



2015-2020 LIVINGSTON COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN



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MAPP Steering Committee / Strategic Issue Champions

Leslie Aaron
Doug Anderson
Lou Bischoff
Doug Britz
Gary Childs
Connie Conklin
Anne King-Hudson
Dr. Christine Love
Chelsea Moxlow
Kris Moyer
Arielle Pagryzinski
Cheryl Schott
Elisabeth Vanderpool

MAPP Strategic Issue Action Team Members

Elaine Brown
Gary Childs
Connie Conklin
Donna Gehringer
Bob Hanvey
Pat Hohl
Mary Hunt
Dianne McCormick
Mike Murphy
Anthony Peters
Marcia Ransom
Ron Rau
Mark Robinson
Nancy Rosso
Cheryl Schott
Lance Schuhmacher
Kevin Wilkinson
Livingston County Department of Public Health
Livingston Essential Transportation Services
St. Joseph Mercy Health System
St. John Providence Health System
Substance Use Disorder Workgroup
VINA Dental

MAPP Team

Leslie Aaron	Stephanie May
Renee Adorjan	Dianne McCormick
Aaron Aumock	David Morse
Amy Aumock	Chelsea Moxlow
Scott Barb	Kris Moyer
Mary Beno	David Mroz
Karen Bergbower	Gordon Munsell
Lou Bischoff	Mike Murphy
Jason Blanks	Deanna Norris
Matt Bolang	Deb Oberle
Dr. Fredric Bonine	Chief Michael O'Brian
Jeff Boyd	Arielle Pagryzinski
Doug Britz	Glenn Pape
Katie Bronson-Kim	Amy Pendell
Elaine Brown	Chief Jason Pless
Michele Bunyak	Kathleen Posly
Chad Chewning	Katie Postmus
Gary Childs	Barbara Preston
Connie Conklin	Marcia Ransom
Sean Dunleavy	Ron Rau
Janine Dunning	Anne Rennie
Brynt Ellis	Mark Robinson
John Evans	Nancy Rosso
Kaitlin Fink	Lisa Sanchez
Jeanette Freeland	Cheryl Schott
Kim Galasso	Bobette Schrandt
Donna Gehringer	Lance Schuhmacher
Anita Gibson	Robin Schutz
Carol Griffith	Carrie Shrier
Emily Hamilton	Jennifer Slater
Bob Hanvey	William Sleight
Bob Herbst	Emily Stahl
Patrick Hohl	Chris Stokes
Mary Hunt	Deanna Tarvis
Marcia Jablonski	Beverly Tullar
Anne King-Hudson	Melodie Valvano
Joann Kurtz	Susan Walters-Steinacker
Dr. Don Lawrenchuk	Linda Weiman
Ellen Leach	Tim Wessel
Dr. Christina Love	Jon Westendorf
Barton Maas	Ted Westmeier
Bill Makela	Joe Whitney
Portia Mann	Kevin Wilkinson
Suzanne Martini	Dianne Yax

Executive Summary

Beginning in August 2014, Livingston County embarked on a 15-month process to develop a community-wide strategic plan to improve the health and well-being of the county. The six-phase Mobilizing for Action through Planning and Partnership (MAPP) model, developed by the National Association of County and City Health Officials (NACCHO) and the Centers for Disease Control and Prevention (CDC) Public Health Program Practice Office, was selected for this process and was facilitated by the Livingston County Department of Public Health (LCDPH). The MAPP model provided a comprehensive approach to improving the health and quality of life of Livingston County residents through community-wide and community-driven strategic planning. The results of the completed MAPP process provide the foundation for the 2015-2020 Livingston County Community Health Improvement Plan (CHIP). The CHIP is a long-term, systematic plan to address public health issues identified during the MAPP process. The CHIP is a community-owned plan that outlines actions to be taken by our local public health system to improve the health of Livingston County in ten strategic issue areas listed below in impact order:

- 1. Substance Abuse
- 2. Health Education / Promotion
- 3. Mental Health
- 4. Healthcare Integration
- 5. Communication
- 6. Dental Health
- 7. Chronic Disease
- 8. Transportation
- 9. Affordable Housing
- 10. Sexually Transmitted Diseases / Infections

Livingston County, MI: An Overview

Located in Southeast Michigan, Livingston County is bordered by Washtenaw County (Ann Arbor) to the South and Genesee County (Flint) and Shiawassee County to the North. It is bordered by Oakland County on the East and Ingham County (Lansing) on the West. Livingston County is one of Michigan's fastest growing counties, recording a 15% growth in population between 2000 and 2010. The 185,596 residents recorded in the 2014 Census are projected by the Southeast Michigan Council of Governments (SEMCOG) to grow to 214,000 by 2035. Livingston County is also the wealthiest county in the state of Michigan.

The county encompasses a land area of 585 square miles that includes a blend of suburban and rural settings. Notably, Livingston County has over 160 natural lakes. The county also is home to 20,000 acres of parkland located in 10 parks. In addition to local parks, there are four state parks/recreation areas and two Metroparks in Livingston County.

During the last 40 years, Livingston County has changed from a rural community to a suburban community. Between 1982 and 2008 the number of farms and acreage of land being farmed both decreased nearly 30%.

Located between Detroit and Lansing and between Ann Arbor and Flint, Livingston County benefits by being at the crossroads of commerce, as well as providing families looking for a more rural setting for residence with access to interstate highways. This is exemplified by the fact that less than one-half, 42.5%, of employed Livingston County residents work in Livingston County.

Livingston County, along with the rest of Michigan, is increasingly aging as the baby boomers reach the retirement years. Between 2000 and 2010, the number of Livingston County residents age 65 years and older increased by 66%, growing from 13,037 to 21,644 residents. During the last decade, the age 65 years and older population grew from 8.3% to 12% of the total county population.

The MAPP Process

The MAPP process was selected to guide Livingston County through the completion of the CHIP because of its heavy emphasis on strengthening the entire local public health system, as well as its use of community input and fostering collaboration between partners within the public health system. MAPP is a six-phase process, which Livingston County began in August 2014 and completed in November 2015. Comprehensive reports detailing each of the six phases of the Livingston County MAPP process are available online at <https://www.livgov.com/health/Pages/publications.aspx> under the header *Mobilizing for Action Through Planning & Partnerships (MAPP) Team Publications*.

Phase I: Organize for Success / Partnership Development

Beginning in August 2014, LCDPH began to identify and recruit key stakeholders within the community to participate in the MAPP process and to form the MAPP Team. The goal of this first phase was to build commitment and foster engagement from community participants, educate the community about the purpose and importance of the MAPP process, and developing a realistic plan to execute the MAPP process. In total, more than 65 participants committed to being a part of the MAPP team and represented all sectors of the county and community from health and human service agencies, to local and state government, hospitals, and residents.

Phase 2: Visioning

The Visioning phase involved the creation of a community-wide vision and adoption of community values during the November 2014 MAPP Team meeting. The MAPP Team created a community vision through an agreed understanding of what a healthy community looks like. The community vision offers a picture of the long-term outcomes of the MAPP process and what will be achieved when the goals and strategies are implemented. Additionally, the MAPP Team developed a set of community values that represent the guiding principles and behaviors envisioned for our community that are meant to help achieve the vision.

Community Vision Statement

A safe, healthy, educated, and supportive community in which all individuals can attain optimal physical, cultural, social, mental, and spiritual health.

Community Values

Collaboration
Commitment / Accountability
Communication and Education of Health /
Wellness

Compassion
Inclusion
Respect
Responsive

Phase 3: The Four MAPP Assessments

The third phase is comprised of four individual assessments that make up the core of the MAPP process. Phase three was conducted over a span of four months from February to May 2015. During this phase a variety of qualitative and quantitative data was collected and offered insight into the opportunities and challenges throughout Livingston County.

Community Themes and Strengths Assessment (CTSA) focused on providing an in-depth understanding of the issues residents viewed as important to the community through the collection of thoughts, opinions, and perceptions of community members and key stakeholders. The CTSA collected qualitative data that created a picture of the health and quality of life of the community as viewed by its residents and answered the questions “What is important to our community?”, “How is our community’s health perceived by our residents?”, and “What assets do we have that can be used to improve our community’s health?”

Local Public Health System Assessment (LPHSA) sought to answer the questions “What are the components, activities, competencies, and capacities of our local public health system?” and “How well are the 10 Essential Public Health Services being provided to our community?” To answer these questions the MAPP Team completed the National Public Health Performance Standards (NPHPS) Local Assessment Instrument developed by NACCHO and the CDC. The NPHPS Local Assessment Instrument allowed the MAPP Team to assess the capacity and performance of the public health system and public health governing bodies in Livingston County. At the completion of this assessment the MAPP team identified the strengths and weaknesses in the ability of the local public health system to deliver the 10 Essential Public Health Services.

