
CTSA Data	
CHSA Data	
LPHSA Data	
FoC Data	
<b>THEME:</b>	
CTSA Data	
CHSA Data	
LPHSA Data	
FoC Data	
<b>THEME:</b>	
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<b>THEME:</b>	
CTSA Data	
CHSA Data	
LPHSA Data	
FoC Data	

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**“Using the 5 Why’s” MAPP Tool, Steering Committee Meeting #3**

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# Determine Root Causes of Health Issues: Using the 5 Whys

Consider using this worksheet to identify strategic issues that represent the root causes of poor health or community conditions.

## What Are the 5 Whys?

The 5 Whys are one way to systematically identify root causes to solve a specific problem. It may also help you determine how different root causes of an issue are related to one another. It should focus on the whys and not be used to identify who or to place blame on a person or organization. It is a systematic way to solve problems and to consider cause-effect relationships.

## When Should We Use the 5 Whys?

It should be used when a group is working to solve a problem. It is especially useful as part of a process to solve complex problems where the real cause of the problem is unclear. It should be used to identify the root cause of a problem, which if eliminated, would prevent a problem from reoccurring. The 5 Whys are most useful when complex techniques or statistical analysis are not available or useful.

## How Do the 5 Whys Work?

The 5 Whys are a set of questions that help get beyond the surface of a problem and peel away the layers of symptoms in order to identify the root causes of a problem or condition. This is done by asking the question “why?” five times in order to get to the root cause. Sometimes fewer questions identify the root cause and sometimes you may need to ask the question more than five times. The questioning can stop once the group working together on the issue agrees that it's identified the root cause of a problem.

*Here's how it works:*

1. Write down the specific issue. Ensure that the issue is the current condition. This helps the group formalize the problem and ensure that they agree on and focus on the same problem. Use data to describe the issue when possible (e.g., Happy County's teen pregnancy rates rose 15 percent from 2011 to 2012).
2. Ask why the problem is occurring. Write the answer below the problem.
3. If the answer provided does not identify the root cause of the problem that you wrote in the first step, ask why the problem is occurring again and write that answer down.
4. Complete the second and third steps until the group agrees that the problem's root cause is identified.

The 5 Whys can be used on their own or along with a fishbone diagram. A fishbone diagram helps explore all potential root causes of a particular issue or problem. Once you identify the many potential causes or issues by using a fishbone diagram, then you can use the 5 Whys to closely examine each one to ensure you identify the root cause(s). For more information on fishbone diagrams, visit: [www.isixsigma.com/tools-templates/cause-effect/cause-and-effect-aka-fishbone-diagram/](http://www.isixsigma.com/tools-templates/cause-effect/cause-and-effect-aka-fishbone-diagram/).

## Example of 5 Whys

### PROBLEM OR ISSUE:

The rate of primary care doctors in Happy City who accept Medicaid has decreased over the past five years.

1. **Why is this problem happening?**  
Providers are frustrated with high rates of appointment no-shows in Medicaid patient population.
2. **Why is the problem stated in #1 happening?**  
Patients do not always have reliable transportation to medical appointments.
3. **Why is the problem stated in #2 happening?**  
Providers are located in areas of the city far from where the majority of Medicaid patients live.
4. **Why is the problem stated in #3 happening?**  
Providers are concerned about safety of their patients and their staff by locating practices in particular areas.
5. **Why is the problem stated in #4 happening?**  
Rates of crime are high in areas of the city with high proportion of Medicaid patients.





# Determine Root Causes of Health Issues: Using the 5 Whys

## 5 Whys Worksheet

Use the worksheet below and on the next page to guide you in completing the 5 Whys. If needed, add entries to ask the question a few more times until the group agrees that the root cause of the problem or issue is identified.

Once the group agrees that the root cause of the problem has been identified, the team can move forward in deciding what action to take to act upon the root cause. Add additional entries to the worksheet to allow you to do this for each key problem you're facing.

PROBLEM OR ISSUE: \_\_\_\_\_

1. Why is this problem happening? \_\_\_\_\_

2. Why is the problem stated in #1 happening? \_\_\_\_\_

3. Why is the problem stated in #2 happening? \_\_\_\_\_

4. Why is the problem stated in #3 happening? \_\_\_\_\_

5. Why is the problem stated in #4 happening? \_\_\_\_\_

PROBLEM OR ISSUE: \_\_\_\_\_

1. Why is this problem happening? \_\_\_\_\_

2. Why is the problem stated in #1 happening? \_\_\_\_\_

3. Why is the problem stated in #2 happening? \_\_\_\_\_

4. Why is the problem stated in #3 happening? \_\_\_\_\_

5. Why is the problem stated in #4 happening? \_\_\_\_\_



# Determine Root Causes of Health Issues: Using the 5 Whys

PROBLEM OR ISSUE: \_\_\_\_\_

1. Why is this problem happening? \_\_\_\_\_

2. Why is the problem stated in #1 happening? \_\_\_\_\_

3. Why is the problem stated in #2 happening? \_\_\_\_\_

4. Why is the problem stated in #3 happening? \_\_\_\_\_

5. Why is the problem stated in #4 happening? \_\_\_\_\_

PROBLEM OR ISSUE: \_\_\_\_\_

1. Why is this problem happening? \_\_\_\_\_

2. Why is the problem stated in #1 happening? \_\_\_\_\_

3. Why is the problem stated in #2 happening? \_\_\_\_\_

4. Why is the problem stated in #3 happening? \_\_\_\_\_

5. Why is the problem stated in #4 happening? \_\_\_\_\_

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Strategic Issues Checklist From November 2013 CHAMP Meeting

