



MAPP PHASE 4: IDENTIFY STRATEGIC ISSUES

June & July 2015



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Executive Summary

The fourth phase of the MAPP process consisted of the identification of strategic issues. Strategic issues represent the critical challenges that must be addressed, as well as opportunities to be capitalized on, in order for a community to achieve its vision. Using the data gathered from the four assessments conducted during Phase 3 of the MAPP process, MAPP participants identified the following ten strategic issues and prioritized them in impact order (highest to lowest) during the June and July 2015 MAPP meetings.

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

These prioritized strategic issues will provide the foundation for the development of the MAPP Team's goals and strategies to be developed during Phase 5 of the MAPP process.



MAPP IDENTIFY STRATEGIC ISSUES

Part I Participants

Human Services Collaborative Body

Anne Rennie

LACASA/CASA/WHMI

Marcia Jablonski

Livingston County Board of Commissioners

Gary Childs

Livingston County Catholic Charities

Kaitlin Fink

Mark T. Robinson

Livingston County Circuit Court

John Evans

Livingston County Community Mental Health

Connie Conklin

Livingston County Department of Public Health

Amy Pendell

Dianne McCormick

Elaine Brown

Lisa Sanchez

Livingston County Human Resources

Jennifer Slater

Livingston County Sheriff's Office

Mike Murphy

Livingston County United Way

Nancy Rosso

Livingston Educational Service Agency

Mary Beno

Livingston Essential Transportation Service

Doug Britz

Livingston Prisoner Reentry

Katie Bronson-Kim

Marion Township, Township Supervisor

Bob Hanvey

Michigan Department of Health and Human Services

Renee Adorjan

Oceola Township, Township Trustee

Lance Schumacher

Pharmacist

Robert Herbst

Recycle Livingston

Mary Hunt

Resident

Cheryl Schott

Leslie Aaron

St. John Providence

Lou Bischoff

Trinity Health – St. Joseph Mercy Hospital

Chris Stokes

Vina Dental

Dr. Christine Love

Work Skills

Stephanie May

MAPP IDENTIFY STRATEGIC ISSUES

Part 2 Participants

Area Agency on Aging I-B

Melodie Valvano

Great Start Livingston

Robin Schutz

LACASA/CASA/WHMI

Marcia Jablonski

Livingston County Board of Commissioners

Gary Childs

Livingston County Catholic Charities

Kaitlin Fink

Livingston County Circuit Court

John Evans

Livingston County Department of Public Health

Amy Pendell

Dianne McCormick

Don Lawrenchuk

Elaine Brown

Lisa Sanchez

Matt Bolang

Livingston County Sheriff's Office

Mike Murphy

Livingston County United Way

Nancy Rosso

Livingston Essential Transportation Service

Doug Britz

Livingston Prisoner Reentry

Katie Bronson-Kim

Marion Township, Township Supervisor

Bob Hanvey

Michigan Department of Health and Human Services

Renee Adorjan

Oceola Township, Township Trustee

Lance Schuhmacher

Pharmacist

Robert Herbst

Putnam Township, Township Supervisor

Ron Rau

Recycle Livingston

Mary Hunt

Resident

Cheryl Schott

Emily Hamilton

Leslie Aaron

Trinity Health – St. Joseph Mercy Hospital

Chris Stokes

Work Skills

Marcia Ransom

The Process

Phase 4 of the MAPP process began with the dissemination of the data reports from the four MAPP assessments conducted during Phase 3 (Community Health Status Assessment, Community Themes and Strengths Assessment, Forces of Change Assessment, and Local Public Health System Assessment). Upon participants' RSVP for the June 11th, 2015 meeting, each MAPP Team member was assigned to one of the four Phase 3 assessments and was provided with an "Identify Strategic Issues Worksheet" (Appendix). The worksheet was designed to facilitate brainstorming of strategic issues present in their assigned MAPP assessment prior to the meeting.

On June 11th, 2015 the MAPP Team conducted the first part of the process to identify strategic issues. Participants received a brief overview of the MAPP process, as well as an in-depth description of the goals for Phase 4 and what constitutes a strategic issue. After the presentation, participants convened with their pre-assigned MAPP Phase 3 report groups to identify the strategic issues that stood out in their assigned reports using the "Livingston County MAPP Team: Identifying Strategic Issues (Part I)" handout (Appendix). At the conclusion of the meeting each of the four groups shared with the MAPP Team the identified strategic issues from their Phase 3 report and turned in their completed "Livingston County MAPP Team: Identifying Strategic Issues (Part I)" handout. The strategic issues from each of the four Phase 3 reports were compiled into a final list to be used when determining the primary strategic issues for Livingston County during the second part of Phase 4: Identify Strategic Issues. At the conclusion of the meeting participants completed a meeting evaluation (Appendix) and were provided with a session summary and the next steps.

