

*Palm Beach County
Mobilizing for Action through Planning and Partnerships
(MAPP)*

Status Report – January 2010



Presented by:
Palm Beach County Board of County Commissioners
Palm Beach County Health Department
Healthcare District of Palm Beach County

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*What is MAPP**

MAPP (Mobilizing for Action through Planning and Partnerships) is a community-wide strategic planning tool for improving public health. Developed by the Centers for Disease Control and Prevention in cooperation with the National Association of County and City Health Officials (2000), this approach helps communities prioritize health and quality of life issues, identify resources and form effective partnerships for addressing them, and take action.

The MAPP Paradigm Shift

FROM	TO
Operational planning	Strategic planning
Focus on the agency	Focus on community & entire public health system
Needs assessment	Emphasis on assets and resources
Medically oriented model	Board definition of health
Agency knows all	Everyone knows something

Communities Drive the Process

Community ownership is a fundamental component of community health assessment and health improvement planning. Community participation leads to collective thinking and, ultimately, results in effective, sustainable solutions to complex problems. Broad community participation is essential because a wide range of organizations and individuals contribute to the public's health. The MAPP process brings together diverse interests to collaboratively determine the most effective way to impact community health.

How MAPP Works

To initiate the MAPP process, lead organizations in the community begin by organizing themselves and preparing to implement MAPP (**Organize for Success/Partnership Development**). Community-wide strategic planning requires a high level of commitment from partners, stakeholders, and the community residents who are recruited to participate.

* Note: MAPP description on pp. 1–3 adapted from the Florida MAPP Tour Book, Florida Department of Health, Office of Health Statistics and Assessment (2004).

Review of MAPP



Six Phases

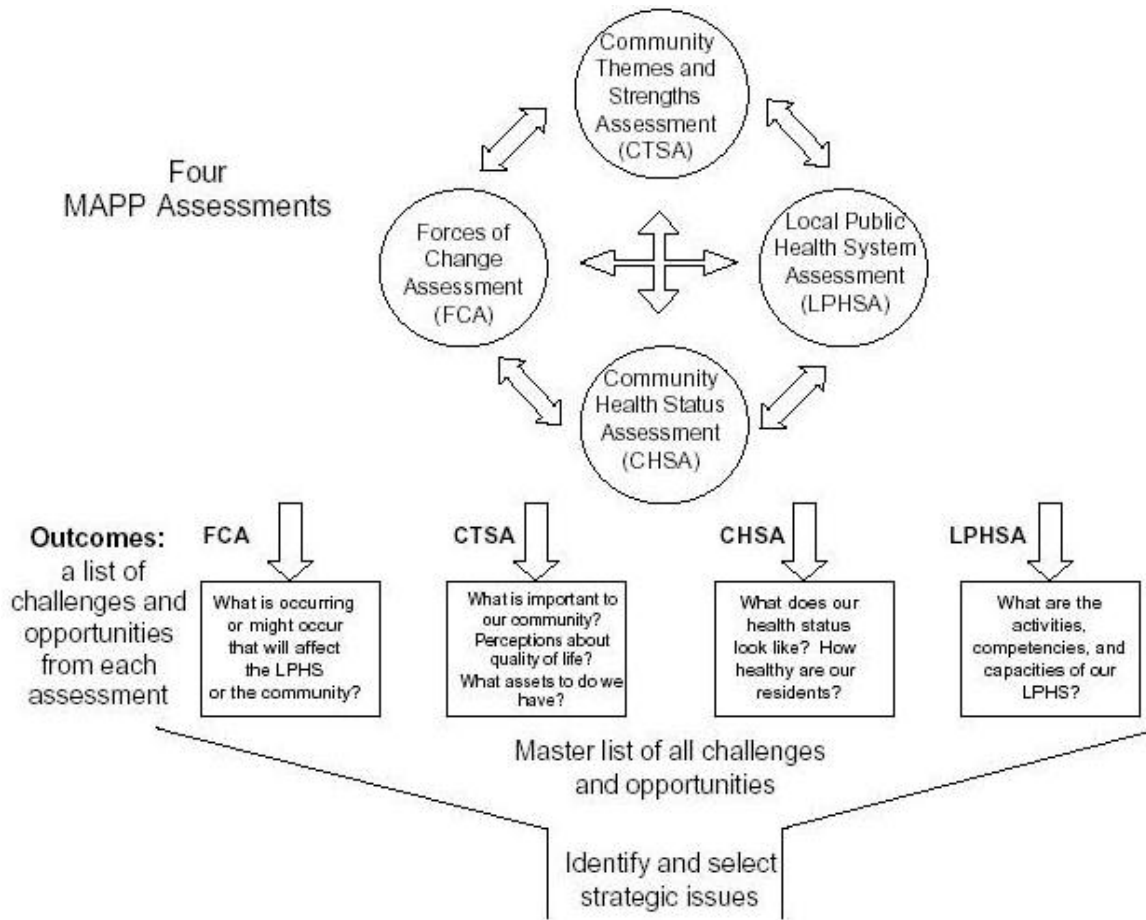
- ✓ Organize for Success and Partnership Development
- ✓ Visioning
- ✓ Four MAPP Assessments
 - Community Themes and Strengths
 - Local Public Health System
 - Community Health Status
 - Forces of Change
- ✓ Identify Strategic Issues
- ✓ Formulate Goals and Strategies
- ✓ Action Cycle
 - Plan
 - Implement
 - Evaluate

