



HEALTH
IMPROVEMENT ORGANIZATION
FOUNDED BY ALLEGIANCE HEALTH

Community Action Plan 2013-2020

April 2013



Together, we're taking the next step toward a healthier Jackson.



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Executive Summary

To Our Community,

It is with great pleasure that we present the 2013-2020 Health Improvement Organization (HIO) Community Action Plan to improve the health and well-being of Jackson County residents! This plan reflects significant work of many dedicated organizations and individuals:

- Over 1200 Jackson County residents provided insight on their health status, views, behaviors and opportunities through our second Community Health Assessment phone survey and focus group discussions.
- More than 30 HIO Coordinating Council representatives from local government, public health, health care, school districts, mental health, employers and other human service sectors spent months reviewing local data, best practice research and community input to revise the Goals and Objectives for 2013-2020.
- Six new Health Action Teams were established to engage partners across the community to identify strategies that best leverage our community's strengths and address our needs/gaps.
- Over 20 organizations and individuals stepped up to lead Health Action Teams and champion specific strategies.

In addition to teams organized around improving nutrition, physical activity, smoke-free lifestyles and behavioral health, the updated Community Action Plan includes two new teams that focus on the systems level changes needed to succeed in improving health outcomes in Jackson. The Community Collaboration Health Action Team is committed to enhancing community capacity to achieve improved population health by expanding collaborative strategic planning, resource alignment, and integration of clinical and social service systems. The Community Engagement and Awareness Health Action Team promotes community and individual-level activation strategies to build public will for health improvements in our priority areas.

This ambitious plan would not be feasible without the time, expertise and commitment of our many partners and contributors; the progressive capacity of community leaders and funders to understand the immense potential of collective impact; and the support of Allegiance Health to maintain the HIO's 'backbone' organization. For this work to be successful, we now need each of YOU to become champions of health improvement in your homes, neighborhoods, schools and worksites. As part of the broader Jackson 2020 initiative, we look forward to working together to transform Jackson County into a healthier place to live, work and play!

Thank you for your continued support,

The 2013 Health Improvement Organization (HIO)

About the Health Improvement Organization Coordinating Council

The Health Improvement Organization Coordinating Council, founded by Allegiance Health, is a collaborative of community stakeholders committed to improving the health status of the community through an integrated health improvement infrastructure that addresses Jackson's priority health issues. The HIO Coordinating Council serves as the stakeholder planning committee for Allegiance's Board HIO Committee, Jackson County's Healthy Community initiative, the United Way of Jackson County's Community Solutions Team on Health, and the 'Health Strand' of the Jackson 2020 initiative. The scope of responsibility includes monitoring community level indicators, identifying specific health priorities, and developing community action plans to address common goals.

The Plan/Process

The HIO Coordinating Council's work over the past year has culminated in the creation of a new Community Action Plan, which includes goals, objectives and strategies to address the needs in Jackson County based on the following data-driven processes:

- Collection and review of data on local disease and risk prevalence, access barriers, health experience and disparities
- Collection and review of data from the 2008 and 2011 Community Health Assessments
- Evaluation of existing strategies, gaps and best practice approaches
- Input from target populations on the usefulness of proposed strategies

In this model, community stakeholders worked to develop and complete a Community Health Assessment for Jackson County. This assessment aligns efforts among community partners and creates a more strategic framework for local health improvement activities. The most recent Community Health Assessment was conducted from May 2011 to July 2011. A total of 1150 Jackson County residents ages 18 and older responded to a 180 question phone survey asking about their health status, insurance coverage, personal health habits and health care experiences. Below are some selected findings from the 2011 Community Health Assessment. Additional findings are presented throughout the document.

- Only 12% of Jackson County residents know the national guidelines for physical activity and nutrition.
- Approximately 22% of all Jackson County residents smoke cigarettes. Among residents who live in the City of Jackson, the percent increases to 35%. Both rates are higher than the State of Michigan rate of 20% (2009).
- Among Jackson County residents, 37% are classified as obese, which is higher than the State of Michigan rate of 32%. When asked to describe their own weight, only 22% of residents stated that they were "very overweight."
- Only 54% of Jackson County residents meet the national guidelines for physical activity. Just 31% meet the national guidelines for fruit and vegetable consumption.

After reviewing the data, the HIO Coordinating Council identified priority health issues and created a plan detailing the ways that organizations and community members can address these issues to improve the health of Jackson County. This included feedback from several community-based focus groups that targeted parents, government officials, employers and other community residents.

The Community Action Plan's detailed strategies are built on evidence-based activities and input from experts within each respective field. In an effort to combine resources and promote Collective Impact, these experts were brought together into groups respective to their fields of practice or interests. These groups are referred to as Health Action Teams (HATs). The Health Action Teams were created in response to specific areas of concern or areas in need of enhancement in the community. These priority areas set the basis for the goals of the Community Action Plan. Ultimately, Health Action Teams were responsible for the creation of the objectives and strategies detailed within the Community Action Plan. Using process and outcomes measures, each Health Action Team is responsible for monitoring and evaluating the success of their strategies.

Community Engagement

Due to strong alignment of community health goals, based on the Collective Impact model, leadership across Jackson's health and human service continuum have committed to the successful implementation of the Community Action Plan. Allegiance Health, the Jackson County Health Department, United Way of Jackson County, as well as 35 other community organizations, have each devoted significant human and/or financial resources to this process to date and are committed to these efforts over the long term. Successful implementation of the plan can only be achieved through the combined activities of various stakeholder groups and Health Action Teams. Everyone involved in the work will focus their various strengths, resources, areas of expertise and target populations to achieving specific strategies of the action plan.

Your Role

The Community Action Plan presented in this booklet is the result of research and planning done by the partners and Health Action Teams of the HIO Coordinating Council. The strategies chosen to tackle these goals are based on research and evidence of best practices, but it will take multiple approaches to be successful. The activities that will take place in the community will be chosen by the organization and individuals that commit to participating. As an organization or community member, the HIO hopes you will review the information and consider the following questions:

- Which goals and objectives are most important to you or your organization?
- What unique resources do you or your organization bring to the community that could help to accomplish these goals?
- How can you build support for the plan in your organization or community?
- What steps can you take toward helping to achieve a healthier Jackson?

Current Health Improvement Organization Partners

AARP of Michigan
Allegiance Health
AstraZeneca Healthcare Foundation
AWARE, Inc.
Community Action Agency
CareLink of Jackson
Catholic Charities of Jackson
Center for Family Health
Community Members
Family Service & Children's Aid
Fitness Council of Jackson
Great Lakes Industry, Inc.
Green Market at Allegiance Health
Jackson Chamber of Commerce
Jackson City Parks and Recreation
Jackson Community College
Jackson Community Foundation
Jackson County Administration

Jackson County Youth Center
Jackson County Health Department
Jackson County Intermediate School District
Jackson District Library
Jackson Health Network
Jackson YMCA
Jackson 2020
JTV
Juvenile Justice Coalition
LifeWays
Marriage Matters Jackson
Michigan State University Extension
Meridian Health Plan
Michigan Purchasers Health Alliance
Partnership Park Downtown Neighborhood Association
United Way of Jackson County
YMCA Storer Camps

Health Action Teams

Community Engagement and Awareness

Feeling connected to your neighbors and community is an important component of good overall health. The Community Engagement and Awareness Health Action Team is committed to involving community members in the HIO effort to improve health. This workgroup collaborates with community members, informal leaders, and the media to raise awareness of both the HIO, and the many opportunities for healthy living in Jackson County. The goal is not only to raise awareness and educate, but to also find ways to motivate people around adopting healthy behaviors. Work will involve community members at worksites, schools, churches, and community-based non-profits. It will utilize interactive media, like the Step by Step social marketing campaign. All efforts will aim to strengthen relationships within the community and prioritize the use of local resources to improve health.

The Community Engagement and Awareness Health Action Team is open to anyone interested in promoting emotional wellness and healthy lifestyles in Jackson County. To get involved, contact:

Shaina Tinsey, MPH
Community Educator
Allegiance Health
Shaina.tinsey@allegiancehealth.org
(517) 788-4800, Ext. 6734

Nutrition

Proper nutrition is essential to overall good health. The Nutrition Health Action Team is committed to improving the nutrition of all Jackson County residents to help reduce obesity and chronic diseases. As a workgroup of the Health Improvement Organization, the Nutrition Health Action Team works with health care providers, schools, after-school programs and others to increase awareness of the need for access to proper nutrition. Such initiatives include promoting gardening and the use of locally grown produce to ensure access to fresh, affordable produce by all Jackson County residents.