Forces of Change Assessment (FOCA) identified forces – trends, factors, and events – that are occurring or might occur in the future that could influence the health and quality of life of the community or that impact the work of the local public health system in Livingston County. The MAPP Team completed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to provide a comprehensive assessment of current or potential forces of change and the possible impact they could have on Livingston County.

Community Health Status Assessment (CHSA) provided quantitative information regarding the health and quality of life of Livingston County residents and answered the questions “How healthy is our community?” and “What is the current health status of the community?” Using a variety of data sources the results of the CHSA provided a foundation for assessing and determining health issues within the community, as well as distinguishing where the community stands in relation to peer communities and state and national data.

Phase 4: Identify Strategic Issues

The fourth phase of the MAPP process identified strategic issue areas that represent critical challenges that must be addressed, as well as opportunities to be capitalized on, in order for Livingston County to achieve its vision. Between June and July 2015 the MAPP Team reviewed and analyzed the data gathered from the four assessments conducted during Phase Three of the MAPP process to identify ten strategic issues and prioritize them in impact order, as displayed below.

1. Substance Abuse
2. Health Education / Promotion
3. Mental Health
4. Healthcare Integration
5. Communication
6. Dental Health
7. Chronic Disease
8. Transportation
9. Affordable Housing
10. Sexually Transmitted Diseases / Infections

Phase 5: Formulate Goals and Strategies

During the August and September 2015 meetings the MAPP Team formulated goals and strategies to address the previously identified strategic issues. With community input via survey, the MAPP Team developed goal statements related to each of the ten strategic issues and generated potential strategies for achieving each goal. Together the formulated goals and strategies provided a connection between the current reality of what the local public health system and community's health looks like now and the vision of what the local public health system and community's health will ideally look like in the future. Additionally, a call was put out to all MAPP participants to be Strategic Issue Champions. Once a Strategic Issue Champion was selected for each strategic issue, the goals and strategies developed by the MAPP Team were further refined, and objectives, activities, and timelines were developed to form a draft work plan.

Phase 6: The Action Cycle

During the Action Cycle, the local public health system plans, develops, and implements the work plans developed to address the strategic issues. The Action Cycle seeks to answer the questions such as, "What will be done to realize the community's vision?", "Who will do it?", "How will it be done?", and "How will we know if improvements have been made?" Phase Six began with the November 2015 MAPP Team meeting and recognized the MAPP Team participants' commitment and dedication to improving the health and quality of life of Livingston County. Additionally, during this meeting a Steering Committee was formed, as well as Action Teams for each strategic issue. The Action Teams, led by the Strategic Issue Champions, were responsible for reviewing and formally adopting the strategic issue work plans developed during the previous phase and will begin to implement strategic issue activities. Together, the ten strategic issue work plans form the 2015-2020 Livingston County CHIP. Activities related to the Action Cycle will continue through 2020.

Strategic Issue: Substance Abuse

Background

According to Healthy People 2020 “substance abuse has a major impact on individuals, families, and communities. The effects of substance abuse are cumulative, significantly contributing to costly social, physical, mental, and public health problems.” Among Livingston County residents 5.8%, 7.1%, and 3.0% reported having ever used prescription pain relievers, amphetamines, and tranquilizers, respectively, to get high in 2014 (Rusz, Kennedy, & Stork, 2014). Additionally, in 2014 10.0% of county residents reported heavy drinking and 26.6% reported binge drinking (Rusz, Kennedy, & Stork, 2014). In Livingston County, 33.7% of driving deaths from 2009-2013 involved alcohol impairment while driving compared to the 31.0% of driving deaths attributed to alcohol involvement for the same time period in the state of Michigan (University of Wisconsin Population Health Institute, 2015).

Alignment with State or National Initiatives

- Healthy People 2020 Substance Abuse Objectives
- Michigan’s Open Government Initiative: Health Behaviors – Excessive Alcohol Consumption Performance Indicator

Source / Evidence-Base

- National Prevention Strategy
 - Priority Area – Preventing Drug Abuse and Excessive Alcohol Use

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan substance use and abuse-related legislative initiatives and agendas promoting substance use / abuse prevention and treatment.

Owner / Lead Agency or Group

- MAPP Substance Abuse Action Team
- Substance Use Disorder (SUD) Workgroup

Goal Statement: Through education and prevention, create an awareness in the community about the issues and realities of substance use disorders.					
Strategy: Establish a comprehensive directory of prevention and treatment resources in many formats.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Establish a comprehensive directory of prevention and treatment resources in many formats.	<ul style="list-style-type: none"> Develop, implement, and manage at least 4 new information access points for residents of Livingston County to access information on substance use disorders, resources, and services. These will include a county website, a paper directory, a business card, and a church bulletin by January 2017. 	Current resource distribution points.	4 new information access points	<ul style="list-style-type: none"> Disseminate directory to all sectors of the community including schools, courts, businesses, medical community, municipalities, substance use disorder (SUD) support networks (AA, NA) and faith based organizations. Develop a business card with a bar code to a county website. Present a public screening of “Anonymous People” at 2/42 church, including a panel discussion and resource fair. 	January 2017
Strategy: Ensure a comprehensive continuum of care is available.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Identify gaps and barriers to accessing SUD services in Livingston County.	<ul style="list-style-type: none"> Using current data from Livingston County prevention and treatment. Providers will complete a gap analysis by September 2016. 	Current services	1 gap analysis	<ul style="list-style-type: none"> Development of “engagement center” to support ROSC: prevention, substance abuse treatment, and recovery services. 	June 2016

	<ul style="list-style-type: none"> Develop a list of proposed programs utilizing evidence-based prevention and treatment practices that are designed to address the needs identified in the gap analysis by January 2017. 	Current services	1 list of proposed programs	<ul style="list-style-type: none"> Develop a strategic plan to fund and implement new SUD services. 	January 2017
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Strategy: Establish a data driven process that can be used for funding, advocacy, gap filling, etc.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Promote and implement a data-driven approach to ROSC and SUD services in Livingston County.	<ul style="list-style-type: none"> Create a plan to develop a system to get data on alcohol, tobacco and other drug related injuries, deaths, accidents, crimes and suicides in Livingston County. Work with Livingston data sources to get more / new data access points, potentially including: the local criminal courts, death reports, hospitalization reports, poison control reports, campus safety reports, and MAPS by January 2017. 	Current data collection systems	I plan to develop a data system that includes new data access points	<ul style="list-style-type: none"> Develop centralized database. Analyze and disseminate data to the community at regular intervals. 	January 2017

Strategy: Engage the Livingston County community.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Increase community awareness.	<ul style="list-style-type: none"> Create and maintain a media presence in an effort to reach out to Livingston County residents. Methods may include social media, letters, school newsletters, town hall meetings, 	Current # of communication methods utilized that increase	1 media campaign	<ul style="list-style-type: none"> Plan and implement regular media campaigns quarterly to reach out to Livingston County residents. Methods may include social media, 	September 2016

	<p>resources fairs, and announcements at events (i.e. sporting events).</p> <ul style="list-style-type: none"> Disseminate information on resources, and trends for SUD to engage the Livingston County community by September 2016. 	<p>awareness of SUD issues in the Livingston County community</p>		<p>letters, school newsletters, and announcements at events (i.e. sporting events).</p> <ul style="list-style-type: none"> Actively engage youth at the local level using STAND, SADD, and It Stops with Students to allow them to inform and inspire the campaigns within their communities. 	
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Strategic Issue: Health Education / Promotion

Background

A primary goal of Healthy People 2020 is to “increase the quality, availability, and effectiveness of education and community-based programs designed to prevent disease and injury, improve health, and enhance quality of life.” The results of the Livingston County MAPP Community Themes and Strengths Assessment indicated that the top three areas that Livingston County residents would like to receive more information and education on included wellness / disease prevention (39.6%), nutrition / diet (39.4%), and overweight / obesity (32.9%). Additionally, key stakeholders within the community identified the need for more educational opportunities about participating in healthy lifestyles / choices as an area to focus on to help Livingston County improve its health and quality of life (LCDPH, 2015).

Alignment with State or National Initiatives

- Healthy People 2020 Educational and Community-Based Programs Objectives
- Michigan Local Public Health Accreditation Program – Tool 2016
 - Section I: Powers and Duties
 - MPR 1 – Indicator 1.4: A local health department shall plan, implement, and evaluate health education through the provision of expert technical assistance, or financial support, or both.