The second part of Phase 4 was conducted on July 16th, 2015. During this meeting the identified strategic issues for each of the Phase 3 reports from Part I were consolidated into 10 main strategic issues. These issues were determined to be essential in order to achieve the MAPP Team's vision. Prior to the meeting, MAPP Team participants were provided with the strategic issues for each Phase 3 report, which were developed at the previous MAPP meeting. The meeting began with a summary of the MAPP process, an overview of the Phase 4 goals, and the definition of a strategic issue. The MAPP Team as a whole then completed an affinity diagram by grouping the identified Phase 3 report strategic issues by commonalities to determine the main strategic issues for Livingston County to address in the next five years. The strategic issues identified from the Phase 3 reports were recorded on colored sticky notes corresponding to the report from which they came from prior to the meeting. This helped participants to visualize which affinity diagram themes included ideas from each of the four Phase 3 reports when determining the final list of strategic issues. The final affinity diagram can be found in the appendix.

Following the completion of the affinity diagram and the determination of the final primary

strategic issues, participants were asked to participate in a prioritization activity in which they were given four voting stickers and instructed to use the stickers to prioritize the strategic issues based on impact order. Each participant was allowed to vote for the same strategic issue up to four times (Appendix). The session concluded with ensuring group consensus on the strategic prioritization order. Participants were asked to complete a meeting evaluation (Appendix). A session summary, as well as the next steps in the MAPP process were announced.

The Results

Strategic issues identified from the Phase 3 assessments during Part 1 of Phase 4 (Appendix) were consolidated into 10 primary strategic issues for Livingston County during Phase 4: Part 2. These identified issues were then prioritized in impact order as follows:

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

The finalized affinity diagram, as well as the prioritization scores can be found in the appendix.

Meeting Evaluation

EVALUATION

MAPP Team members completed a participant evaluation (Appendix) at the conclusion of each Identifying Strategic Issues work session. Evaluation results were shared with the MAPP Team facilitators for planning purposes.

APPENDICES



Livingston County MAPP Team: Identifying Strategic Issues (Part 1) Homework

In preparation for the Identifying Strategic Issues (Part 1) meeting this worksheet is designed to help you begin thinking about strategic issues present in your **assigned** MAPP Assessment (if you haven't been assigned an assessment to review prior to the meeting, please RSVP to receive your assignment).

Strategic issues:

- Must be addressed in order for a community to achieve its vision.
- Represent a fundamental choice to be made by the community and local public health system leaders.
- Usually center around a tension or conflict to be resolved.
- Might be addressed in many different ways.
- MUST be something that the local public health system can address.
- Should relate to more than one of the four MAPP Assessments.

Note: critical issues are important, but strategic issues are important and forward-thinking and seize on current opportunities.

Our Vision

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

Our Values

- | | |
|--|--------------|
| • Collaboration | • Compassion |
| • Commitment/Accountability | • Inclusion |
| • Communication & Education of Health/Wellness | • Respect |
| | • Responsive |

Consider these questions as you analyze your assigned MAPP Assessment:

- Identify the strategic issues. For each issue, use the back of this sheet to ask yourself:
- Why is this an issue?
 - What convergence of external opportunities and threats, system strengths and weaknesses, health status findings or community themes makes this an issue?
 - How big of a public health issue is the item?
 - Can the local public health system impact the issue?
 - Is it reasonable, feasible, and financially cost effective to address?
- What are the consequences of *not* addressing this issue?

Your input is invaluable to this analysis and we look forward to your participation!



Livingston County MAPP Team Meeting Phase 4: Identify Strategic Issues (Part 1)

Thursday, June 11, 2015
Livingston County EMS Public Safety Complex
1:00pm – 3:00pm

- I. **Welcome & Sign-in** (1:00pm)
- II. **Identifying Strategic Issues Presentation** (1:00 – 1:20pm)
- III. **Small Groups - Strategic Issue Identification Activity** (1:20 – 2:35pm)
- IV. **Small Group Reports** (2:35 – 2:55pm)
- V. **Session Summary & Next Steps** (2:55 – 3:00pm)
- VI. **Adjourn** (3:00pm)

Next Meeting:

Phase 4: Identify Strategic Issues (Part 2)
Thursday, July 16, 2015
1:00-3:00PM
Livingston County EMS Public Safety Complex, Hartland Auditorium



Livingston County MAPP Team: Identifying Strategic Issues (Part 1)



Assessment: _____

Consider the following as you analyze your assigned MAPP Assessment:

- . Which issues suggested by the assessment findings must be addressed in order to achieve the vision?
- . Why is this an issue?
 - . What convergence of external opportunities and threats, system strengths and weaknesses, health status findings or community themes makes this an issue?
 - . How big of a public health issue is the item?
 - . Can the local public health system impact the issue?
 - . Is it reasonable, feasible, and financially cost effective to address?
- . What are the consequences of *not* addressing this issue?