The Nutrition Health Action Team is open to Jackson County residents interested in promoting healthy, nutritious lifestyles. To get involved, please contact:

Julie Weisbrod, MA
Healthy Communities Coordinator
Jackson County Health Department
JWeisbro@co.jackson.mi.us
517.768.1650

Physical Activity

Physical activity is essential to good overall health. The Physical Activity Health Action Team is committed to improving the fitness level of all Jackson County residents. As a workgroup of the Health Improvement Organization, the Physical Activity Health Action Team works with schools, parks, county planners, and many others to increase the amount of local options for fun and affordable physical activity. They collaborate with elected officials to advocate for a fitness-friendly community. They also work to inform residents of the many opportunities that currently exist in Jackson County and surrounding areas.

The Physical Activity Health Action Team is open to anyone interested in promoting healthy, active lifestyles in Jackson County. To get involved, contact:

Scott TenBrink
Executive Director
Fitness Council of Jackson
scott@fitnesscouncil.org
(517) 990-9798

Smoke-Free, Jackson Tobacco Reduction Coalition

Living smoke-free is essential to good overall health. The HIO and the Jackson Tobacco Reduction Coalition have joined forces to create a workgroup that strives to reduce rates of smoking and second hand smoke exposure in Jackson County. This group collaborates with the Jackson County Health Department, Allegiance Health, schools, physicians, Jackson County Substance Abuse Prevention Coalition and many other organizations and individuals interested in reducing tobacco use. The coalition advocates for smoke-free environments through policy development in areas where children play (schools, parks) and strives to educate tobacco vendors about distribution regulations. They also promote cessation resources for people looking to quit smoking.

The Smoke-Free Living Health Action Team is open to anyone interested in promoting safe environments and healthy lifestyles in Jackson County. To get involved, contact:

Rhonda Rudolph, B.S.
Jackson Tobacco Reduction Coalition
Jackson County Health Department
RRudolph@co.jackson.mi.us
(517) 768-2131

Behavioral Health

Emotional wellness is essential to good overall health. The Behavioral Health Action Team is a group of committed organizations and individuals who strive to improve the behavioral health of Jackson County residents. The Behavioral Health Action Team focuses on prevention and early access to services as a strategy to increase the amount of social and emotional support available to residents. The group also works to increase awareness and reduce the stigma of behavioral health problems to make Jackson a more open and supportive environment for people struggling with emotional health. The Behavioral Health Action Team collaborates with local schools and clinical care providers to screen for emotional and behavioral health issues, and to create formal referral systems to connect people with the services they need. Jackson Health Network, United Way of Jackson County and 2-1-1, Jackson County Coordinated School Health Council and many other groups and people work diligently to realize the goal of an emotionally healthy and happy Jackson County.

The Behavioral Health Action Team is open to anyone interested in promoting emotional wellness and healthy lifestyles in Jackson County. To get involved, contact:

Elizabeth Knoblauch
Director, Strategic Relations
LifeWays
elizabeth.knoblauch@lifewayscmh.org
(410) 789-1278

Community Collaboration

There are many groups working to meet the social needs of Jackson County residents. But how do these groups work with each other? And how do the many non-profit social service providers interact with the formal healthcare system? These are the questions that the Community Collaboration Health Action Team tries to answer. Unlike the other Health Action Teams, the Community Collaboration Health Action Team does not work directly with community members to encourage healthy behaviors. Instead, this group works with the organizations and collaborative groups that provide services to the community. By working to enhance collaboration, align resources and formalize integration with clinical care, the Community Collaboration Health Action Team strives to improve the health of Jackson County through structural change and process improvement. The Jackson Community Foundation, United Way of Jackson County and 2-1-1, Jackson Health Network, the Jackson County Health Department, Center for Family Health, and Allegiance Health are among the organizations involved in the effort. Together with local collaboratives like Teen Pregnancy Prevention Initiative and the Prenatal Task Force, they strive to create an integrated system of service delivery that allows all residents access to the services they need.

The Community Collaboration Health Action Team is open to anyone interested in improving access to health systems in Jackson County. To get involved, contact:

Megan I. Albertson, MPH
Manager, Community Health
Allegiance Health
megan.albertson@allegiancehealth.org
(517) 841-7498

Strategic Plan


Goal One *Improve the knowledge, attitudes and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles*


The focus of this goal reflects a desire to improve the health literacy of Jackson residents related to public health messages, improve local perception of opportunities to participate in healthy lifestyles, and increase residents' self-efficacy and belief that they can achieve health improvements.

Relevant Community Health Assessment statistics

- Approximately 10% of Jackson residents report at least some sort of difficulty finding a place to exercise
- When asked a series of questions concerning the symptoms of depression, only 66% of respondents recognized at least 7 symptoms of depression

Objectives	Current	Target
1.1: Increase by at least 10% the proportion of Jackson adults who understand the national guidelines for recommended physical activity and nutrition	12.4%	13.6%
1.2: Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for physical activity	72.5%	79.8%
1.3: Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for healthy eating	83.2%	91.5%
1.4: Increase by at least 10% the proportion of Jackson adults who recognize the symptoms of depression	66.4%	73.0%
1.5: Establish baseline and increase by at least 10% the proportion of adults who identify community resources for behavioral health services	TBD	TBD
1.6: Establish baseline and increase by at least 10% the proportion of Jackson adults who identify community resources for smoking cessation	TBD	TBD

 According to the U.S. Department of Health and Human Services, health literacy is defined as "the capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions."

 Low or limited health literacy can impact the relationship between a patient and healthcare provider, a patient's understanding of diagnosis and treatment, prescription adherence and general health status.

Strategies

Strategy 1.a: Promote the Step by Step social marketing campaign/ community challenge, including personal testimonials from community leaders and an individual Step by Step pledge

Champion: Allegiance Health

The Step by Step social marketing campaign was developed to promote healthy eating, increasing physical activity, living smoke-free and reducing stress. The campaign features a website with educational information, local resources, and interactive tools and contests for members. The website is complemented by an active social media presence, bi-monthly email newsletters, and web and print advertising.

This strategy will allow the Step by Step campaign to expand to additional audiences and to better engage audiences in campaign activities. Activities will include building a presence at local events like races and farmer's markets, promoting arts and cultural events as healthy family activities, and developing an online personal pledge to take small steps toward better health.

Strategy 1.b: Identify opportunities for individuals to volunteer with HIO

Champion: Allegiance Health, United Way of Jackson

This strategy will give community members a way to engage in the work and programs of the HIO and its partner organizations. By promoting ways for individuals to volunteer at races, food pantries, health fairs, peer-led initiatives, etc., the HIO hopes to build additional community support for initiatives, increase activation in personal health improvement, and facilitate community building.

Strategy 1.c: Publish HIO 'small steps' recommendations/pledges for employers, schools, restaurants, and recognize organizations that take steps

Champion: Great Lakes Industry, Allegiance Health

This strategy will make tools and resources for on-site health promotion easily accessible to local employers, schools, and restaurants. Preliminary action items for this strategy involve working with local employers in assessing their current state with regard to healthy practices and policies. Promotion of the HIO business toolkits to local employer groups and associations will also aid in the development of healthy work environments.

An additional focus of the strategy will be to create a formal recognition system for organizations that have implemented small-steps activities. Local employer groups and business associations will play an integral role in the implementation of this strategy.



The Community Guide to Preventive Services is a resource developed by the Centers for Disease Control and Prevention (CDC). A panel of experts scientifically reviews interventions designed to improve health and prevent disease in communities. By recommending interventions that have been found to be effective, The Community Guide promotes the use of cost-effective interventions that have been tested and found to work in a variety of settings and populations. The Community Guide also recommends community-wide campaigns that involve many community sectors, include highly visible, broad-based, multi-component strategies (e.g., social support, risk factor screening or health education), and address other cardiovascular disease risk factors, particularly diet and smoking as an effective approach to promote physical activity.