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***Vision Statement:*** *A vibrant, diverse, and caring community in which all individuals can achieve their optimum physical, mental, cultural, social, spiritual, and economic health.*

Strategic Issue	Is the issue related to our vision?	Will the issue affect our entire community?	Is the issue something that will affect us now and in the future?	In order to address the issue, do we need leadership support?	Are there long-term consequences of us not addressing this issue?	Does the issue require involvement of more than one organization?
<b>Disparities</b> How do we address the social, economic, and political systems at the root of health disparities to ensure health equity?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Behavioral Health</b> How do we reduce risky behaviors and the stigma associated with behavioral health?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

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December 2013 MAPP Newsletter

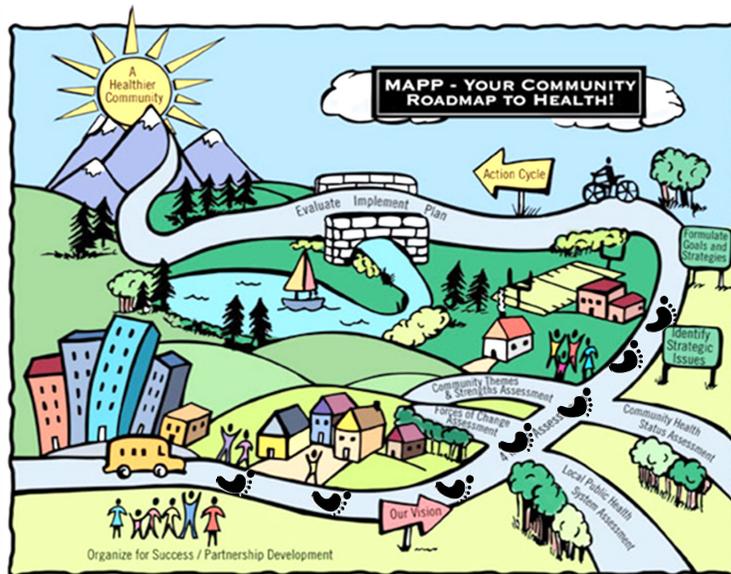
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Our Vision: A vibrant, diverse, and caring community in which all individuals can achieve their optimum physical, mental, cultural, social, spiritual, and economic health.

# MAPP

December 2013

Mobilizing for Action through Planning and Partnership



## Strategic Issues Identified

Phase four of the MAPP process, Identifying Strategic Issues, concluded November 2013. Strategic Issues are identified as fundamental policy choices or critical challenges that must be addressed in order for our community to achieve its stated vision. In identifying and developing our strategic issues, we used data from all four of our assessments to help paint a clear picture of the needs at hand.

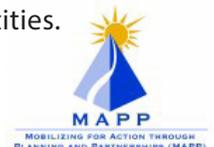
Five strategic issues have been identified by Community Health Assessment Mobilization Partnership (CHAMP).

1. How do we prevent crime and promote safe and healthy neighborhoods where people live, work, and play?
2. How do we create a community and environment which provides access, opportunities, and encouragement for healthy lifestyles?
3. How can we increase access to and utilization of comprehensive health services?
4. How do we address the root causes of health disparities to ensure health equity?
5. How do we reduce risky behaviors and the stigma associated with behavioral health?

## Coming Soon: Community Health Assessment

The Community Health Assessment (CHA) will be released in early January 2014. The CHA is a result of the four assessments completed in phase three of the MAPP process: Community Health Status Assessment, Community Themes and Strengths Assessment, Local Public Health Assessment, and Forces of Change Assessment. Its purpose is to learn about

the health status of the Boone County population as well as identify areas for health improvement. The CHA is developed through a participative, collaborative process with various community entities.



# Save the Date!

## ACHIEVING OUR VISION COMMUNITY FORUM

Please join a community-wide coalition of public health partners and help us achieve our collective vision for Boone County:

*A vibrant, diverse, and caring community in which all individuals can achieve their optimum physical, mental, cultural, social, spiritual, and economic health*

**TUESDAY, JANUARY 14<sup>TH</sup>**

■ ■ ■  
ANYTIME BETWEEN 5 & 7 P.M.

■ ■ ■  
ACTIVITY & RECREATION CENTER (ARC)  
1701 W. ASH STREET | COLUMBIA, MISSOURI

This will be an open house format. Refreshments will be served.

We hope to see you on January 14<sup>th</sup>!  
Your voice is important to us.

Questions? Contact us at: 573.817.6403  
or [champ@gocolumbiamo.com](mailto:champ@gocolumbiamo.com)

Sponsored by:



**Public Health**  
Prevent. Promote. Protect.  
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Public Health & Human Services