The second phase of the MAPP process is **Visioning**. A shared vision and common values provide a framework for pursuing long-range community goals. During this phase, the community answers questions such as *“What would we like our community to look like in 10 years?”*

Next, the **Four MAPP Assessments** are conducted, providing critical insights into challenges and opportunities through the community:

- ✓ The **Community Themes and Strengths Assessment (CTSA)** provides a deep understanding of the issues residents feel are important by answering the questions “What is important to our community?” “How is quality of life perceived in our community?” and “What assets do we have that can be used to improve community health?”
- ✓ The **Local Health Public System Assessment (LPHSA)** is a comprehensive assessment of all of the organizations and entities that contribute to the public’s health. The Local Public Health System Assessment answers the questions “What are the activities, competencies, and capacities of our local public health system?” and “How are the Essential Services being provided our community?”
- ✓ The **Community Health Status Assessment (CHSA)** identifies priority issues related to community health and quality of life. Questions answered during this phase include “How healthy are our residents?” and “What does the health status of our community look like?”

- ✓ The **Forces of Change Assessment (FCA)** focuses on the identification of forces such as legislation, technology, and other issues that affect the context in which the community and its public health system operates. This answers the questions “What is occurring or might occur that affects the health of our community or the local public health system?” and “What specific threats or opportunities are generated by these occurrences?”