Strategy 1.d: Create/adopt systems to label healthier low cost options (i.e., “this not that” or “10 minute walk to xx” in a positive way)

Champion: Community Engagement and Awareness Health Action Team

This strategy will work to promote healthy steps that are easy to take throughout the day. An example would be labeling healthier food choices at a restaurant or convenience store. Another example is a sign with a map showing how long it would take to walk to a destination instead of driving, along with the health benefits of choosing to walk. The idea is to create highly visible, point of decision prompts to make healthier choices throughout the day.

Strategy 1.e: Develop/promote tools that catalog or highlight local healthy events/activities

Champion: Experience Jackson, Allegiance Health

Jackson County has a vast array of community events happening year round. The goal of this strategy is to identify and promote the use of a centralized events database to easily label and search for healthy activities. Using a centralized system will not only make searching for activities easier as a community member, it will also help event organizers reach a wider audience more easily.

Strategy 1.f: Train key community members/partners (people who people turn to for help) on healthy messages and resources


Champion: Allegiance Health, Partnership Park Downtown Neighborhood Association, Community Members

This strategy will focus on developing outreach systems that promote “word of mouth” education among less formal social networks through neighborhood-based approaches. Examples of this type of outreach include the use of community volunteers/advocates/health workers and dissemination of messages/information through neighborhood associations, barber shops, food banks, churches, and other places where people gather.

Strategy 1.g: Promote healthy lifestyle support and self-management programs

Champion: Jackson Health Network

This strategy will focus on expanding the capacity of local organizations, such as employers, schools, churches, Women, Infants and Children’s (WIC) Program, child care settings, medical providers etc., to implement and make referrals to peer-led or provider-led healthy lifestyle programs. Examples of existing programs that can be leveraged or expanded toward this end include the Stanford Chronic Disease Self-Management Program (CDSMP or PATH), Kaiser’s Quit Tobacco Program, the Rec-Connect physical activity program for WIC recipients, and the HIO Peer Support Series.

 *he Community Guide has found point of decision prompts to be an effective way to increase the use of stairs in a variety of settings. For instance, workplaces that place signage by elevators and escalators about the health benefits of taking the stairs and reminding about a simple way to become more active experience increased stair usage. There is additional evidence to suggest that tailoring these messages to a specific population and enhancing stairwells with color, decoration or music will further increase the usage of stairs in a building.*

Goal 2 *Reduce the obesity rate among Jackson County residents to be at or lower than the national average*

Obesity is a national epidemic. Seven out of ten Jackson residents are overweight or obese. Additionally, the obesity rate for Jackson County (37%) is greater than the State of Michigan rate (32%) and the United States rate (36%).

Being obese can lead to negative health consequences such as heart disease, type 2 diabetes, high blood pressure, and osteoarthritis. To reduce the prevalence of obesity, the HIO strives to create and implement policy, system and environmental changes that support and sustain overall health improvement for all Jackson County residents.

Relevant Community Health Assessment statistics:

- Only 54% of Jackson County residents meet the national guidelines for physical activity
- Only 31% of Jackson County residents meet the national guidelines for fruit and vegetable consumption
- According to the 2011-2012 Michigan Profile for Healthy Youth (MiPHY), 66% of middle school and 59% of high school students in Jackson County meet the national guidelines for physical activity
- According to the 2011-2012 MiPHY, 39% of middle school and 27% of high school students in Jackson County meet the national guidelines for nutrition



he Michigan Profile for Healthy Youth (MiPHY) is an online student health survey offered by the Michigan Departments of Education and Community Health to support local and regional needs assessment. The MiPHY provides student results on health risk behaviors including substance use, violence, physical activity, nutrition, sexual behavior, and emotional health in grades 7, 9, and 11. The survey also measures risk and protective factors most predictive of alcohol, tobacco, and other drug use and violence.

Objectives	Current	Target
2.1: Increase by 10% the average daily fruit and vegetable consumption among Jackson adults	4.2 servings	4.6 servings
2.2: Increase by 10% of Jackson middle/high school students who meet recommendations for fruit and vegetable intake	See Appendix	See Appendix
2.3: Decrease by 10% the proportion of Jackson residents with low access to fresh foods	19,000 residents	17,000 residents
2.4: Reduce by 10% the proportion of enrolled children (ages 2-4) in Women, Infants and Children program (WIC) with age/gender body mass index above 85th percentile	28.0%	25.2%
2.5: Increase by 10% the proportion of Jackson adults and middle/high school students who federal recommendations for physical activity meet	See Appendix	See Appendix
2.6: Increase by 10% the quality and availability of physical activity opportunities in Jackson County	See Appendix	See Appendix
2.7: Increase by 10% the utilization of opportunities for physical activity in Jackson County	See Appendix	See Appendix

Strategies

Strategy 2.a: Adopt Michigan Nutrition Standards for food/snack offerings outside of school food programs

Champion: Jackson County Intermediate School District, Jackson County Coordinated School Health Council


This strategy works to improve nutrition among students in Jackson. The Michigan Nutrition Standards provide guidance to Michigan schools and districts on what food and beverages should be offered and sold on school campuses. Standards help insure that items meet a certain nutrition criteria and maintain consistency among schools and districts. These guidelines address food and beverages available in many places besides just the school cafeteria: school vending machines, snack lines, classroom rewards, school-day fundraising, and classroom parties. It is important that students get a clear and consistent message about what is healthy, wherever food and beverages are offered at school.

Strategy 2.b: Expand offerings of fresh produce through food pantries

Champion: Jackson County Health Department

This strategy addresses the lack of access to fresh foods for some segments of Jackson's residents. The Fresh Food Initiative (FFI) is a program delivered through the Food Bank of South Central Michigan. Active in several counties, FFI brings fresh produce, dairy products and other grocery items to low-income neighborhoods. Thanks to the efforts of the Neighbors in Need collaboration, FFI was first brought to Jackson County in 2009 and has continued to help support Jackson County.

In 2012, with support from the Food Bank of South Central Michigan, United Way of Jackson County, and Allegiance Health, the Fresh Food Initiative provided nearly 1,000 residents with weekly food deliveries that included fresh produce, much of which was locally grown. Over 93,000 pounds of fresh, healthy food were delivered to families in need. By expanding the offerings of fresh produce in food pantries, low-income households have improved access to fresh produce and are better equipped to meet the recommended nutrition guidelines of five servings of fruits and vegetables per day.

he coordinated school health program model was developed by the CDC to allow schools to serve as an important link in the well-being of young people. The model consists of eight components: health education, physical education, health services, nutrition services, family/community involvement, health promotion for staff, healthy school environment, and counseling, psychological, and social services. Jackson County developed a Coordinated School Health Council in 2008 that is made up of local stakeholders, all public school districts and non-public schools working to support the health and success of Jackson youth.

Strategy 2.c: Integrate nutrition education into community and school-based athletic programs and activities, including races, after school programs, and camps

Champion: Center for Family Health, Allegiance Health

This is a strategy to improve students' nutrition beyond school lunches. Community and school-based athletic programs and activities offer a unique opportunity to educate participants of the importance of proper nutrition. While participants in such activities may exercise and be physically fit, their diet may not meet the recommended nutrition guidelines. Regular exercise and physical activity is only one piece of the puzzle to living a healthy lifestyle. Proper nutrition and physical activity are both needed to lead a healthy lifestyle and ensure a healthy longevity.

Strategy 2.d: Expand school activities such as gardening (i.e., raised bed, (DIY) hydroponics, (DIY) hoop houses)

Champion: Michigan State University Extension

Schools that teach and implement various gardening techniques to create onsite fruit and vegetable gardens, help to provide students a healthy nutritional environment that fosters improved student health. Research shows that children who plant and harvest their own fruits and vegetables are more likely to eat them. In addition, students who participate in school gardening projects are more likely to discover fresh food, make healthier food choices, and be more physically active. It is the hope that students will acquire the knowledge and skills necessary to then create their own garden at home and to make healthier food choices.

Strategy 2.e: Build provider competency to address nutrition/weight issues including training such as motivational interviewing; start with pilot among WIC providers

Champion: Jackson Health Network, Jackson County Health Department

This strategy works to help WIC parents succeed in improving nutrition and obesity issues. It involves expanding the capacity of local providers to consistently implement screening and referrals as recommended by the United States Preventive Service Task Force (USPSTF). The USPSTF recommends that clinicians and other providers screen all adult patients for obesity and offer intensive counseling and behavioral interventions to promote sustained weight loss for obese adults.