Please list your FINAL, very specific, clear-cut strategic issues from your assigned MAPP Assessment below, in no particular order.

1.	11.
2.	12.
3.	13.
4.	14.
5.	15.
6.	16.
7.	17.
8.	18.
9.	19.
10.	20.



MAPP Meeting Evaluation Form

Phase 4: Identify Strategic Issues (Part 1)

Thursday, June 11, 2015 at 1:00pm

Please take a minute at the end of the meeting to complete this evaluation. The feedback will help us improve the quality and effectiveness of our future meetings.

Indicate how much you agree with the following statements by circling your response using the scale provided:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The meeting purpose and objectives were clearly stated.	1	2	3	4	5
All meeting participants were actively involved.	1	2	3	4	5
I am satisfied with the opportunities for participation and sharing.	1	2	3	4	5
I am satisfied with the way decisions were made.	1	2	3	4	5
The meeting structure allowed for full participation.	1	2	3	4	5
Meeting materials provided were informative and useful.	1	2	3	4	5
The discussion was focused.	1	2	3	4	5
Issues covered were important.	1	2	3	4	5
We used our meeting time effectively.	1	2	3	4	5
The time given to all agenda items was adequate.	1	2	3	4	5
I am satisfied with this meeting.	1	2	3	4	5
I enjoyed this meeting.	1	2	3	4	5

What aspects of this meeting were particularly good?

What aspects of this meeting could have gone better?

After having gone through this, what expectations do you have for the next meeting?

Do you have any additional suggestions or comments about this meeting?



MAPP: PHASE 4—IDENTIFY STRATEGIC ISSUES

Strategic Issues Identified from Phase 3 Assessments



The following represents the strategic issues identified from each of the assessments from Phase 3—The 4 Assessments during the June 11th, 2015 MAPP meeting.

FORCES OF CHANGE ASSESSMENT

- Affordable Housing
- Availability of Broadband
- Collaboration with Healthcare Systems/Physician Organizations
- Health Education
- Increase Diversity and Sensitivity
- Increasing Recreational Opportunities
- Low Income Needs
- Low Tax Rates (as a barrier)
- Mental Health
- Senior Needs
- Substance Abuse
- Transportation
- Unfunded Mandates
- Using Local Universities
- Workforce Development

COMMUNITY THEMES AND STRENGTHS

- Access to Mental Health
- Chronic Disease
- Early Childhood Intervention
- Eligibility for Mental Health
- Inconsistent Support for Foster Kids and Families
- Obesity
- Public Awareness/Culture
- Reduce Sexually Transmitted Diseases
- Seamless Resource Accessibility
- Substance Abuse
- Transportation

COMMUNITY HEALTH STATUS ASSESSMENT

- (Availability of) Physical Activity Opportunities for Lower Income Individuals
- Alcohol Abuse (binge drinking/heavy drinking)
- Dental Health
- Healthcare Integration (mental, physical, etc.)
- Obesity
- Prescription Abuse
- Preventive Services
- Sexually Transmitted Diseases
- Smoking
- Substance Abuse (not Rx, not alcohol)
- Stigma of addiction

LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT

- Assure Linkage to Health Services
- Communication & Information Sharing - among community partners & public
- Community Partnerships
- Health Education/Promotion
- Identification/Surveillance (of health trends)
- Improve Data Through Exchange/Enhance the Infrastructure
- Research/Innovation through Collaboration with Universities/Research Institutions
- Transportation Resources
- Workforce Assessment



Livingston County

MAPP Team Meeting

Phase 4: Identify Strategic Issues (Part 2)

Thursday, July 16, 2015
Livingston County EMS Public Safety Complex
1:00pm – 3:00pm

- VII. **Welcome & Sign-in** (1:00pm)
- VIII. **Identifying Strategic Issues Presentation** (1:00 – 1:20pm)
- IX. **Identify Strategic Issues Affinity Diagram Activity** (1:20 – 2:20pm)
- X. **Strategic Issues Prioritization** (2:20 – 2:55pm)
- XI. **Session Summary & Next Steps** (2:55 – 3:00pm)
- XII. **Adjourn** (3:00pm)

Next Meeting:

Phase 5: Formulate Goals & Strategies (Part 1)
Thursday, August 13, 2015
1:00-3:00PM
Livingston County EMS Public Safety Complex, Hartland Auditorium



Livingston County MAPP Phase 4 (Part 2): Identify Strategic Issues Affinity Diagram

Finalized Strategic Issues									
Affordable Housing	Chronic Disease (Obesity)	Sexually Transmitted Diseases	Dental Health	Substance Abuse	Transportation	Healthcare Integration	Health Education/Promotion	Mental Health	Communication
Affinity Diagram – Phase 3 Reports Strategic Issues									
Affordable Housing	Chronic Disease	Reduce Sexually Transmitted Diseases	Dental Health	Substance Abuse	Transportation	Healthcare Integration (mental, physical, etc.)	Health Education/Promotion	Access to Mental Health	Communication and Information Sharing Among Community Partners and Public
	Obesity	Sexually Transmitted Diseases		Prescription Abuse	Transportation Resources	Identification/Surveillance (of health trends)	Early Childhood Intervention	Eligibility for Mental Health	Availability of Broadband
	Obesity			Substance Abuse	Transportation	Collaboration with Healthcare Systems/Physician Organizations	Health Education	Mental Health	Seamless Resource Accessibility
				Alcohol Abuse (binge drinking/heavy drinking)		Preventive Services	Public Awareness/Culture		Assure Linkage to Health Services
				Stigma of Addiction		Enhanced Data Infrastructure	Embrace Diversity and Sensitivity		Using Local Universities
				Substance Abuse (not Rx, not alcohol)					Improve Data Through Exchange
				Smoking					Research/Innovation Through Collaboration with Universities/Research Institutions

Eliminated Phase 3 Strategic Issues

The following Phase 3 Strategic Issues were eliminated from the final affinity diagram or selected primary strategic issues.

Phase 3 Strategic Issues	Rational for not being included in the final affinity diagram or selected as a primary strategic issues
Workforce Assessment	Were selected as a final strategic issue via the affinity diagram but received no votes during the strategic issue prioritization process and the MAPP team decided to not include it as a final strategic issue.
Workforce Development	
(Availability of) Physical Activity Opportunities for Lower Income Individuals	Determined that if availability of recreational activities were to be considered as a strategic issue it should be increased for all populations – removed from affinity diagram
Increasing Recreational Opportunities	Determined not to be an issue – removed from affinity diagram.
Inconsistent Support for Foster Kids and Families	Determined to be a population, not an issue – removed from affinity diagram.
Low Income Needs	Determined to be a population, not an issue – removed from affinity diagram.
Senior Needs	Determined to be a population, not an issue – removed from affinity diagram.
Unfunded Mandates	Determined to be outside the scope of the MAPP Team’s ability to influence – removed from affinity diagram.
Community Partnerships	Determined to not be an issue for Livingston County.
Low Tax Rates (as a barrier)	Determined to be outside the scope of the MAPP Team’s ability to influence – removed from affinity diagram.

Phase 3 Strategic Issues – Color Coding Key

The following colors represent which Phase 3 report the identified strategic issue was derived from

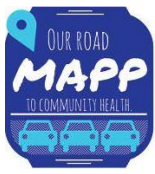
	Community Health Status Assessment
	Community Themes and Strengths Assessment
	Forces of Change Assessment
	Local Public Health System Assessment



Livingston County MAPP Phase 4 (Part 2): *Identify Strategic Issues Prioritization Voting Scores*

Identified Strategic Issue	Prioritization Score
Substance Abuse	25
Health Education/Promotion	21
Mental Health	20
Healthcare Integration	19
Communication	12
Dental Health	9
Chronic Disease	5
Transportation	3
Affordable Housing	2
Sexually Transmitted Diseases*	0
Workforce Development**	0

- * After the completion of the Strategic Issues Prioritization Activity, Sexually Transmitted Diseases received no votes but the MAPP Team determined that the strategic issue was relevant and important enough to the community to still include it as a primary strategic issue to be addressed.
- ** After the completion of the Strategic Issues Prioritization Activity, Workforce Development received no votes and the MAPP Team determined to not include it as a primary strategic issue.



MAPP Meeting Evaluation Form

Phase 4: Identify Strategic Issues (Part 2)

Thursday, July 16th, 2015 at 1:00pm

Please take a minute at the end of the meeting to complete this evaluation. The feedback will help us improve the quality and effectiveness of our future meetings.

Indicate how much you agree with the following statements by circling your response using the scale provided:

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What aspects of this meeting could have gone better?

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Do you have any additional suggestions or comments about this meeting?