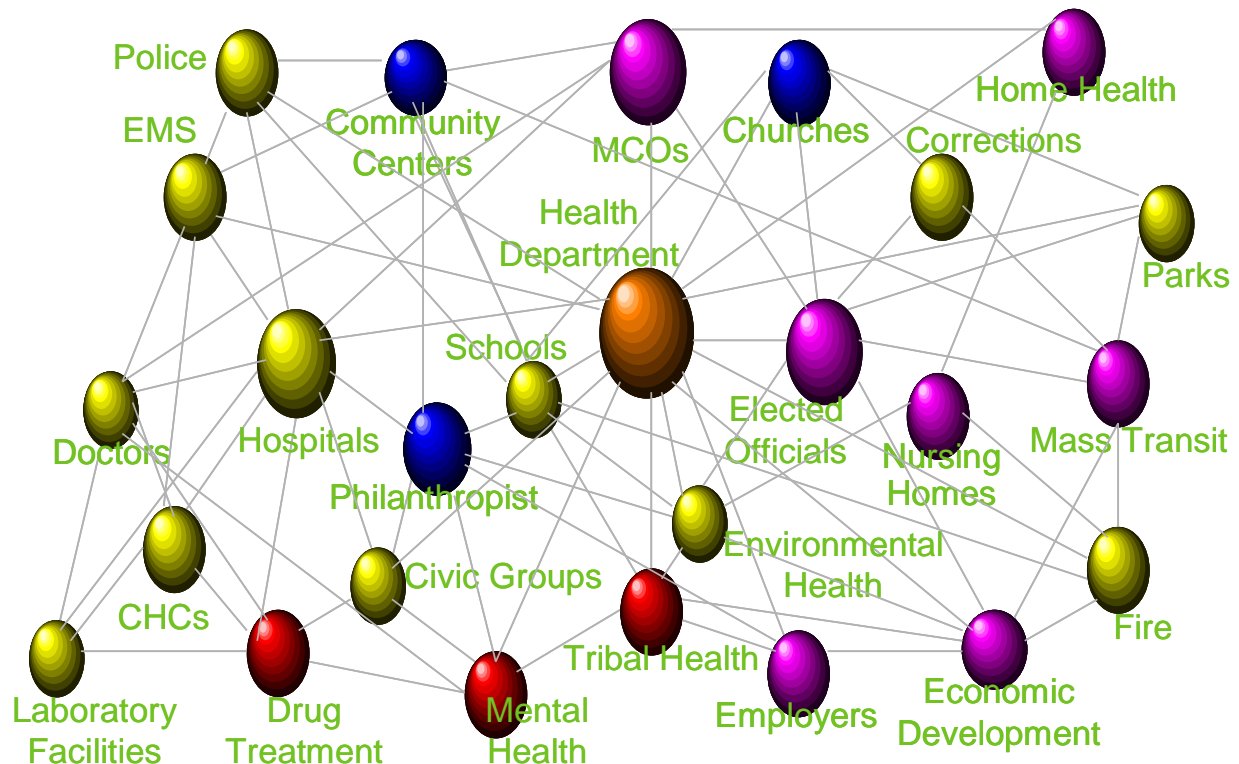


Once a list of challenges and opportunities has been generated from each of the four assessments, the next step is to **Identify Strategic Issues**. During this phase, participants identify linkages between the four assessments to determine the most critical issues that must be addressed for the community to achieve its vision.

After issues have been identified, participants **Formulate Goals and Strategies** for addressing each issue.

The final phase of MAPP is the **Action Cycle**. During this phase, participants plan, implement, and evaluate. These activities build upon one another in a continuous and interactive manner and ensure continued success.