Source / Evidence-Base

- Core Competencies for Public Health Professionals
 - The Core Competencies for Public Health Professionals, developed through the recommendations of the Institute of Medicine and the Council on Linkages Between Academia and Public Health Practice, represent a set of desired skills for public health professionals that support, are compatible with, and endorse the need for an evidence-based public health approach to improving population health (Jacobs, Jones, Gabella, Spring, & Brownson, 2012).

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan health promotion-related legislative initiatives and agendas promoting health promotion.

Owner / Lead Agency or Group

- MAPP Health Education / Promotion Action Team
- Livingston County Department of Public Health

Goal Statement: Improve the promotion of health education for all residents in Livingston County.

Strategy: Form a community wellness coalition.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
<p>I. Convene a representative body of key stakeholders to advise and guide health promotion and education initiatives for Livingston County.</p>	<p>Wellness coalition documents:</p> <ul style="list-style-type: none"> • Membership roster • Meeting schedule • Meeting agendas • Attendance roster/sign-in sheets • Meeting minutes • Mission/vision/value statements • Charter/guiding principles • Annual implementation plan 	<p>0</p>	<p># of members:</p> <ul style="list-style-type: none"> • 15-20 <p>Sectors represented:</p> <ul style="list-style-type: none"> • Businesses, teachers/educators/preschool/day care, parks & rec, providers, rotary, students, religious leaders, elected officials, senior centers / community reps. <p># of meetings per year:</p> <ul style="list-style-type: none"> • 1st year – 9 to 10 meetings <p># of members in attendance per meeting:</p> <ul style="list-style-type: none"> • 10 members per 	<ul style="list-style-type: none"> • Determine host organization and staffing resources • Identify key stakeholders/potential members • Invite key stakeholders/potential members • Determine schedule of meetings • Convene initial meeting • Develop coalition mission/vision/values, charter/guiding principles, leadership structure, determine sub-committees or workgroups, etc. • Identify “action items” or what the group plans to work on over the next year • Create an implementation plan for action items • Implement plan and evaluate activities • Annually assess and revisit as needed coalition purpose, membership, structure, and activities. 	<p>Start recruiting at November 12, 2015 MAPP meeting</p> <p>2nd recruiting effort January 2016</p> <p>Convene 1st meeting February 2016</p>

			meeting # of people/ organizations that utilize the coalition as a resource: • 1st year – 1 to 2		
Strategy: Establish baseline measuring of current health education activities.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Reach consensus on how to define health education activities.	• Health education activities defined.	0	1 Definition of health education activities.	• Work with wellness coalition members to define health education activities.	April 2016
2. Develop a method for identifying current health education activities in Livingston County.	• Method identified/developed.	0	1 method for identifying health education activities in Livingston County.	<ul style="list-style-type: none"> • Research how other counties identify/track current health education activities, including possible methods. • Present existing methods and options to wellness coalition members. • Coalition selects method for identifying existing health education activities. 	July-August 2016 July-August 2016 September 2016
3. Implement the agreed upon method for identifying current health education activities	• Method implemented.	0	1 method implemented for identifying current health education activities.	• Implement agreed upon method.	September 2016 – December 2017
4. Evaluate method for identifying current health education activities.	• Method evaluated.	0	1 evaluation completed of the selected method.	<ul style="list-style-type: none"> • Mid-course evaluation. • Complete evaluation 	April 2017 February 2018

5. Conduct a gap analysis of health education and health promotion activities in Livingston County.	<ul style="list-style-type: none"> Gap analysis completed. 	0	1 gap analysis completed.	<ul style="list-style-type: none"> Compare results from identification of health education activities to issues identified through the Community Themes & Strengths Assessment, Community Health Status Assessment, and Forces of Change Assessment. Identify any existing gaps. 	<p>May 2018</p> <p>August 2018</p>
Strategy: Select, develop, and assess potential evidence-based health education and promotion initiatives to fill at least one gap identified (if needed).					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Identify and select 3 evidence-based health education/promotion initiatives for potential implementation in Livingston County.	<ul style="list-style-type: none"> Health education/promotion initiative(s) selected for potential implementation. 	0	3 selected for consideration.	<ul style="list-style-type: none"> Work with wellness coalition to determine a method for identifying, reviewing, ranking and selecting evidence-based models and programs. 	October 2018
2. Select one evidence-based health education / promotion initiative to implement in Livingston County.	<ul style="list-style-type: none"> Program selected and implemented. 	0	1 implemented.	<ul style="list-style-type: none"> Implement method for identifying, reviewing, ranking etc. Select evidence-based initiative(s) to implement based on agreed-upon method. Determine resources, materials, staffing, etc. for implementation. Secure necessary resources, materials, staff, etc. 	<p>January 2019</p> <p>TBD – Estimated by December 2020</p>

				<ul style="list-style-type: none"> Promote and implement program. Evaluate program, including process and impact outcomes. Review outcomes and make changes to program as needed. 	
Strategy: Disseminate results of the gap analysis and provide information to the community on tools and resources to identify evidence-based health education/promotion models.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Complete a gap analysis report, including list of resources to address gaps.	<ul style="list-style-type: none"> Report/list of tools and resources. 	0	1 gap analysis report with list of resources.	<ul style="list-style-type: none"> Host organization prepares gap analysis report. Share gap analysis report with wellness coalition for review and input. Finalize gap analysis report. 	<p>October 2018</p> <p>November 2018</p> <p>December 2018</p>
2. Disseminate gap analysis report/list of resources.	<ul style="list-style-type: none"> # disseminated 	0	20 reports disseminated.	<ul style="list-style-type: none"> Disseminate gap analysis report through Google Groups, websites, meetings, other social media, etc. 	<p>December 2018</p> <p>December 2018 and ongoing</p>
Strategy: Evaluate improvements in health education and promotion programs resulting from the gap analysis and dissemination of tools and resources.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Develop and implement an evaluation process to determine if there have been improvements in health education	<ul style="list-style-type: none"> Evaluation process developed and implemented. 	0	1 evaluation completed.	<ul style="list-style-type: none"> Work with the wellness coalition to develop an evaluation plan. Work with the wellness coalition to implement the developed evaluation plan. Act on evaluation findings to make continued 	<p>September 2019</p> <p>December 2020</p> <p>December 2020 and ongoing</p>

/ promotion programming in Livingston County.				improvements in health education and promotion programs in Livingston County.	
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Strategic Issue: Mental Health

Background

Healthy People 2020 has set a goal to “improve mental health through prevention and by ensuring access to appropriate, quality mental health services.” In Livingston County 20.2% of adults have reported being told by a doctor that they had a depressive disorder in 2014, with the likelihood of reporting such disorders increasing as age, as well as household income, decrease (Rusz, Kennedy, & Stork, 2014). Additionally, 17.1% of Livingston County residents reported needing services for mental health for themselves or a family member in 2014 (Rusz, Kennedy, & Stork, 2014).

Alignment with State or National Initiatives

- Healthy People 2020 Mental Health and Mental Disorders Objectives
- Michigan’s Open Government Initiative: Health Indicators - Attempted Suicide and Self-inflicted Injury Performance Indicator

Source / Evidence-Base

- National Prevention Strategy
 - Priority Area: Mental and Emotional Well-Being
 - Recommendation #3 – Provide individuals and families with the support necessary to maintain positive mental well-being.
 - Recommendation #4 – Promote early identification of mental health needs and access to quality services.

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan mental health-related legislative initiatives and agendas promoting mental health support and treatment.

Owner / Lead Agency or Group

- MAPP Mental Health Action Team
- Livingston County Community Mental Health

Goal Statement: All persons living in our community shall have access to high-quality, affordable, and coordinated mental health care.