Just as the causes of childhood obesity are diverse and complex, solutions will also have to be comprehensive and multifaceted. While afterschool programs and other extracurricular activities cannot solely reverse health and cultural trends, they are ideal venues for contributing to the improved health and physical activity of children.

Motivational interviewing (MI) is a "directive, client-centered counseling style for eliciting behavior change by helping clients to explore and resolve ambivalence." The use of MI allows the patient identify a goal and examine what steps to take to achieve the goal. There is a growing body of evidence to suggest that MI in a clinical setting may improve patients' ability to succeed with behavior changes.

One mechanism to support this will be providing training and support to providers on successful behavior change interventions such as the 5 A's (Ask, Advise, Assess, Assist, Arrange) of disease self-management and motivational interviewing. Such techniques increase the effectiveness of these interactions when they occur. The Jackson Health Network will aid in the integration and evaluation of motivational interviewing in local physician's offices and support implementation with WIC providers. Through the Jackson Health Network, local physicians will be instructed on and incentivized for utilizing motivational interviewing techniques. Through building provider competency to address nutrition/weight issues, providers will be better prepared to help influence healthy behavior changes.

Strategy 2.f: Expand local farmer's market sales through increasing capacity and accessibility, including mobile market strategies, onsite markets at access points and WIC EBT at farmer's markets

Champion: Allegiance Health, Green Market at Allegiance Health

Local farmers' markets provide fresh produce to community residents. They also support small farmers, serve as community gathering places, and revitalize community centers and downtown areas. While Jackson County has several farmers' markets, they are sometimes inaccessible to vulnerable and low-income populations. By expanding farmers' markets to include onsite markets at a variety of locations, the farmers' markets will be able to reach out to new customers. Locations such as the Center for Family Health, local WIC offices, and public transportation routes are great examples of access points for onsite farmers' markets. This will improve accessibility and encourage vulnerable and low-income populations to buy fresh produce and live a healthier lifestyle. The Step By Step social marketing campaign and other community programs will also partner with local farmers' markets for cross-promotion and activities, such as on-site cooking demonstrations.

Strategy 2.g: Expand Healthy Corner Store conversions to more WIC approved vendors in low access areas

Champion: Jackson County Health Department

For many individuals, access to fresh and/or affordable produce is limited. Such individuals might only be able to visit their neighborhood corner or convenience store, which likely sells cheap, high-fat, high-sugar, and highly-processed foods. If healthy foods are available at such stores, they tend to be unaffordable.

WIC-approved stores located within low-resource neighborhoods are being "healthy converted." With minor to moderate modifications, these existing stores are able to increase their availability of fresh, affordable fruits and vegetables. This provides WIC-eligible customers and others in the surrounding area improved access to such foods.



The United States Preventive Services Task Force (USPSTF) is sponsored by the Agency for Healthcare Research and Quality. By conducting rigorous and impartial assessments of the scientific evidence behind clinical interventions, the USPSTF provides recommendations about which preventive services should be routinely incorporated into primary medical practice.

Strategy 2.h: Expand use of Safe Routes to Schools and walking school buses in Jackson area school district

Champion: Fitness Council of Jackson

Safe Routes to School is a federal program that makes it safe, convenient and fun for children to walk or bike to school. Walking and biking to school can be an easy fun way for students to increase their amount of physical activity throughout the week.

To accomplish this strategy in Jackson County, the benefits of the Safe Routes to School program need to be communicated to local government and school districts. Community members must advocate for the improvements indicated by a local needs assessment. Some of the needed changes may include paving roads, widening road shoulders, installing traffic signals and other traffic calming measures. This strategy also requires strong community support and parent/neighborhood volunteers.

Strategy 2.i: Advocate for favorable non-motorized transportation plans and policies with County Commissioners, developers and transportation authorities to enhance access and connections between bike lanes/trails to provide cross-community and neighborhood accessible non-motorized routes

Champion: Jackson City Parks and Recreation, Fitness Council of Jackson

This strategy addresses improving the infrastructure to increase physical activity by Jackson residents. Well-developed infrastructure to support walking is an important element of the built environment and is associated with increased physical activity in adults and children. There is substantial evidence that the more walkable a community is, the more trips individuals will take by foot or bicycle. Walkability is affected by the proximity of destinations, the connectivity of routes, and the design and maintenance of routes and paths. Studies estimate that individuals in highly walkable areas average 1-2 extra walking trips per week compared to individuals in areas with low walkability.

The Community Guide has found evidence to support the effectiveness of implementing community-scale and street-scale urban design and land use policies to promote physical activity. This work includes design components to improve street lighting, infrastructure projects to increase safety of pedestrian street crossings, and the use of traffic calming approaches such as speed humps and traffic circles.

Similarly, enhancing infrastructure that supports bicycling includes creating bike lanes, enhancing shared-use paths and routes on existing and new roads, and providing bike racks in the vicinity of commercial and other public spaces. By promoting and implementing local non-motorized transportation plans, such as trail connectedness plans, physical activity in the Jackson area will be more accessible and sustainable.



"walking school bus" is a group of children walking to school with one or more adults. Similar to a walking school bus is a bicycle train, in which one or more adults supervise a group of children riding their bikes to school.



Rail-trails are an example of shared-use paths that are created parallel to active or abandoned railroad lines. Rail-trails are popular for walking, running, biking, in-line skating, wheelchair and other uses because railroad beds have gradual grades and turns. There are currently more than 1,400 rail-trails, with at least one in every state. The Falling Waters Trails is a 10.4 mile paved rail-trail in Jackson County. Stretching from Concord to Jackson, the Falling Waters Trail is a major component of the Jackson County Regional Trail plan.

Strategy 2.j: Advocate for the implementation of policies to open school athletic facilities to the public after hours (gyms, tracks, etc.)

Champion: Jackson County Intermediate School District, Jackson County Coordinated School Health Council

The CDC recommends tracking the percentage of public schools that allow the use of their athletic facilities by the general public during non-school hours. Opening school facilities to the public on evenings and weekends has emerged as a way to increase access to safe and convenient places for physical activity in communities. Even communities that are underserved or face financial challenges have schools available locally. Rather than creating new avenues to increase physical activity, communities nationwide are exploring options to allow the public access to school gyms, playgrounds and tracks.

Strategy 2.k: Build, strengthen and maintain social networks (i.e., buddy systems, walking/biking groups) that provide supportive relationships for physical activity behavior change

Champion: Jackson YMCA

The Community Guide shows strong evidence that social support systems in a community setting are an effective way to get people to be more physically active. Whether the support is highly structured or less formal, those with a source of social support are more likely to participate in physical activity than individuals without such support.

Social support systems for physical activity are effective in communities, worksites, and school settings. Adults and youth, people with a sedentary lifestyle, and those who are already physically active realize benefits from social support systems. Through the Jackson YMCA and other community programs, the HIO plans to build upon their successes to support and sustain the social networks in Jackson County.

Strategy 2.l: Develop tools to promote local physical activity events/activities to target populations

Champion: Allegiance Health, Fitness Council of Jackson

There are numerous venues, activities, and programs geared toward physical activity in Jackson County already in place. However, promoting these activities within the community and attracting participants can be difficult. Developing promotional tools such as activity calendars, maps of trails, and cumulative lists of activities or resources in the community are great ways to serve the community and promote existing opportunities for physical activity.

Strategy 2.m: Support worksites in implementing physical activity friendly policies and practices

Champion: Allegiance Health, Smart Commute

There are a number of workplace policies that have been shown to promote staff wellness and obesity reduction. Policy options that promote staff wellness can include health insurance changes and discounts on health club membership. Additionally, on-site facilities for physical activity, group walking breaks, and outdoor trails can increase access to physical activity for employees. Worksites can also incorporate policies that promote and support physical activity to and from work. Smart Commute is a community-wide celebration encouraging everyone in Jackson County to try a healthier, greener, and cheaper way to get to work. Through the promotion of Smart Commute and physical activity friendly policies, this strategy strives to create a community environment that encourages physical activity.