Local Public Health System

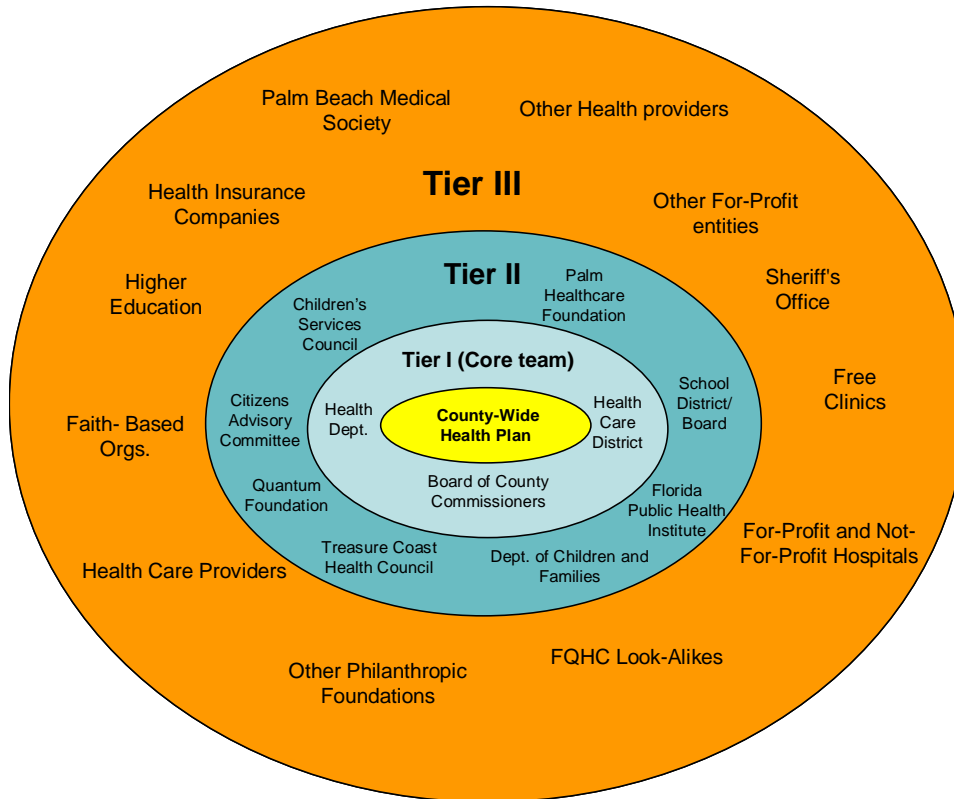


Palm Beach County MAPP Status Update

MAPP Phase I: Organize for Success/Partnership Development

County constituents embarked on their current county health planning journey in 2005 when a core group of local public health system (LPHS) members assembled to list key sectors and essential organizations representing those sectors to participate in the MAPP process (see sample LPHS sectors above). Ensuing meetings culminated in the identification and engagement of committed representatives from public health, health planning, the medical community, governance, local foundations, community- and faith-based organizations, education, business, research, and policy. Four teams were formed: (1) Leadership; (2) Core Support; (3) Work; and (4) Community. MAPP's current leadership and partnership structure illustrated on the following page evolved from these early efforts.

Palm Beach County MAPP Partnership Structure



MAPP Phase II: Visioning

Developing a shared vision begins with asking questions that focus on broad concepts related to the common values upon which community members agree. Such questions were posed to the MAPP Leadership Team, Palm Beach County Health Department Community Health Division staff and a group of 30 at-risk youth at three separate meetings in 2006 resulting in the community's vision statement:

A community that is diverse, culturally rich, safe, environmentally sound, where nature is respected and preserved, and where members are healthy, productive, and live long and peaceful lives.

As the vision provides the framework for strategic planning and the ideal state to which the community should aspire, health planning stakeholders were now ready to take stock of the county's current health status.

MAPP Phase III: Conducting the Four MAPP Assessments

Community health is a multifaceted concept that is not easily conceived or measured. It encompasses much more than what is reflected in disease and mortality statistics and includes such factors as health resources and expenditures, quality of life perceptions and access to information as well as health literacy. The MAPP team conducted a comprehensive assessment process to capture data from broad and varied sources to inform the county's strategic community health planning.

1. The **Community Health Status Assessment** involved development of a database of over 100 key community health indicators as identified in the current literature and refined for Palm Beach County by the MAPP data committee to provide a snapshot of the community's health. The majority of the data were extracted from the Florida Department of Health's web-based Community Health Assessment Resource Tool Set (CHARTS) and compared to peer Florida counties (i.e., Broward and Hillsborough) and to the U.S. overall as benchmarked against Healthy People 2010 objectives.

Results (as reported in July, 2006): While the community health status assessment profile is voluminous, it generated a set of "Indicators of Concern" defined as those where the county rates were (1) higher than the Florida peer-county or the US rates and (2) trending in a negative direction.

Category	Indicator of Concern
Social Environment	Non-English Speaking Population
	Single-Parent Households
Health Behavior	Childhood Immunizations
Health Care Utilization	First Trimester Prenatal Care
	Late of No Prenatal Care
	Hospitalizations due to Asthma
	Hospitalizations due to Cellulitis
	Hospitalizations due to Congestive Heart Failure
	Hospitalizations due to Ulcer
Health Status and Outcomes: Health Status	Hospitalizations due to Depressive Disorders
	Low Birthweight
Health Status and Outcomes: Disease Incidence	Syphilis
	Tuberculosis
	Metastatic Cervical Cancer
	Melanoma Cancer
Health Status and Outcomes: Mortality	Age-adjusted Death Rate: Unintentional Injuries
	Poisoning Deaths

2. The **Forces of Change Assessment** transpired over the course of 12 meetings (January–July, 2006) where youth and adult county residents examined factors, trends and events affecting quality of life in the county. Participants: The Governor's Council for Community Health Partnerships, a Planned Parenthood Youth Group, a Palm Beach County Health Department Public Health Seminar, and Palm Beach County Health Department Community Health Division Staff.