Strategy: Coordinate all private and public providers to do welcoming, appropriate, and effective referrals to care.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Establish a mental health workgroup or work with the mental health awareness committee to identify needs/barriers to mental health referrals.	<ul style="list-style-type: none"> Form mental health workgroup or form collaborative partnership with the mental health awareness committee. # of meetings held to identify needs/barriers to mental health referrals. 	0	1 workgroup / collaborative partnership	<ul style="list-style-type: none"> Establish mental health workgroup or collaborative partnership with mental health awareness committee. Convene meetings to identify needs / barriers to mental health referrals. 	February 2016
2. Establish a comprehensive directory of mental health providers that is welcoming and provides information regarding private and public choices.	<ul style="list-style-type: none"> A comprehensive directory of private and public agency resources will be available on the county website as well as on other mental health provider websites. 	0	1 comprehensive directory will be developed and distributed to all participating agencies / providers / referral sources to put on their websites and for distribution	<ul style="list-style-type: none"> Develop comprehensive directory of mental health resources. Select and distribute comprehensive directory to participating agencies in both hardcopy and electronic forms. 	Ongoing
3. Increase awareness by participating in community mental health events.	<ul style="list-style-type: none"> Increased participation in community events where information about mental health information and resources is shared. 	Unknown	Participate in at least 6 community events to share information about and increase understanding of mental health	<ul style="list-style-type: none"> Identify, select materials, and participate in community events. 	Ongoing

Strategy: Promote and communicate community understanding of mental health and access to the mental health care system.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Establish a mental health awareness campaign for general public	<ul style="list-style-type: none"> Develop an annual mental health awareness campaign that will consist of training, education and stigma reduction. 	2012 mental health awareness activities to present	1 annual mental health awareness campaign	<ul style="list-style-type: none"> Develop annual mental health awareness campaign. Select method and avenues for dissemination of annual mental health awareness campaign. Disseminate mental health awareness campaign. 	January 2017
2. Educate law enforcement and first responders	<ul style="list-style-type: none"> # of trainings to educate and increase understanding of mental health awareness in law enforcement and first responders. 	Unknown	TBD # of mental health awareness trainings for law enforcement and first responders	<ul style="list-style-type: none"> Secure jail diversion grant and/or other funding sources. Develop and conduct mental health awareness trainings for law enforcement and first responders. 	
Strategy: Expand access.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Increase awareness regarding access to mental health resources by developing a resource and access grid that outlines access to treatment	<ul style="list-style-type: none"> Creation of flow chart and criteria for access into mental health services that will be widely available across public and private providers. 	0	1 flow chart with set of access criteria distributed to TBD number of public and private mental healthcare	<ul style="list-style-type: none"> Gather mental health access and eligibility criteria. Create flow chart for access to mental health services. Share flow chart widely among public and private mental healthcare agencies. 	October 2016

available at private and public agencies.			providers		
Strategy: Recruit more psychiatrists, particularly child psychiatrists, to the community.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Increase recruitment efforts of psychiatrists (adult and child) to Livingston County.	<ul style="list-style-type: none"> Development of a psychiatrist recruitment strategy. # of psychiatrists practicing in Livingston County. 	0 Number of psychiatrists in the county in 2013 (TBD)	I recruitment strategy TBD	<ul style="list-style-type: none"> Identify current number of psychiatrists accessible within Livingston County. Develop a recruitment strategy. Partner with mental health agencies/hospital systems and medical schools across Michigan to improve recruitment efforts. 	January 2017
Strategy: Help providers to stay current with best practice.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Provide training and educational opportunities that highlight best practices in treatment for mental health	<ul style="list-style-type: none"> # of training and educational opportunities provided. Participation rates of provided training opportunities. 	Unknown	6 training and educational opportunities provided annually TBD	<ul style="list-style-type: none"> Partner with NAMI and other advocacy/support groups on training needs in our community Survey providers specific to best practice and methodology Seek additional trainers/consultants to fill any gaps Conduct training/education session. Evaluate participation 	January 2018

Strategic Issue: Healthcare Integration

Background

Healthy People 2020 has sought to “improve access to comprehensive, quality health care services” in order to achieve the best health outcomes. In Livingston County, residents identified that inadequate or lack of knowledge / information about health services / resources was the primary barrier to accessing health resources, social resources, and other resources within the county (LCDPH, 2015). Additionally, during the MAPP Local Public Health System Assessment it was identified that ensuring that individuals are aware of and linked to health services within the community was an area that should receive increased attention. The Healthcare Integration work plan focuses on improving communication, collaboration, and education of the health services available within Livingston County to improve access, health outcomes, and quality of life of county residents.

Alignment with State or National Initiatives

- Healthy People 2020 Access to Health Services Objectives

Source / Evidence-Base

- National Prevention Strategy
 - Priority Area: Clinical and Community Preventive Services
 - Recommendation #4 – Support implementation of community-based preventive services and enhance linkages with clinical care.
 - Recommendation #6 – Enhance coordination and integration of clinical, behavioral, and complementary health strategies.

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan healthcare integration-related legislative initiatives and agendas promoting healthcare integration.

Owner / Lead Agency or Group

- MAPP Healthcare Integration Action Team
- St. Joseph Mercy Health System
- St. John Providence Health System

Strategy: Develop a coalition of healthcare and transportation groups to explore the development of a services that gets people to their medical appointments.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. St John Providence (SJP), St. Joseph Mercy Health System (SJMHS), Livingston County Department of Public Health (LCDPH), and Emergency Medical Services (EMS) to join and develop a service to get people to their appointments.	<ul style="list-style-type: none"> Established transportation service. 	0	1 Established transportation service	<ul style="list-style-type: none"> SJP plans to submit this (approximately \$20K) as a capital item in the next budget cycle. Approval is TBD. SJMHS currently reimburses cab/transportation fees for poor and underserved – would potentially look to divert that capital to this effort if a strategy were developed. LCDPH has no existing funds but can potentially help explore grant funding. 	June 30, 2017

Strategy: Establish educational sessions with teachers and teachers associations to share information related to health services.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Develop a packaged plan comprised of other health information that is assembled through this effort.	<ul style="list-style-type: none"> Enhanced packet of healthcare information deliverable. 	0	1 packet of healthcare information	<ul style="list-style-type: none"> Establish what healthcare information is currently. Add, edit, and delete content in accordance with resources and relevancy. Disseminate to appropriate resources within the educational system (teachers and schools). 	May 15, 2016 for disseminating in Fall 2017

Strategy: Enhance Together Health Network (St. Joe's and St. John's collaboration) and include the Livingston County Department of Public Health.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Current collaboration in the MAPP process enhances above strategic relationship.	<ul style="list-style-type: none"> Continued collaboration in MAPP. 	Initial kick-off meeting	Completion of final MAPP phase, and proceed to next evolution.	<ul style="list-style-type: none"> Information related to THN. THN main website http://www.togetherhealthnetwork.org/index.html# Go Quick Facts http://www.togetherhealthnetwork.org/facts.html Select a hospital provider or major outpatient healthcare clinic. Navigate to the physician section from that hospital provider. 	September 2016

Strategy: Improve access to healthcare.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Use SPJ and SJMHS's strategies to improve access to healthcare.	<ul style="list-style-type: none"> Case load at IHA's new Primary Care Practice in Howell. Increased recruitment and employment of mental health professionals. Completion of SJP Livingston MOB. 	Current operational status	TBD	<ul style="list-style-type: none"> Addition of IHA's new Primary Care Practice in Howell. Recruitment/employment of more mental health professionals. Completion of SJP Livingston MOB. 	Varies

Strategy: Improve and educate on benefits of preventative services.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
<ul style="list-style-type: none"> See Objective #1 under Strategy - Develop a comprehensive list of providers within the community, regarding the development and distribution of a comprehensive list of providers. See Objective #1 under Strategy - Establish educational sessions with teachers and teachers associations to share information related to health services, regarding the development and distribution of an educational packet of healthcare information. 					

Strategy: Develop a group to review existing services within the county and ensure the community's needs are being served. Bring in groups to fill gaps rather than adding on to existing services.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Bring in groups to assess and fill gaps, rather than adding to (or duplicating) existing services.	<ul style="list-style-type: none"> 10% gap closure in services. 	TBD	TBD less 10 % gap in services.	<ul style="list-style-type: none"> Assembly of key stakeholders and knowledge content experts. Discussion and documentation of existing health services. Align available resources, or increase workload of existing services, to produce 10% gap closure. 	June 30, 2016

Strategy: Develop and implement evidence-based models to better connect individuals to the health and social services they need.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Use data to analyze were areas of connectivity are needed in Livingston County. 2. Research potential evidence-based models to use.	TBD	TBD	TBD	<ul style="list-style-type: none"> More work is needed to define specifically the implementation activities for these strategies. LCDPH has access to look at multiple evidence-based models related to this item but needs more specificity which will be determined at a later in the process. 	TBD

Strategic Issue: Communication

Background

According to Healthy People 2020, the way individuals think about their health and health related behaviors are influenced by the way information is communicated to them. Improving communication between public health professionals and the general public can have a positive impact on Livingston County residents' health decisions and actions. During the MAPP Phase 3: Local Public Health System Assessment, Health Communication was an essential public health service area identified as an area within the local public health system that needed increased attention, as it received a high priority ranking but exhibited a low performance score. Additionally, 52.9% of Livingston County residents reported that the primary barrier to accessing health and social services / resources available within the county was due to inadequate or a lack of knowledge about the services / resources. The Communication work plan seeks to improve communication efforts between the local public health system and the general public, as well as between public health system agencies within Livingston County.