Goal 3 *Reduce smoking rate and secondhand smoke exposure in Jackson County*

Smoking cigarettes has devastating effects on the health of those who choose to smoke, as well as individuals who passively inhale secondhand smoke. The smoke produced by the end of a cigarette, pipe, or cigar that is inhaled as secondhand smoke has thousands of chemical substances, several of which are known to cause cancer in humans and animals. For individuals with asthma, exposure to cigarette smoke can trigger asthma episodes and increase the severity of attacks. Additionally, smokers have an increased risk of heart disease and stroke compared to non-smokers.

Relevant Community Health Assessment statistics

- Approximately 35% of city residents reported smoking compared to 22% of Jackson County residents
- Among residents who do smoke in Jackson, 51% report stopping for one day or longer within the past 12 months in an attempt to quit smoking
- Approximately 39% of the women who deliver babies at Allegiance Health report smoking during the three months prior to pregnancy

*T*obacco

is the leading cause of preventable and premature death, killing an estimated 443,000 Americans each year. Cigarette smoking costs the nation \$96 billion in direct medical costs and \$97 billion in lost productivity annually. In addition to the billions in medical costs and lost productivity, tobacco is enacting a heavy toll on young people.” – Kathleen Sebelius, Secretary of Health and Human Services, in the 2012 Surgeon General’s Report.

Objectives	Current	Target
3.1: Decrease by 10% the proportion of students that report having smoked cigarettes in the past 30 days	See Appendix	See Appendix
3.2: Decrease by 10% the proportion of students that report having smoked cigars, cigarillos or little cigars in the past 30 days	See Appendix	See Appendix
3.3: Increase the number of local public and non-public school districts/schools with Level 4 Comprehensive 24/7 Tobacco Free School Policies in Jackson County	11	15 (100% of public schools)
3.4: Increase by 10% the proportion of smokers who report receiving advice from their provider to quit	61.1%	67.2%
3.5: Reduce by 10% the proportion of Jackson adults and youth who report exposure to secondhand smoke	See Appendix	See Appendix

Strategies

Strategy 3.a: Advocate for adoption and enforcement of Level 4 Comprehensive Tobacco Free School policies

Champion: Jackson County Intermediate School District, Jackson County Coordinated School Health Council

A Level 4 Comprehensive Tobacco Free School policy is based on guidelines that require a 24-hour, 7-day-a-week tobacco-free policy that applies to everyone, youth and adults, on school property and at any school function on- and off-campus. Level 4 policies also address prohibiting emerging non-tobacco nicotine products such as e-cigarettes which look just like cigarettes, but do not contain tobacco. There is evidence to suggest that the decisions young people make with regards to tobacco use are influenced by the behavior modeling of adults and peers. The more that students see adults smoking in public places, the more students believe that smoking is acceptable. By banning smoking on all school grounds youth will see less role modeling of unhealthy behaviors.

Strategy 3.b: Support Implementation of Most Teens Don't Campaign, Michigan Model for Health, and Breakout programs in school settings

Champion: Jackson County Substance Abuse Prevention Coalition, Jackson County Intermediate School District, Jackson County Coordinated School Health Council

Most Teens Don't is a social marketing campaign to affect social norms by informing students and adults in Jackson County about the smart choices that most teenagers are making in terms of risky behaviors. Covering topics like marijuana, alcohol, and tobacco, Most Teens Don't uses media messaging as well as student ambassadors to get the message out in local schools.

The Michigan Model for Health is an evidence based curriculum that has demonstrated a positive impact on youth by reducing tobacco use. Elementary, Middle and High School teachers are trained to deliver the curriculum in their classroom using state of the art skills based lessons on tobacco prevention. Currently, 70% of schools implement the Michigan Model for Health in Jackson County. The Jackson County Intermediate School District provides annual training opportunities for school teachers in the county.

Family Service and Children's Aid hosts a program also targeted at youth, known as Breakout Drug Free. The Breakout Drug Education Program curriculum is designed to engage students through the use of visual aids, multi-media presentations and group work. Breakout Drug Education Program strives to positively impact the continuing and growing problem of substance use and abuse among adolescents in Jackson County.

Many factors play a role in determining whether or how young people use tobacco. Schools can help students remain tobacco free by exposing them to comprehensive health education that includes tobacco prevention education, adult role modeling of nonsmoking behavior, and strong, enforced tobacco-free policies.

Social marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their community. Social norms marketing is the use of the methods of social marketing to correct a target population's negative perception of an issue or characteristic, thereby positively influencing its behavior.



Strategy 3.c: Provide tools and competency training to support consistent screening and effective referrals for patients and families in need of services for prevention/lifestyle management

Champion: Jackson Health Network, Allegiance Health

The United States Preventive Service Task Force recommends that clinicians always talk to adult patients about tobacco cessation information and interventions when appropriate. The 2008 update to the Treating Tobacco Use and Dependence Clinical Guidelines states “it is essential that clinicians and health care delivery systems consistently identify and document tobacco use status and treat every tobacco user seen in a health care setting.” According to the guidelines, at least 70 percent of smokers see a physician each year, and almost one third see a dentist. Other smokers see physician assistants, nurse practitioners, nurses, physical and occupational therapists, pharmacists, counselors, and other clinicians. Virtually all clinicians are in a position to intervene with patients who use tobacco. Moreover, 70 percent of smokers report wanting to quit. Lastly, smokers cite a physician’s advice to quit as an important motivator for attempting to stop smoking.


Based on the Community Health Assessment results, Jackson residents consider their health care providers to be the greatest influence on their health decisions. This data suggests that most smokers are interested in quitting, clinicians and health systems are in frequent contact with smokers, and clinicians have high credibility with smokers.

However, among respondents of the Community Health Assessment, 39 percent of smokers in Jackson did not recall having been advised by their doctor to quit smoking in the past year.


Equipping clinicians with a brief intervention such as the 5 A’s model can help them be prepared to intervene with all tobacco users:

- Ask
- Advise
- Assess
- Assist
- Arrange

It is important for clinicians to ask patients if they use tobacco, advise them to quit, and assess their willingness to make a quit attempt. These interventions need to be delivered to each tobacco user, regardless of his or her willingness to quit. If patients are willing to quit, clinicians must be able to assist in making quit attempts. Assistance includes offering medication, and providing or referring for counseling or additional treatment, and arranging for follow up appointments.



Jackson Health Network (JHN) is a collaboration between healthcare leaders, community leaders, physicians and Allegiance Health. This group works together to improve patient outcomes and safety, and to reduce the overall cost of care through creating and enhancing an integrated system of care. JHN is one of Michigan’s first Clinically Integrated Networks. It combines evidence-based medicine with an innovative pay-for-performance program that results in outstanding health outcomes and reduced costs.



The 5 A’s is a behavior change model designed for self-management of chronic disease. The model’s change concepts are: assess, advise, agree, assist, and arrange. For each concept there are suggested strategies at the patient level, for the office environment and at the community/policy level.

Strategy 3.d: Advocate for smoke-free policies in parks and housing units and other establishments not regulated by local or state laws

Champion: Jackson Tobacco Reduction Coalition

Michigan law does not require facilities, such as public parks or home-based businesses where the homeowner is the sole employee. Such entities have autonomy in deciding whether to establish such policies. Community advocacy is critical to influencing decision makers to choose healthy policies independent of mandates.

The HIO encourages these establishments to voluntarily enact smoke-free policies. There are numerous benefits to banning smoking in outdoor areas such as parks and sports facilities. These include a reduction of the environmental impact of smoking, including littered cigarette butts and exposure to secondhand smoke, and less modeling of the smoking behavior for children.

For individuals living in multi-family housing complexes, it is difficult to limit and control exposure to secondhand smoke due to the invasive nature of smoke and its ability to move through crevices, cracks and shared ductwork. In addition to the health benefits of making multi-unit housing complexes smoke-free, the economic benefits include less cleaning and maintenance costs, and reduced risk of apartment fires.

The HIO also encourages families to adopt or pledge to create smoke free homes. Evidence indicates that a reduction of exposure to secondhand smoke in the home leads to a reduction in a number of health issues. Such health issues include respiratory and asthma episodes in young children, ear infections, colds, and allergies. Reduction in secondhand smoke exposure also reduces the risk of heart attacks and cancers in non-smokers. Positive role modeling and limited smoking areas provide opportunities to prevent the initiation of tobacco use and promotes tobacco cessation.