Facilitated brainstorming sessions yielded factors, trends and events (i.e., "forces") defined as follows:

Factor – discrete elements, such as a beach or a park

Trend – things that occur over time, such as increasing traffic congestion and longer commute times

Event – one-time occurrence impacting a community, such as a large employer opening a business

Participants were then directed to select one force and identify challenges and opportunities related to it.

Results: The Forces of Change Assessment yielded 167 forces that affect or may potentially affect quality of life in Palm Beach County. Results were tabulated into broad categories and ranked as follows:

Youth Forces of Change			
Category	Type	Force	Frequency
Public/Personal Safety	Factor	Alcohol/Drugs/Addiction	9
Community	Factor	God/Church/Faith	7
Community	Factor	Music/Lyrics/Music Media	6
Economic/Political	Factor	Careers/Jobs	6
Adult Forces of Change			
Category	Type	Force	Frequency
Demographics	Trend	In/out migration	12
Economic	Event	Scripps	12
Environment	Event	Hurricanes	11
Quality of Place	Trend	Increase in traffic/commute times	8
Quality of Place	Trend	Affordability of housing	7
Health	Trend	Decrease/lack of quality health care	7
Economic	Trend	Relationship between cost of living/salaries	7
Violence/War	Event	Biological Events like anthrax	7
Economic	Trend	Loss of service workers	6
Public Safety	Trend	Increase in crime	6
Health	Trend	Decreasing availability of health insurance	6
Infrastructure	Factor	Road construction	5
Demographics	Trend	Aging population	5
Economics	Trend	Unincorp./Western communities development	5

3. The **Community Themes and Strengths Assessment** entailed surveying a sample of county residents regarding their perceptions of a healthy community. The survey, developed with guidance from the MAPP Leadership Committee, drew questions from the National Association of City and County Health Officers’ (NACCHO) “Community Health Survey” and “Quality of Life” questionnaires. Paper/pencil surveys were distributed at neighborhood health and social agencies, health fairs and the South Florida Fair. Web-based surveys were

available on MAPP partner websites (e.g., Palm Beach County Health Department, the Health Care District, the Children’s Services Council, the Palm Beach County Sheriff’s Office, the Treasure Coast Health Council, the Palm Beach County Division of Community Services, the Juvenile Justice Commission, the Area Agency on Aging, the Department of Children and Families, the Palm Beach County School District, and the Palm Beach County Board of County Commissioners). A total of 2,355 surveys were completed, with the following respondent profile: 90% fulltime residents, 70% between the ages of 45–80, nearly 75% White and 15% Black, and 60% with a college degree or higher.