Alignment with State or National Initiatives

- Healthy People 2020 Health Communication and Health Information Technology Objectives

Source / Evidence-Base

- National Prevention Strategy
 - Priority Area: Empowered People
 - Recommendation #1: Provide people with tools and information to make healthy choices.
- Healthy People 2020 Health Communication and Health Information Technology Objectives
 - Communication and information help to shape the way individuals and communities think about their health, behaviors, and well-being. According to Healthy People 2020, “health communication [...] are central to health care, public health, and the way our society views health.” By “delivering accurate, accessible, and actionable health information that is targeted or tailored” through strategic health communication plans we can significantly impact county residents’ health decisions and actions.

Policy Implications

- The rich diversity of communicative practices and policy implications is rife with potential and opportunity. Policy opportunities and initiatives that mobilize the power of public health communication can “empower individuals to adopt healthy behaviors, direct policy makers’ attention to important health issues, and frame those issues for public [input] and resolution” (Center for Health Communication, 2015). Such opportunities must be considered when addressing not only the Communication Strategic Issue but how these opportunities apply to all ten Livingston County Strategic Issues.

Owner / Lead Agency or Group

- MAPP Communication Action Team

Goal Statement: Identify and utilize clear methods and processes for communicating and sharing information between community partners and the general public on a regular basis.

Strategy: Work with the Human Services Collaborative Body workgroup to identify consistent and common messages related to their respective issue areas and appropriate channels and methods for disseminating those messages.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. MAPP communication team to act as a resource in the identification of messaging and communication channels.	<ul style="list-style-type: none"> Communication with various workgroup chairs and/or workgroup meeting attendance. 	0	TBD	<ul style="list-style-type: none"> Work with HSCB to help gather information that is a continual problem or issue in the community. Focus on issues and disseminate through all outlets and prepare for feedback opportunities. Ensure that learning styles are considered (e.g. visual, auditory, hands-on, etc.) and accommodate various disabilities (e.g. visually impaired, hearing impaired, literacy levels, etc.). 	January 2016

Strategy: Utilize county radio outlets (e.g. WHMI) to convey specific community issues and resources.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
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<p>1. Explore scheduling a regular “community hour” in which issues and resources are discussed (e.g. interview local representatives, leaders, service providers, etc.).</p>	<ul style="list-style-type: none"> • # of “community hours” scheduled and aired on WHMI. 	<p>0</p>	<p>1 “community hour” per quarter</p>	<ul style="list-style-type: none"> • Meet with WHMI to inform them what the goals and strategies are. • Identify what is the best way to implement this program from WHMI perspective. • Ensure communication channels identified address various learning styles (e.g. visual, auditory, hands-on, etc.) and accommodate various disabilities (e.g. visually impaired, hearing impaired, literacy levels, etc.) • Make sure messages are strength-based and do not perpetuate stigmas. 	<p>January 2016</p> <p>Ongoing</p>
<p>Strategy: Work with local ministerial associations to identify and implement appropriate and effective communication channels among their community.</p>					
<p>Objective(s)</p>	<p>Performance Measure (How will you measure your objective?)</p>	<p>Baseline</p>	<p>Target</p>	<p>Implementation Activities</p>	<p>Activity Completion Date</p>
<p>1. Develop a health communication plan with local ministerial associations.</p>	<ul style="list-style-type: none"> • # of health communication plan meetings with local ministerial association representatives. • Development of a health communication plan with local ministerial associations. • Implementation of health communication plan. 	<p>0</p>	<p>TBD</p> <p>1 health communication plan</p> <p>1 health communication plan implemented</p>	<ul style="list-style-type: none"> • Meet with ministerial to develop health communication plan. • Identify the best way to implement the plan from the ministerial perspective. • Ensure communication channels address various learning styles (e.g. visual, auditory, hands-on, etc.) and accommodate various disabilities (e.g. visually impaired, hearing impaired, literacy levels, etc.) • Utilize verbal, written, and visual communication methods. 	<p>January 2017</p>

Strategy: Develop a relationship with local school districts to ensure information is being shared through Friday Packets, newsletters, websites, school events, etc.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Develop a health communication plan with local school districts.	<ul style="list-style-type: none"> # of health communication plan meetings with local school district representatives. Development of a health communication plan with local school districts. Implementation of health communication plan. 	0	TBD	<ul style="list-style-type: none"> Meet with local school district representatives to develop health communication plan. Identify the best way to implement the plan from the local school districts' perspective. Ensure communication channels address various learning styles (e.g. visual, auditory, hands-on, etc.) and accommodate various disabilities (e.g. visually impaired, hearing impaired, literacy levels, etc.) Utilize verbal, written, and visual communication methods. 	TBD

Strategy: Connect with local businesses and chambers of commerce to identify ways to share community information and messages with employees.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Develop a health communication plan with local businesses and chambers of commerce.	<ul style="list-style-type: none"> # of health communication plan meetings with local businesses and chambers of commerce. Development of a health communication plan with local businesses and chambers of commerce. Implementation of health communication plan. 	0	TBD	<ul style="list-style-type: none"> Meet with local businesses and chambers of commerce representatives to develop health communication plan. Identify the best way to implement the plan from the local businesses and chambers of commerce's perspective. Ensure communication channels address various learning styles (e.g. visual, auditory, hands-on, etc.) and accommodate various 	TBD

				disabilities (e.g. visually impaired, hearing impaired, literacy levels, etc.) <ul style="list-style-type: none"> Utilize verbal, written, and visual communication methods. 	
Strategy: Continue to support and promote existing local communication tools and channels in the community (such as websites, social media groups, google groups, resource directories, community events, etc.).					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Create one community calendar on which community events and opportunities can be posted.	<ul style="list-style-type: none"> Creation of a community calendar. 	0	1 community calendar	<ul style="list-style-type: none"> Meet with county-wide Information Technology Department to help develop the community calendar. 	January 2018
2. Promote the community calendar.	<ul style="list-style-type: none"> Press releases, Facebook posts, and links for the community calendar posted to county and community websites. 	0 0	1 press release posted on 4 websites 10 Facebook posts on various community Facebook accounts.	<ul style="list-style-type: none"> Write and disseminate press release. Write and submit Facebook posts to partner agencies. Send calendar link to various agencies to post on their websites. 	Ongoing

Strategic Issue: Dental Health

Background

Healthy People 2020 states improving the accessibility of dental care for individuals is a priority area for our nation. Within Livingston County, there is one dentist for every 1,662 county residents, which is below the state of Michigan's dentist to Michigan resident ratio of one to 1,485 (University of Wisconsin Population Health Institute, 2015). Additionally, 21.3% of Livingston County residents reported no dental visit within the past year. It was also found that those with lower incomes and those with no dental insurance were more likely to report no dental visit in the past year, compared to their higher income and insured counterparts (Rusz, Kennedy, & Stork, 2014).

Alignment with State or National Initiatives

- Health People 2020 Access to Health Services Objectives
- Michigan's Open Government Initiative: Health Behaviors – Recent Dental Visits

Source / Evidence-Base

- According to the Michigan Governor's recent Open Government Initiative, "good oral health [...] is important to overall general health. There is increasing evidence that shows a relationship between oral health and physical health. Chronic diseases such as diabetes, heart disease and stroke may be [negatively] impacted by the lack of dental care."

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan dental health-related legislative initiatives and agendas promoting dental health, including dental insurance coverage.
- Healthy Michigan Plan expansion allowing for increased coverage of Michigan residents, including those in Livingston County.