Strategy 3.e: Build local capacity for teen-specific tobacco interventions, develop referral systems for use in school settings, integrate school based treatment protocols and advocate for all school districts to adopt standard policies.

Champion: Jackson Tobacco Reduction Coalition, Jackson County Intermediate School District, Jackson County Coordinated School Health

It is often the case that school tobacco policy enforcement strategies are punitive in nature rather than rehabilitative. For students who are caught smoking in schools, there is always punishment, but rarely any guidance for how to quit or access tobacco cessation resources.

Not On Tobacco is an evidence-based school level smoking cessation program that incorporates training on self-management and stimulus control, social skills and social influence, stress management, and relapse prevention. Additionally, the program offers techniques on how to manage nicotine withdrawal, weight and family/peer pressure. Using evidence-based programs such as these, the HIO strives to reduce the prevalence of tobacco use in Jackson County schools through teen-specific tobacco interventions and cessation.

In addition, school policies on tobacco use need to be updated to include strategies that help students who are addicted to tobacco to stop smoking through providing referrals to tobacco cessation programs targeted for adolescents as an alternative to suspension from school. Where appropriate, cessation programs may be offered on site to make them more accessible to students.

Strategy 3.f: Educate tobacco vendors on laws and consequences and monitor ongoing compliance

Champion: Jackson County Substance Abuse Prevention Coalition

States must show compliance with federal requirements to be considered eligible for the Substance Abuse Prevention Treatment Block Grant (SAPT) dollars. States are also required to submit an annual report and an implementation plan with regard to the Synar Amendment, which requires states to have laws in place prohibiting the sale and distribution of tobacco products to persons under 18 and to enforce those laws effectively. These Synar related activities include providing tobacco vendor education and conducting Synar surveys to determine compliance with the youth access tobacco laws.

Providing education to tobacco vendors on laws regarding the retail sale of tobacco products is conducted annually by the Jackson County Substance Abuse Prevention Coalition to ensure vendors are made aware of current signs needed, local resources available for training of staff and to maintain an accurate database of local tobacco vendors.

“H_{health}

and success in school are interrelated. Schools cannot achieve their primary mission of education if students and staff are not healthy and fit physically, mentally and socially.” – National Association of School Boards of Education.

T_{he} Institute of

Medicine defines integration of services as the linkage of programs and activities to promote overall efficiency and effectiveness and achieve gains in population health.

Strategy 3.g: Raise awareness of harmful effects of secondhand smoke

Champion: Jackson Tobacco Reduction Coalition

Secondhand smoke is a mixture of gases, chemicals, and fine particles that are produced from a burning cigarette, cigar, or pipe. Exposure to secondhand smoke is particularly damaging to children because their bodies are still developing. Conditions that have been attributed to secondhand smoke exposure in children include increased number of respiratory infections, more severe and frequent asthma attacks, ear infections, and chronic cough.

According to the Centers for Disease Control and Prevention, among adults who have never smoked, secondhand smoke can still cause heart disease and/or lung cancer. Nonsmokers who are subjected to prolonged secondhand smoke exposure at home or work increase their heart disease risk by 25-30 percent and lung cancer risk by 20-30 percent.



Goal 4 *Improve the behavioral health and emotional wellness of Jackson County residents*

Behavioral health is used to describe an individual's level of cognitive or emotional well-being. Maintaining a positive state of mind is known to enable a person to function effectively within society and improve physical health. Individuals who have good behavioral health are well-adjusted to society, are able to relate well to others, and feel satisfied with their role within their community. Breakdown of behavioral health can cause serious problems among individuals within their relationships, physical health and jobs.

Relevant Community Health Assessment statistics

- Among Jackson County residents, approximately 17% report having had mental health problems within the past 12 months
- Only 54% of respondents reported that they would 'definitely' seek help for a serious emotional problem
- According to the 2011-2012 Michigan Profile for Healthy Youth (MIPHY), 45% of middle school and 30% of high school students in Jackson County have reported being bullied on school property
- According to the 2011-2012 Michigan Profile for Healthy Youth (MIPHY), 23% of middle school and 22% of high school students in Jackson County have reported being electronically bullied

Objectives	Current	Target
4.1: Increase by 10% the percent of adults who would 'definitely' seek professional help for a serious emotional problem	54.1%	59.5%
4.2: Decrease by 10% the percent of students who have been bullied on school property	See Appendix	See Appendix
4.3: Establish baseline and increase by 10% the percent of completed Ages and Stages questionnaires for children between ages of 0-6 in Jackson County (social/emotional development assessment)	TBD	TBD
4.4: Pilot a screening and referral system for trauma, chronic stress and emotional distress among youth between ages of 7-17	TBD	TBD
4.5: Establish baseline and increase by 10% the percent of patients aged 18 and over in Jackson Health Network who have been screened for depression (PHQ-2) in the past 2 years	TBD	TBD
4.6: Increase by 10% the percent of adults who report they 'Usually' or 'Always' get the social and emotional support they need	74.3%	81.7%

Strategies

Strategy 4.a: Build community capacity to provide resources and referrals for behavioral health needs

Champion: LifeWays/2-1-1

Too frequently residents need access to assistance resources and programs, but do not know where to turn. Capacity must be built among local providers to refer to local resources and programs. The Central Michigan 2-1-1 service is a prime example of local referral tool that is underutilized in the community. The Central Michigan 2-1-1 is the free, easy to remember, confidential telephone service that links people with the social and clinical services they need. Available any time of the day or night, trained professionals are always ready to help. By improving the community's capacity to provide resources and referrals for behavioral health needs, this strategy aims to improve service access and the overall behavioral health of the community.

Strategy 4.b: Fully implement Dr. Marcia McEvoy's best practice bullying prevention model, Michigan Model Social and Emotional Health units, grades K-12, Challenge Day for Middle School students, and Positive School Climate Strategies (Nurtured Heart Approach and/or Positive Behavior Support) in all Jackson County Schools

Champion: Jackson County Intermediate School District, Jackson County Coordinated School Health Council

Bullying is defined as "unwanted, aggressive behavior among school aged children that involve a real or perceived power imbalance." Victims of bullying may often lose sleep or feel sick, feel hopeless or helpless, may want to skip school, or even think about suicide. Bullying can affect individuals in many ways and have severe consequences on their health.

According to the 2009-2010 Michigan Profile for Healthy Youth (MIPHY), 38% of middle school and 22% of high school students in Jackson County have reported being bullied on school property. The numbers increased in the 2011-2012 MIPHY when 45% of middle school and 30% of high school students in Jackson County have reported being bullied on school property, a seven and eight percentage point increase respectively. This increase does not necessarily indicate an increase in bullying, but could represent that students are becoming more knowledgeable and open to reporting when bullying occurs.



Michigan 2-1-1 is the free, easy to remember, confidential telephone service that links people with the social and clinical services they need. Available any time of the day or night, trained professionals are always ready to help. By simply dialing 2-1-1, those in need of assistance are referred and connected to appropriate agencies, organizations and community resources. Types of referrals offered by 2-1-1 include basic human needs resources, physical and mental health resources, work support, support for older Americans and persons with disabilities, youth and family support, and emergency suicide prevention.



It is of the utmost importance to prevent bullying in and outside of the classroom. When children are sent to school, they are expected to obtain an education to better prepare them for the future. However, bullying can create a violent and stressful environment. By eliminating mean and aggressive behavior in schools, a healthy environment will be created that promotes well-being and fosters education.

Through implementation of Dr. Marcia McEvoy's Best Practices in Bullying Prevention model along with Social and Emotional health units from the K-12 Michigan Model for Health, Challenge Day event and follow-up activities for 7th grade students, and positive school climate strategies including the Nurtured Heart Approach and Positive Behavior Support, we expect to reduce bullying behavior in Jackson County schools by 75% overall.

Strategy 4.c: Develop and implement test process for adolescent screening and referral for trauma/chronic stress (in targeted settings)

Champion: LifeWays

Child traumatic stress occurs when children and adolescents are exposed to traumatic events or situations that overwhelm their ability to cope. Depending on their age, children respond to traumatic stress in various ways, such as disturbed sleep, difficulty paying attention and concentrating, anger and irritability, withdrawal, and extreme distress. Some children even develop psychiatric conditions such as posttraumatic stress disorder, depression, anxiety, and a variety of behavioral disorders.