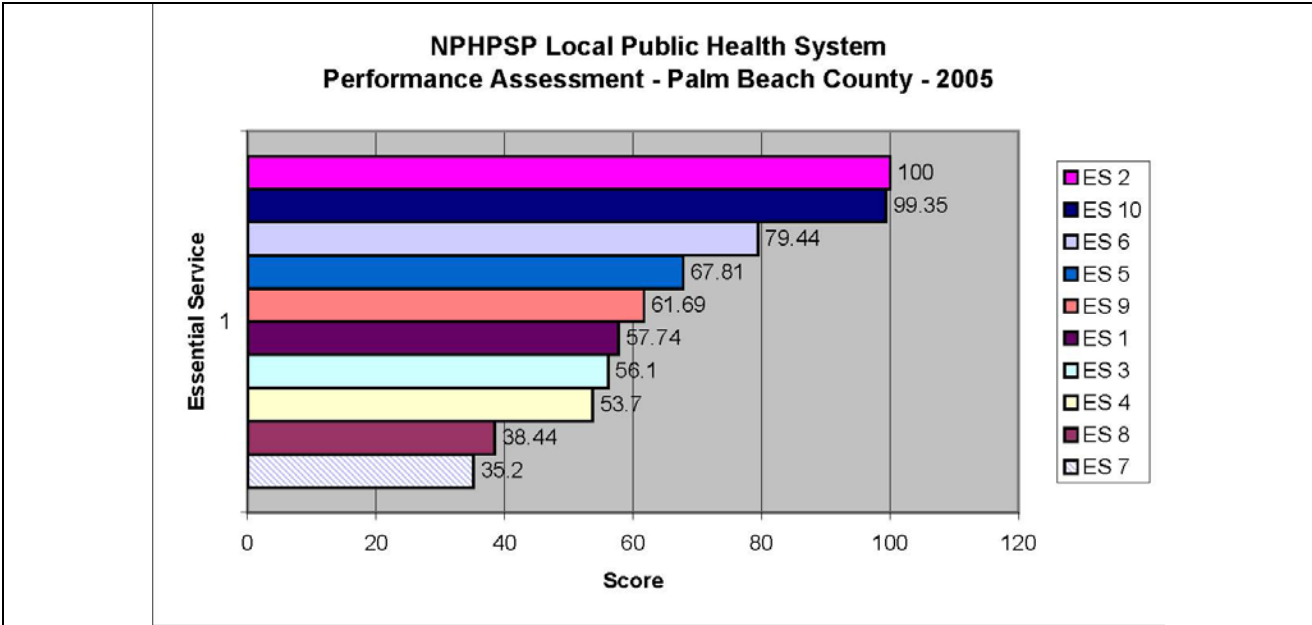
Results: While nearly three-fourths of respondents rated the community as somewhat healthy, approximately 20% perceived it as unhealthy or very unhealthy. Highest ranking responses to specific questions are depicted below:

Question	Response (approximate percentage)
What are the three most important factors for a Healthy Community?	Low Crime/Safe Neighborhoods (20%) Access to Health Care (12%) Good Schools (10%)
In the following list, what do you think are the three most important health problems in our community?	Chronic Diseases (16%) Aging Problems (12%) Overweight and Obesity (11%)
In the following list, what do you think are the three most important risky behaviors and safety issues in our community?	Drug Abuse (15%) Unsafe Driving (12%) School Dropout (9%)

4. The **Local Health Public System Assessment** is a formal survey of the CDC’s National Public Health Performance Standard Program developed to assist local communities assess their current status and capacity for meeting its essential public health needs. Palm Beach County has participated in three surveys since 1999, with different agencies representing the local public health system (LPHS) taking the lead in its completion. In May 2006, 127 LPHS members were invited to review the county’s 2005 survey results and attend a June 2006 meeting to guide selection of priority areas and recommendations for action.

Results: Twenty-nine LPHS members developed recommendations for action on addressing the community’s essential public health needs and through multi-voting, identified three of the identified essential service (ES) priorities for immediate implementation.

- ✓ ES 3: Inform, educate, and empower people about health issues.
- ✓ ES 4: Mobilize community partnerships to identify and solve health problems.
- ✓ ES 7: Link people to needed personal health services.



10 Essential Public Health Services (ES)*	Rank	Score**
Diagnose and investigate health problems/hazards in the community. (ES 2)	1	100
Research and apply innovative solutions to health problems. (ES 10)	2	99
Enforce laws and regulations that protect health and ensure safety. (ES 6)	3	79
Develop policies/plans that support individual/community health efforts. (ES 5)	4	68
Evaluate effectiveness, accessibility, and quality of health services. (ES 9)	5	62
Monitor health status to identify community health problems. (ES 1)	6	58
Inform, educate, and empower people about health issues. (ES 3)	7	56
Mobilize community partnerships to identify and solve health problems. (ES 4)	8	54
Assure competent personal and public health care workforce. (ES 8)	9	38
Link people to needed personal health services. (ES 7)	10	35
* Listed in rank order of Palm Beach County's performance according to National Public Health Performance Standards		
** <u>Score key</u> : 80 or higher = standard fully met; 60–80 = standard substantially met; 25–60 = standard partially met; less than 25 = standard not met		

MAPP Phase IV: Identify Strategic Issues

In September 2006, LPHS members that included administrators, community members, representatives from government and nonprofit agencies, and local business leaders attended a workshop to develop strategic issues from the MAPP assessments. Strategic issues are defined as fundamental policy choices that include critical challenges to be addressed for the community to achieve its vision. They are important, forward-thinking, seize on current opportunities and are in the form of a question.