Owner / Lead Agency or Group

- MAPP Dental Health Action Team
- Livingston County Department of Public Health
- VINA Dental

Goal Statement: Promote good oral health for all Livingston County residents.					
Strategy: Launch a sustainable campaign to educate residents, the medical community, schools, churches, HHS, employers, senior center, etc. of the importance of good oral health and how to achieve it.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. To educate and provide information to as many people as possible about the importance of good oral health and ways to achieve it.	<ul style="list-style-type: none"> Assessing the number of organizations spreading the information, evaluating the number of calls/requests that come into the Department of Public Health. 	Unknown	I document with currently available information and programs so that evaluation can be done once the program is under way	<ul style="list-style-type: none"> Contact the Michigan Dental Association (MDA) and determine what information is available. Contact the Livingston District Dental Society (LDDS) for help with disseminating information, access their website and individual dental offices. Create age specific and point specific information for Livingston County. Contact WHMI and local newspapers for regular publicity Participate in health fairs, community events and other events to disseminate information. Train Department of Public Health staff on important dental issues. Information on websites and 211. 	2017-2020

Goal Statement: Provide information about affordable dental care for all residents					
Strategy: Establish an MCDC clinic for Medicaid recipients and those below 200% federal poverty.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Develop and fund a Michigan Community Dental Clinic (MCDC) to provide access to dental care for Medicaid recipients and those at or below 200% of federal poverty.	<ul style="list-style-type: none"> MCDC opening in Livingston County. 	0	1 dental clinic	<ul style="list-style-type: none"> MCDC site selection. Seek and select construction bid. Research funding opportunities. Keep MCDC apprised of goal and progress. 	January 2017
Strategy: Provide information about VINA Dental.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. To provide an affordable option to uninsured county residents with incomes below 200% of federal poverty but do not qualify for Medicaid.	<ul style="list-style-type: none"> Use statistics housed at VINA and the number of calls coming into the LCDPH and other health and human services agencies. 	VINA's current patient numbers and establishing a capacity – i.e. number of new patients VINA can accept and the number of patient visits that can be provided.	<p>15-20 new patients</p> <p>150-200 one-hour dental appointments each month but this will depend on funding.</p>	<ul style="list-style-type: none"> Since the clinic is already operational, assistance with funding will be needed. Provide all health and human services agencies, faith-based organizations, united way and LCDPH with VINA contact information. 	Ongoing

Strategy: Create information about affordability options for people above 200% poverty (include care credit, PPOs, self-purchase dental plans, prevention is less expensive than treatment).

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. To provide information to county residents about ways to afford dental treatment.	<ul style="list-style-type: none"> • Creation of pamphlet on affordable dental treatment and prevention services. • # of locations pamphlet is made available. 	0	1 pamphlet created 10 locations where the pamphlet is available	<ul style="list-style-type: none"> • Create a pamphlet outlining affordable options for dental care and stressing the importance of preventive services. • Distribution of pamphlet in both hardcopy and electronic forms. 	May 2016 July 2016

Strategic Issue: Chronic Disease

Background

“The degree to which we engage in unhealthy behaviors increases the risk of developing chronic diseases and reduces life expectancy” (State of Michigan, 2015). In Livingston County, chronic diseases represented seven of the ten leading causes of death in 2013. All together chronic diseases made up 926 of the 1,340 total deaths attributed to a leading cause of death in Livingston County in 2013 (Michigan Department of Health and Human Services, 2015). Additionally, 19.5% of Livingston County residents identified chronic diseases to be one of the top five most serious health issues in Livingston County by the MAPP Phase 3: Community Themes & Strengths Assessment.

Alignment with State or National Initiatives

- Michigan’s Open Government Initiative: Health Indicators – Leading Causes of Death (Chronic Disease Reduction)

Source / Evidence-Base

- CDC – Chronic Disease Prevention and Health Promotion
 - “Chronic diseases are responsible for 7 of 10 deaths each year” with many chronic disease conditions being among some of the most preventable health problems (Centers for Disease Control and Prevention, 2015). “Efforts to prevent disease, help people lead healthier lives, and end health disparities must include a focus on chronic disease” prevention and treatment. Chronic disease risk factors must be addressed at two levels, which includes the individual level through health behavior and health care interventions, as well as the population level promoting healthy environment and appropriate policies. (National Center for Chronic Disease Prevention and Health Promotion, 2015).

Policy Implications

- Identify, monitor, advocate for, and support National and chronic disease-related legislative initiatives and agendas promoting chronic disease prevention.

Owner / Lead Agency or Group

- MAPP Chronic Disease Action Team
- St. Joseph Mercy Health System
- St. John Providence Health System

Goal Statement: Prevent and reduce chronic disease in Livingston County					
Strategy: Identify and reduce barriers to accessing preventative care and screening services for chronic disease.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Identify and reduce barriers to accessing preventative care and screening services for chronic disease. Key areas of focus in the county are obesity & smoking.	<ul style="list-style-type: none"> 10% reduction in barriers or overcome them. 	Current barriers	Removal of 10% of barriers through process improvement or secured resources.	<ul style="list-style-type: none"> IHA is focused on diabetes and asthma management, both of which support community need. 	TBD
Strategy: Explore and develop/implement evidence-based programs that support residents in engaging in healthy behaviors.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Promote participation in SJP Peripheral Artery Disease (PAD) program and SJMHS Join Me campaign with open forums to county members.	<ul style="list-style-type: none"> # of methods used to promote programs. # of participants in the programs. 	TBD	TBD	<ul style="list-style-type: none"> Selection of promotion methods. Promote SJP Peripheral Artery Disease (PAD) program. Promote SJMHS's Join Me campaign with open forums to county members. Evaluate program participation rates. 	<p>June 30, 2016</p> <p>TBD</p>

Strategy: Identify and implement policy, systems, and environmental changes that enable and reinforce healthy lifestyles among county residents.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Adapt the Michigan Hospital Association's (MHA) objectives for Livingston County.	<ul style="list-style-type: none"> MHA objectives adapted for Livingston County. Implementation of adapted MHA objectives in Livingston County. 	0	1 or more of MHA's policies implemented.	<ul style="list-style-type: none"> Review MHA policies and current priorities for advancing healthy lifestyles. Identify and Implement at least one policy 	<p>March 31, 2016 for assessment.</p> <p>September 30, 2016 for implementation.</p>
Strategy: Implement evidence-based health education programs that address risk factors for chronic disease in all Livingston County schools.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Assess schools to see what they are currently doing for risk factor reduction.	<ul style="list-style-type: none"> Assessment of current health education efforts targeting student population in the school environment for risk factor reduction. Identify one risk factor area for reduction program implementation among student population in the school environment. 	TBD	<p>1 assessment</p> <p>1 additional program of risk factor reduction implemented.</p>	<ul style="list-style-type: none"> Conduct assessment. Identify and implement risk factor reduction program – dependent upon assessment results. 	TBD

Strategy: Increase provider awareness of resources available in Livingston County that address chronic disease.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Share provider list that was developed under the Healthcare Integration Strategic Issue with local providers.	<ul style="list-style-type: none"> Dissemination of list through SJP, SJMHS, and LCDPH. 	0	1 comprehensive listing.	<ul style="list-style-type: none"> Case management leadership inquiry. Solicit additional known resources for Livingston County. Compile final resource listing. Distribute information in tax bills. Distribute online list. Distribute in local papers. Share information/distribute list in local businesses, retirement centers. Share in government channels/radio. 	November 30, 2015 Ongoing
Strategy: Increase community awareness of and access to resources available in Livingston County that address chronic disease.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Utilize LCDPH Facebook page and other social media avenues to promote information related services on SJP and SJMHS websites.	<ul style="list-style-type: none"> # of agencies selected to partner with. # of Facebook posts. 	0	10 agencies, 5 Facebook posts per agency	<ul style="list-style-type: none"> Select participating agencies. Create Facebook posts – 1 post to include provider list developed in the Healthcare Integration Strategic Issue. Submit Facebook posts to agencies. 	TBD

Strategic Issue: Transportation

Background

Transportation was reported by 30.3% of Livingston County residents as one of the primary barriers to accessing health, social, and other services / resources in Livingston County in the MAPP Phase 3: Community Themes & Strengths Assessment. In the same report, key stakeholders within the community identified a lack of a “fully integrated transportation system within the county, as well as connecting to” surrounding communities as an area that is “not going so well” in Livingston County. The Transportation work plan seeks to improve transportation initiatives within Livingston County in order to improve the quality of life of county residents.

Alignment with State or National Initiatives

- Michigan’s Open Government Initiative: Mobility – Percentage Change in Passenger Rail Ridership Performance Indicator
- Michigan’s Open Government Initiative: Mobility – Percentage Change in Bus Ridership Performance Indicator

Source / Evidence-Base

- According to the Michigan Governor’s Open Government Initiative, “local bus service is vital to the state’s transportation network, providing essential mobility for those who cannot or choose not to operate a vehicle and need to get to work, school, and the doctor or grocery store.”

Policy Implications

- Policy change to rescind the County Board’s authority over L.E.T.S. to allow for L.E.T.S. to become a transportation authority.
- Approval of resolution to allow the selling of advertisement space on L.E.T.S. buses.

Owner / Lead Agency or Group

- MAPP Transportation Action Team
- Livingston Essential Transportation Service (L.E.T.S.)