This strategy will develop and implement testing systems that identify children and adolescents who may be at risk for behavioral health problems due to trauma or chronic stress. By identifying the children and adolescents that are at risk, providers will be better equipped to refer and connect their patients with the appropriate community resources. Lessons learned throughout this process will be used to identify gaps and opportunities for improvement, which can then be applied to other settings such as schools. This strategy will lead to earlier identification of children and adolescents at risk for behavioral health problems and connect them to needed services.

Strategy 4.d: Build systems to support social and emotional health screening and referrals by primary care providers, including pediatricians

Champion: Jackson Health Network

Patients usually see a primary care provider or pediatrician for an annual physical screening or a physical ailment. These annual and impromptu visits are ideal venues for social and emotional health screenings. According to the 2011 Community Health Assessment, 14% of respondents indicated that they 'probably' or 'definitely' would not seek professional help for a serious emotional problem. Because of this, it is important for primary care providers and pediatricians to perform social and emotional health screenings. Patients identified as having a social or emotional health problem can be referred to local resources for assistance before ever leaving their primary care provider's office. The Jackson Health Network will aid in the integration and evaluation of social and emotional health screening techniques in local physicians offices. Through the Jackson Health Network, local physicians will be instructed on and incentivized for utilizing these screening techniques. This will help ensure that those in need have access to the appropriate resources and programs before their social or emotional health worsens.

Strategy 4.e: Work with employers to promote emotionally healthy worksite practices and policies

Champion: Marriage Matters Jackson

Healthy Work Environments, provided by the Michigan Department of Community Health, has compiled recommendations for worksite health promotion policies. These are ongoing, sustainable policies that promote a healthier work environment and healthier workforce, both physically and emotionally. Recommended policies include offering flexible work hours, support of walking breaks or walk and talk meetings, and the provision of employee assistance programs. Policies such as these not only promote living a healthy lifestyle through physical activity, but also aid in creating an emotionally healthy worksite through offering venues for stress and anxiety reduction. Marriage Matters Jackson has also partnered with the HIO to help promote emotionally health worksite practices and policies. Marriage Matters Jackson will work with local employers to assess workplace relationships and offer educational materials and workshops to help promote emotionally healthy worksites.



Strategy 4.f: Support integration of behavioral health social norming messages and promotion of community resources into media campaigns

Champion: Allegiance Health

In this strategy, Step By Step social marketing media campaigns will be used to affect social norms by informing the residents of Jackson County about the smart choices that most individuals make concerning their behavioral health. Through social marketing media campaigns, Step By Step will incorporate anti-stigma messages and promote community resources. By utilizing anti-stigma messaging, this strategy intends to positively influence the public's perception of those that seek treatment for behavioral health issues, eliminating some of the social barriers to seeking care.



Goal 5 *Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact*

This goal was created to address the structural issues that affect health in Jackson County. Inefficient communication, segmented service delivery, and compartmentalized strategic planning all limit the access that residents have to needed services. By working to encourage collaboration and alignment of resources, and to formalize integration with clinical care, the Health Improvement Organization strives to improve the health of Jackson County through structural change and process improvement.

Objectives	Current	Target
5.1: Establish baseline and increase by 10% the proportion of health and human service related community partnerships that meet the criteria for 'Collective Impact'	TBD	TBD
5.2: Establish a baseline and increase by three the number of Jackson County funding agencies that have criteria for Collective Impact built into their grant making process	TBD	TBD
5.3: Establish baseline and increase by at least one the number of clinical-social service referral processes adopted by Jackson Health Network providers	TBD	TBD



Strategies

Strategy 5.a: Establish a baseline of existing collaboratives and their level of Collective Impact

Champion: Allegiance Health

Collective Impact is an evidence-based model of how diverse organizations can work together effectively to solve complex social problems. The term was first defined by John Kania and Mark Kramer in a 2011 article published in the Stanford Social Innovation Review. The article referenced case studies on diverse collaborative efforts that made meaningful progress on complex social problems. The common characteristics between the successful groups are the foundation of the Collective Impact model, which is based on the assertion that large-scale social transformation requires coordination across different sectors. Improving health outcomes in Jackson County is a goal that requires solving a complex social problem, that the Collective Impact model will help achieve. The model emphasizes the essential roles of private and public non-profit entities, as well as members of the corporate and government sectors. There are five necessary conditions for community-based initiatives to achieve Collective Impact:

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organization

Collective Impact is important to improving the health Jackson County residents because it empowers local collaboratives to use their limited resources in the most efficient way possible to serve the largest number of people in need. By identifying which collaboratives meet the guidelines for Collective Impact, the HIO can provide support and leadership to groups seeking to maximize their impact.

Strategy 5.b: Support local collaboratives with achieving collective impact

Champion: Allegiance Health

This strategy strives to establish Jackson County as a leader in responding to evidence-based practice. There are several groups in Jackson County that are committed to seeking out emerging social service best-practice. The Human Services Coordinating Alliance and the Jackson 2020 are both dedicated to this work. Additionally, the HIO Coordinating Council has committed to following a rigorous decision making process of data collection and review.



The mission of Jackson 2020 is to transform Jackson County into one of the nation's most desirable places to live, work and play for people of all ages, backgrounds and cultures. The group is made up of passionate citizens, leaders, and residents of Jackson who are driven to create a positive vision for Jackson's future for the year 2020. The work of Jackson 2020 is broken up into eight "strands." The HIO serves as the Health and Well Being strand.

Much like in clinical care settings, using research and evidence to determine best practice ensures that clients experience the best care possible in the social service sector. However, without the ability to communicate emerging best practice guidelines, this information does not benefit the residents of Jackson County who need services. Communication is essential to successful collaboration. In order to share information across organizations and sectors, a shared network must connect all service providers to a common communication thread. This network must serve two purposes:

- Connect organizations to current information regarding the most effective structures and processes to deliver services
- Connect organizations to the guidance and tools necessary to implement best practice and increase the quality and efficiency of service delivery

This work extends beyond topic specific research (obesity reduction, smoking cessation, etc) into the broader perspective of how to work efficiently, regardless of service line. This strategy is an effort to offer the collective knowledge of the HIO and like-minded entities as a resource to the community.

Strategy 5.c: Build local leadership capacity to assist community agencies and partnerships in the implementation of data-driven, collaborative community wide strategic planning

Champion: Jackson Community Foundation

It is a fundamental belief of the HIO that success and progress belong to the community and should be shared. The Collective Impact model has lead to an engaged and enthusiastic HIO membership committed to achieving the population health goals for Jackson County. The HIO strives to lead by example and engage all entities working in social service delivery to employ strategic, evidence-based practice. By collaborating with community entities, the HIO can spread the power of the Collective Impact, and other best-practice techniques can be modeled for all service-based initiatives.

Yet, the HIO has a limited sphere of influence. Although most social and environmental factors affect health, there are many service groups that operate outside the health sector. It will take the collective work of all local entities to truly establish data-driven methods as standard practice in Jackson County. By establishing leadership committed to promoting strategic thinking and evidence-based decision making, local initiatives will have ongoing support to manage their services in the most efficient way possible. The HIO is dedicated to strategic alignment and continual process improvement. This strategy is an attempt to create a sustainable structure to promote and instill those values throughout the Jackson County social service sector.

Strategy 5.d: Develop a process to identify and monitor which funding agencies have Collective Impact criteria built into their grant making process

Champion: Jackson Community Foundation, United Way of Jackson County

The power of the Collective Impact model is that it provides a framework for the efficient use of limited resources. For many local non-profit social service providers, financial support is the most vulnerable resource. Indeed, funding is limited throughout Jackson County. With many local residents in need of care and services, it is more important than ever to manage community resources responsibly. Implementing Collective Impact criteria into grant based funding ensures that the money spent in Jackson County will have the greatest impact in meeting our community's needs. It also provides local collaboratives with a guide for how to be as efficient and effective in their work as possible.

United Way of Jackson County and the Jackson Community Foundation head this strategy. As committed members of the Coordinating Council, these community leaders understand the need to use Jackson County's limited resources in the most efficient way possible. Both of these funding agencies will lead by example and incorporate Collective Impact model criteria in their grant scorecards. Their commitment to evidence-based practice allows them to manage this effort from within. They will lead in the strategy's work in expanding this model to other funders' grant making.