Results: Ten common themes were generated and agreed upon as the most vital for the present and future health of Palm Beach County residents. Three strategic issues were synthesized from the previous MAPP-generated data

Common Themes		Strategic Issues
<ul style="list-style-type: none"> • Access • Affordability • Linkage • Personal Responsibility • Sustainability 	<ul style="list-style-type: none"> • Education/Promoting Awareness • Generational • Cultural • Preparedness • Effectiveness 	How will Palm Beach County consistently improve the health outcomes of residents?
		How will Palm Beach County link and provide quality, equitable, affordable, accessible services?
		What can we do to create an affordable, safe and caring environment for all residents?

MAPP Phase V: Formulate Goals and Strategies

In the first quarter of 2007, community members and leaders participated in five half-day workshops to construct goals and strategies that address the strategic issues. At a sixth culminating workshop, participants prioritized their top goals through a formal voting process.

Results:

Targeted Essential Health Services	Link to Services	Empower, Inform, and Educate	Mobilize Partnerships
MAPP Action Themes	An Integrated Continuum of Care	Health Promotion/ Outreach Public Information	Collaborative Community Partnerships
Selected Prioritized Goals	1. A system to link eligible participants to relevant and available services with a focus on vulnerable populations	2. Sustainable interventions that are evidence-based and/or based on a best-practice model	3. Collaborative partnerships that promote an environment of healthy behaviors, affordability, accountability and awareness
Strategies	1. A coordinated continuum of care 2. A single point of access for services 3. Alternative/ complementary approaches to health	1. A proactive, holistic approach to wellness 2. Personal empowerment and responsibility 3. Reduced morbidity and mortality 4. Countywide campaign incorporating a consistent message across varied disciplines	1. Language, literacy and cultural competencies 2. Intra/multi-modal connectivity (e.g., technology, transportation, environment, and access to services) 3. A “green” community 4. Engaged community to address crime prevention and safety issues 5. Community advocacy committee for health issues

Following a hiatus in 2008, the MAPP partners reconvened in the Summer of 2009 to “continue the conversation.” Subsequent meetings resulted in the following refined strategies.

Targeted Essential Health Services	Link to Services	Empower, Inform, and Educate	Mobilize Partnerships
MAPP Action Themes	An Integrated Continuum of Care	Health Promotion/ Outreach Public Information	Collaborative Community Partnerships
Strategies*	1. Develop county health plan to include: <ul style="list-style-type: none"> A. Support expansion of Federally quality health centers and free clinics <ul style="list-style-type: none"> • Ave P, F St, Delray, Pahokee • Free Clinics (Caridad, Care Link) • Community FQHCs (Foundcare, Boynton, Westgate) B. Assist in linkage of CJC to: <ul style="list-style-type: none"> • Mental Health • Substance Abuse • Primary Health Care • Integrate with PBSO C. Universal intake and referral 	Example of Possible Strategy <ul style="list-style-type: none"> 1. Participate in establishing the selection and implementation of evidence-based, promising or best-practice interventions 	Example of Possible Strategy <ul style="list-style-type: none"> 1. Participate in constructing a critical needs and gaps analysis to determine prioritization and allocations for CAC

Moreover, the MAPP partnership has been restructured to reflect the community's current status and needs and its role and responsibilities are being formalized in a Charter (in progress). The current partnership includes the MAPP Executive Committee comprised of all those organizations in Tiers I and II (see p. 6) as well as the MAPP Community Partners Team with members derived from all three tiers. Soon, MAPP Workgroups will be formed to address specific strategies.

MAPP Phase VI: Action Cycle



January 2010 – We are here. Go to www.pbchd.com under “In the Spotlight” for regular updates.