Goal Statement: LETS to become a transportation authority to allow for expansion and funding increase.					
Strategy: Convince the County Board to rescind authority over LETS to allow LETS to become a transportation authority.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Obtain additional funding to expand service.	<ul style="list-style-type: none"> Have a resolution by the County Board to rescind its authority over LETS. 	0	1 county resolution	<ul style="list-style-type: none"> Actively promote a County wide transportation authority. 	Full board meeting date TBD, but goal is January 2017
2. Have human service organizations, senior centers, and other transit organizations lobby legislators.	<ul style="list-style-type: none"> Identify agencies to lobby to legislators. Increased funding and communications. 	0	10 agencies TBD	<ul style="list-style-type: none"> Identify agencies, such as the Hartland Senior Center, Brighton Community Education / Senior Center, Livingston County Catholic Charities, Livingston County Community Mental Health, Livingston County Special Ministries, United Way, People's Express, Work Skills Corp, Excel Program, Youth in Transition, and Centennial Farm Board Send out mass letters, emails, and/or visits to our legislators. 	Begin January 2016 and Ongoing
3. Successfully achieve creation of a local transit authority.	<ul style="list-style-type: none"> Creation of a local transit authority. 	0	1 local transit authority	<ul style="list-style-type: none"> Prepare Transit Surveys for support. Solicitation of votes in support of a local transit authority. 	April 2016 Ongoing – active to each millage election

Strategy: Go to each individual township to gain “buy-in”.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Prepare a report/presentation of what LETS can do for opt in/out townships based on the amount of the buy-in funds or no funds.	<ul style="list-style-type: none"> Create report/presentation. 	0	I report	<ul style="list-style-type: none"> L.E.T.S. management to Work with Livingston County Transportation Coalition on a report/presentation. 	TBD
			I presentation	<ul style="list-style-type: none"> Present report. 	TBD
Strategy: Facilitate/increase ride shares in Livingston County.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Promote park and ride utilization.	<ul style="list-style-type: none"> Number of cars using the park and ride lots. 	Unknown	TBD	<ul style="list-style-type: none"> Work with the Michigan Department of Transportation on increasing the awareness of the park and ride program. Count # of cars utilizing the park and ride lots before and after awareness efforts. 	Ongoing

Goal Statement: Improve efficiency of LETS office operations through technology use.					
Strategy: Acquisition of advanced technology.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Obtaining tablets.	<ul style="list-style-type: none"> # of tablets. 	0	TBD	<ul style="list-style-type: none"> 2 Tablets will be in operation Get approved grants and solicit for bids. 	Mid- December FY 2017 Grant applied for – October 2017.
Goal Statement: Provide alternate means of transportation to bus transportation.					
Strategy: Promote the utilization of LETS alternative transportation services.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. LETS Dispatch to let people know what other options are if a ride is denied.	<ul style="list-style-type: none"> # of alternative transportation service referrals. 	Unknown	TBD	<ul style="list-style-type: none"> Train LETS staff on alternate transportation referrals. Count # of referrals. 	Ongoing Implemented November 1, 2015
Goal Statement: Increase non-transportation revenue to LETS.					
Strategy: Sell ad space on buses.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Receive Board of Commissioners or Transit Board approval to sell ad space on LETS buses.	<ul style="list-style-type: none"> Approved resolution. 	0	1	<ul style="list-style-type: none"> Develop and submit resolution. 	October 2016 Once Approved then Ongoing bi-annual/semi-annual ad contracts
2. Sell ad space.	<ul style="list-style-type: none"> # of ads sold. 	0	1 ad per bus	<ul style="list-style-type: none"> Create sales plan to sell ad space. Solicit businesses to purchase ad space. 	TBD – based on Board Approval of the plan

Strategic Issue: Affordable Housing

Background

Healthy and safe community environments, which include affordable and secure housing, can influence the health and wellness of those that live, learn, work, and play within the community (U.S. Department of Health & Human Services, 2011). The results of the MAPP Phase 3: Community Themes & Strengths Assessment identified that 33% of Livingston County residents reported that housing options available within the county “needed improvement”. This finding was also echoed by key stakeholders within the community during the same assessment, as they identified affordable housing as an area that was “not going so well” within the county.

Alignment with State or National Initiatives

- National Prevention Strategy: Healthy and Safe Community Environments

Source / Evidence-Base

- National Prevention Strategy
 - Priority Area: Healthy and Safe Community Environments
 - Recommendation #2 – Design and promote affordable, accessible, safe, and healthy housing.

Policy Implications

- Establish, communicate, and educate on necessary zoning changes.

Owner / Lead Agency or Group

- MAPP Affordable Housing Action Team

Goal Statement: Increase affordable housing units for young adults/starter families.					
Strategy: Increase access to accessory dwelling units, townhomes, multi-unit homes, and mixed unit developments.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Communicate and collaborate with County Planning Department, Home Builders Association of Livingston County, CSH, and other relevant agencies on how to increase access to micro-housing, townhomes, multi-unit homes, and mixed unit developments for young adults/ starter families.	<ul style="list-style-type: none"> # of meetings with stakeholders. 	0	TBD	Continue communication and collaborative input with: <ul style="list-style-type: none"> Kathleen Kline Hudson – County Planning Dept. Home Builders Association of Livingston County – Frank Portelli CSH – John Peterson All other applicable (ex. Cities and townships) Locate areas that are within the guidelines of MSHDA for approval and planning process to implement housing program. Speak to realtor about options.	2020
Strategy: Community focus groups, education, and awareness to embrace zoning changes.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Locate community focus groups to educate about zoning changes.	<ul style="list-style-type: none"> # of community focus groups. 	0	TBD	<ul style="list-style-type: none"> Locate community focus groups to educate about zoning changes. 	March 2016

2. Meet with community focus groups.	<ul style="list-style-type: none"> # of meetings with community focus groups. 	0	TBD	<ul style="list-style-type: none"> Meet with community focus groups. 	February 2017
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Goal Statement: Increase affordable housing units for seniors/retirees.

Strategy: Increase access to accessory dwelling, group homes, townhomes, and attached condominiums.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Communicate and collaborate with County Planning Department, Home Builders Association of Livingston County, CSH, and other relevant agencies on how to increase access to micro-housing, townhomes, multi-unit homes, and mixed unit developments for seniors/retirees.	<ul style="list-style-type: none"> # of meetings with stakeholders. 	0	TBD	Continue communication and collaborative input with: <ul style="list-style-type: none"> Kathleen Kline Hudson – County Planning Dept. Home Builders Association of Livingston County – Frank Portelli CSH – John Peterson All other applicable (ex. Cities and townships) Locate areas that are within the guidelines of MSHDA for approval and planning process to implement housing program. Speak to realtor about options.	2020

Goal Statement: Awareness and education of state, local, federal, and private resources for housing assistance.					
Strategy: Presentations to senior centers, faith-based groups, and townships.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Increase awareness about housing assistance resources using community presentations.	<ul style="list-style-type: none"> Number of presentations to organizations. 	0	5 presentations given	<ul style="list-style-type: none"> Identify and select agencies to present to. Develop and give presentation. 	March 2016
2. Include housing assistance information on county and community agencies' websites.	<ul style="list-style-type: none"> Development of a housing assistance resource list. # of agencies posting housing assistance resource list and information on their website. 	0	1 resource list 5 agencies	<ul style="list-style-type: none"> Develop resource list. Identify participating agencies. Submit resource list to participating agencies to post to their website. 	June 2016

Strategic Issue: Sexually Transmitted Diseases / Infections

Background

According to Healthy People 2020, sexually transmitted disease (STD) “prevention is an essential primary care strategy for improving reproductive health.” STDs, while largely preventable, “remain a significant public health problem in the United States” (Healthy People 2020, 2015). A primary goal for Health People 2020 is to “promote healthy sexual behaviors, strengthen community capacity, and increase access to quality services to prevent STDs and their complications.” There were 155 reported chlamydia cases per 100,000 persons in Livingston County compared to 456 cases per 100,000 persons in the state of Michigan during 2014 (Michigan Department of Health and Human Services, 2015). While Livingston County’s chlamydia rate was lower than the statewide rate, chlamydia accounts for roughly a quarter of all individually reported conditions in Livingston County. Additionally, Livingston County has seen an increase in the number of reported chlamydia cases. From 2005-2009 the average number of cases reported per year was 158 with the average number of reported cases per year increasing to 270 between 2010-2014. Livingston County has also seen an increase in the number of reported cases for males and females 15-19 years of age, with 73 and 97 cases for 2013/2014 and 2014/2015, respectively, as well as for females 20-44 years of age with 142 cases reported for 2013/2014 and 150 cases for 2014/2015 (Michigan Department of Health and Human Services, 2015).

Alignment with State or National Initiatives

- Healthy People 2020 Sexually Transmitted Diseases Objectives
- Michigan Local Public Health Accreditation Program (Tool 2016) – Section VII: HIV/AIDS & STD
 - Categorical Funding
 - MPR 6 – Establish, maintain and document linkages with health care and other community resources that are necessary and appropriate for the prevention and control of HIV and other STDs; and for addressing the prevention and care needs of clients receiving HIV and STD services.
 - Low Morbidity Health Departments
 - MPR 4 – Establish, maintain and document linkages with health care and other community resources that are necessary and appropriate for the prevention and control of HIV and other STDs; and for addressing the prevention and care needs of clients receiving HIV and STD services.
 - MPR 5 – Provide quality assured and evidence-based HIV and STD prevention and treatment services.
- Michigan’s Open Government Initiative: Health Behaviors – Sexually Transmitted Diseases (Chlamydia) Performance Indicator

Source / Evidence-Base

- “STD prevention is an essential primary care strategy for improving reproductive health” and preventing long-term health consequences (Healthy People 2020, 2015).

- Expedited Partner Therapy (EPT) is currently recognized as a best-practice method “to facilitate partner management” for treatment of partners with a sexually transmitted disease / infection and “should be available to clinicians as an option for partner treatment” (Centers for Disease Control and Prevention, 2015).

Policy Implications

- Identify, monitor, advocate for, and support National and Michigan STD-related legislative initiatives and agendas promoting STD prevention and treatment.
- Recently (January 2015) EPT was signed into law allowing for physicians to prescribe treatment via EPT. Policy opportunities and initiatives should promote, support, educate, and facilitate the use of EPT throughout Livingston County.

Owner / Lead Agency or Group

- MAPP Sexually Transmitted Diseases / Infections Action Team
- Livingston County Department of Public Health

Goal Statement: Reduce the incidence of sexually transmitted infections among Livingston County residents through accessible prevention and treatment services.					
Strategy: Increase awareness of available services in the community.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Identify currently available services and compile into resource list.	<ul style="list-style-type: none"> • The development of a comprehensive service resource list. 	0	1 list	<ul style="list-style-type: none"> • Identify all currently available services. • Create the list of available services. • Identify avenues for dissemination of list and distribute list. 	April 2016

Strategy: Partner with schools, churches, and other organizations to provide evidence-based education.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Convene a representative body of key stakeholders who are involved in STD prevention.	<ul style="list-style-type: none"> Formation of coalition/workgroup and documentation of its members. 	0	1 coalition/workgroup with 10-15 members	<ul style="list-style-type: none"> Identify and recruit key stakeholders. Hold meetings. Identify appropriate evidence-based education to provide. 	January 2017
	<ul style="list-style-type: none"> Number of sectors represented. 	0	4 community sectors represented		Ongoing
	<ul style="list-style-type: none"> Number of meetings to identify appropriate evidence-based education to provide. 	0	4 meetings annually		
Strategy: Provide education to providers.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Ensure providers are aware of the most current CDC STD treatment guidelines.	<ul style="list-style-type: none"> Number of provider meetings held. 	Unknown	2 provider meetings held annually.	<ul style="list-style-type: none"> Prepare and deliver provider meetings. 	Ongoing
	<ul style="list-style-type: none"> Number of pertinent articles in LCDPH CD Newsletter. 	Unknown	2 STD treatment articles in CD Update annually.	<ul style="list-style-type: none"> Identify and include pertinent articles in CD Update and distribute. 	Ongoing
	<ul style="list-style-type: none"> Number of broadcast faxes regarding STD treatment guidelines. 	Unknown	TBD	TBD	Ongoing
	<ul style="list-style-type: none"> LCDPH Public Health Nurse discussion/education with health providers during STD case investigation follow-up. 	Unknown	With every STD case investigated, a LCDPH Public Health Nurse will ensure appropriate treatment and discuss with providers, as needed.	<ul style="list-style-type: none"> Ongoing with each STD case. 	Ongoing

	<ul style="list-style-type: none"> Conduct annual feedback from health providers on STD treatment education outreach activities done by LCDPH. 	0	1 survey annually.	<ul style="list-style-type: none"> Develop survey and distribute to provider list. Analyze results and make changes as needed to educational materials/activities. 	<p>Development of survey by June 2016</p> <p>Distribution of survey by July 2016</p> <p>Conduct analysis and make necessary changes September 2016</p>
	<ul style="list-style-type: none"> Number of CD forum meetings held that includes STD prevention/treatment discussion items. 	Unknown	Quarterly	<ul style="list-style-type: none"> Conduct CDC forum meetings. 	Ongoing
	<ul style="list-style-type: none"> Number of CDC STD treatment guideline books distributed to health providers. 	Unknown	TBD	<ul style="list-style-type: none"> Identify healthcare providers in which to provide CDC STD treatment guideline books. Promote and distribute CDC STD treatment guideline book. Keep record of number of books distributed. 	TBD

Strategy: Risk assessment.

Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
I. Identify high risk groups by analysis of the most recent Youth Risk Behavior Survey	<ul style="list-style-type: none"> Identify individuals/groups at highest risk for STDs. 	0	1 report of findings of those at highest risk for STDs.	<ul style="list-style-type: none"> Review and analyze data. Write report. Disseminate report to agencies/organizations 	December 2016

and the 2014 Community Health Status Assessment.				that work with high risk groups, as well as to the community.	
Strategy: Implement health education and promotion efforts with community resources and supportive services.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Identify representatives from agencies and groups where youth gather/convene to assemble a workgroup (consider utilizing the workgroup already formed with schools and churches in the above strategy).	<ul style="list-style-type: none"> Create a community list of groups serving youth. 	0	1 list of groups serving youths.	<ul style="list-style-type: none"> Create a list of groups serving youth and recruit work group membership from this list. 	End of 2016
	<ul style="list-style-type: none"> Meet with above groups. 	0	2 meetings annually.	<ul style="list-style-type: none"> Conduct meetings. 	Hold first meeting January. 2017, then meeting every 6 months thereafter
2. Implement health education and promotion efforts as identified by stakeholders.	<ul style="list-style-type: none"> Number of health education and promotion efforts identified and promoted. 	0	2 health education and promotion efforts identified.	<ul style="list-style-type: none"> Identify, select, and implement health promotion efforts. 	End of 2017
Strategy: Implement evidence-based health education and promotion initiatives to increase community awareness.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Increase community awareness of the problem of STDs among	<ul style="list-style-type: none"> Number of press releases sent out and articles written. 	Unknown	2 press releases/articles written per year.	<ul style="list-style-type: none"> Write press release and articles. Distribute to schools, churches, agencies serving youth, and 	End of 2016

youth across Livingston County.				locations where youth gather.	
Goal Statement: All persons living in our community will have access to affordable treatment.					
Strategy: Improve access to affordable sexually transmitted disease treatment clinics.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Strengthen existing relationships with agencies who provide affordable testing and treatment to improve access.	<ul style="list-style-type: none"> Number of meetings with community agencies and providers. 	Unknown	Collaboration with 2-3 agencies.	<ul style="list-style-type: none"> Identify community partners. Meet with partners. 	Mid-2016
2. Look for opportunities for collaboration with other agencies in Livingston County focused on increasing access to treatment.	<ul style="list-style-type: none"> Number of Memorandums of Understanding (MOUs) created with community providers and agencies. 	Unknown	1 formal/informal MOU with identified local agencies.	<ul style="list-style-type: none"> Propose and create MOUs. 	
Strategy: Increase awareness and availability of expedited partner therapies.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. All community providers will be knowledgeable about the new Michigan law	<ul style="list-style-type: none"> Number of educational outreach activities (e.g., CD Newsletter, CD Forum, meetings with providers). 	Unknown	4 educational outreach activities conducted per year	<ul style="list-style-type: none"> Create and disseminate educational materials about EPT. 	Ongoing

regarding Expedited Partner Therapy (EPT).					
Strategy: Create a hotline for questions.					
Objective(s)	Performance Measure (How will you measure your objective?)	Baseline	Target	Implementation Activities	Activity Completion Date
1. Increase awareness of LCDPH Communicable Disease Nurse Line.	• Development of promotional packet (PSA, website links) for LCDPH Communicable Disease Nurse Line.	0	1 promotional packet	• Research best practices on development and marketing of promotional packet.	May-June 2016
	• Number of Promotional Packets distributed.	0	TBD	• Identify recipients of promotional packets and distribute.	June-July 2016
	• Compare number of calls to CD Line regarding STDs before and after distribution of promotional packet.	0	1 comparison analysis	• Count number of calls re: STDs for 2 weeks before distribution of promotional packets and then repeat post-implementation and conduct analysis.	August-September 2016
2. Determine whether a state/national hotline exists, make the hotline number available to residents.	• 1 comprehensive search conducted for a state or national hotline.	0	1 search conducted	• Conduct a search and compile findings.	January 2016
	• Identify best means of distributing search results.	0	TBD	• Identify best means of distribution of findings and distribute as appropriate.	TBD

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