Strategy 5.e: Create a sustainable structure to provide ongoing community education to build a common language and knowledge base around best practice social service delivery

Champion: Allegiance Health

Social service providers are not the only members of Jackson County who need access to knowledge about health care delivery. Local funders (both individuals and agencies) must also be equipped with an understanding of emerging trends in non-profit management and methods. Additionally, the clients and customers in need of care are entitled to information regarding how service providers operate. In truth, all residents of Jackson County interact with the social service network in some way, either directly through personal experience, or indirectly through living in a community that is affected by the lack of sufficient social service resources.

Community involvement and inclusive dialogue will stimulate the strategic alignment of priorities and resources throughout the county. By doing this work in a public community forum, many different stakeholder groups will understand the changes and improvements in the social care sector. Establishing a common understanding of the issues at hand will facilitate meaningful discussion and idea sharing, both of which serve as a catalyst for innovation and change.

Strategy 5.f: Develop community resources to share information and experiences about evidence-based work in the social service sector

Champion: Jackson Community Foundation, Jackson 2020

Success must be shared. For real progress to happen in Jackson County, all groups must work collaboratively and in harmony with each other. An important component of building community and increasing cooperation is frequent communication. True, it is important to bring best-practice results from research institutions into the community. Yet, it is equally important to share local experiences and successes. National evidence may guide the development of practice and policies, but true improvement can only happen through local initiatives that are supported by Jackson's own unique culture. A public forum through which service groups can share information about their work, request advice, and offer support will allow everyone to benefit from the innovation and success of local leaders. It will also promote a sense of community and shared vision amongst social service providers.

Strategy 5.g: Build a closed-loop referral process model connecting clinical patients to social services

Champion: Jackson Health Network

A small percent of overall health is determined by formal healthcare. The majority of health is actually the result of social determinants: living environment, income level, diet and exercise, exposure to harm and violence, etcetera. People are more likely to enjoy good health if they can access services that target these social needs. The formal healthcare system has just recently acknowledged the need to address social needs in their treatment of patients. This holistic approach to health is not supported by the current infrastructure of clinical care, which is poorly suited to collaborate with organizations outside the prescribed network.

Jackson Health Network is committed to not only improving the clinical care delivery model, but also fostering formal linkages with social service providers. The first step in this process is to create a referral model that effectively moves both patients and information from the clinical care setting to the appropriate social service provider, and vice versa. Defining this closed-loop process for one specific social need will pave the way for a systems-wide approach to holistic health.



*he Institute of
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health.*

Strategy 5.h: Implement an integrated network of clinical community services for a specific community health/social issue

Champion: Jackson Health Network

For years, the automotive industry has enjoyed the benefits of ongoing process improvement. Disciplines like Lean and Six Sigma increase efficiency while decreasing loss. These philosophies have recently penetrated the formal healthcare system. Yet, applying rigorous data-driven methods to care delivery in the social service sector is rare. Rarer still is the intentional application of these techniques to integrate formal clinical care with supporting social services. The HIO and Jackson Health Network are working to employ Lean/Six Sigma tools like value stream mapping and systems modeling to understand the flow of both patients and information through formal and informal care. The result of this work will be the creation of an integrated care delivery model that connects people with the resources they need both within the clinical setting and the community.



Appendix

Goal 1	Improve the knowledge, attitudes and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles			
	Objectives	Source	2011	Target for 2020
1.1	Increase by at least 10% the proportion of Jackson adults who understand the guidelines for recommended physical activity and nutrition	Community Health Assessment	12.4%	13.6%
1.2	Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for physical activity	Community Health Assessment	72.5%	79.8%
1.3	Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for health eating	Community Health Assessment	83.2%	91.5%
1.4	Increase by at least 10% the proportion of Jackson adults who recognize the symptoms of depression	Community Health Assessment	66.4%	73.0%
1.5	Establish baseline and increase by at least 10% the proportion of adults who identify community resources for behavioral health services	TBD	TBD	TBD
1.6	Establish baseline and increase by at least 10% the proportion of Jackson adults who identify community resources for smoking cessation	TBD	TBD	TBD

Goal 2	Reduce the obesity rate amongst Jackson County residents to be at or lower than the national average			
	Objectives	Source	2011	Target for 2020
2.1	Increase by 10% the average daily fruit and vegetable consumption among Jackson adults	Community Health Assessment	4.2 servings	4.6 servings
2.2	Increase by 10% of Jackson middle/high school students who meet recommendations for fruit and vegetable intake	MIPHY (MS)	39.1%	43.0%
		MIPHY (HS)	26.6%	29.3%
2.3	Decrease by 10% the proportion of Jackson residents with low access to fresh foods	Community Health Assessment	19,000 residents	17,000 residents
2.4	Reduce by 10% the proportion of WIC enrolled children (ages 2-4) with age/gender body mass index above 85th percentile	WIC	28.0%	25.0%
2.5	Increase by 10% the proportion of Jackson adults and middle/high school students who meet federal recommendations for physical activity	Community Health Assessment	53.8%	59.2%
		MIPHY (MS)	65.8%	72.4%
		MIPHY (HS)	59.2%	65.1%
2.6	Increase by 10% the quality and availability of physical activity opportunities in Jackson County	National Citizen	48.0%	52.8%
		Community Health Assessment	72.5%	79.8%
		Community Health Assessment	24.8%	27.3%
2.7	Increase by 10% the utilization of opportunities for physical activity in Jackson County	National Citizen Survey	50.0%	55.0%
		National Citizen Survey	40.0%	44.0%
		National Citizen Survey	85.0%	93.5%
		Community Health Assessment	32.1%	35.3%
		Community Health Assessment	30.2%	33.2%

Appendix

Goal 3	Reduce smoking rate and secondhand smoke exposure in Jackson County			
	Objectives	Source	2011	Target for 2020
3.1	Decrease by 10% the proportion of students that report having smoked cigarettes in the past 30 days	MIPHY (MS)	3.3%	2.9%
		MIPHY (HS)	14.5%	13.0%
3.2	Decrease by 10% the proportion of students that report having smoked cigars, cigarillos or little cigars in the past 30 days	MIPHY (MS)	1.9%	1.7%
		MIPHY (HS)	8.0%	7.2%
3.3	Increase the number of local public and non-public school districts/schools with Level 4 Comprehensive 24/7 Tobacco Free School Policies in Jackson County	Intermediate School District	11	15 (100% of public)
3.4	Increase by 10% the proportion of smokers who report receiving advice from their provider to quit	Community Health Assessment	61.1%	67.2%
3.5	Reduce by 10% the proportion of Jackson adults and youth who report exposure to secondhand smoke	Community Health Assessment	23.4%	21.1%
		MIPHY (MS)	55.0%	49.5%
		MIPHY (HS)	58.1%	52.3%

Goal 4	Improve the behavioral health and emotional wellness of Jackson County residents			
	Objectives	Source	2011	Target for 2020
4.1	Increase by 10% the percent of adults who would 'definitely' seek professional help for a serious emotional problem	Community Health Assessment	54.1%	59.5%
4.2	Decrease by 10% the percent of students who have been bullied on school property	MIPHY (MS)	44.9%	40.4%
		MIPHY (HS)	30.0%	27.0%
4.3	Establish baseline and increase by 10% the percent of completed Ages and Stages questionnaires for children between ages of 0-6 in Jackson County (social/emotional development assessment)	Great Start	Need to Collect	TBD
4.4	Pilot a screening and referral system for trauma, chronic stress and emotional distress among youth between ages of 7-17	TBD	TBD	TBD
4.5	Establish baseline and increase by 10% the percent of patients aged 18 and over in Jackson Health Network who have been screened for depression (PHQ-2) in the past 2 years	Jackson Health Network	Need to Collect	TBD
4.6	Increase by 10% the percent of adults who report they 'Usually' or 'Always' get the social and emotional support they need	Community Health Assessment	74.3%	81.7%

Goal 5	Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact			
	Objectives	Source	2011	Target for 2020
5.1	Establish baseline and increase by 10% the proportion of health and human service related community partnerships that meet the criteria for 'Collective Impact'	TBD	TBD	TBD
5.2	Establish a baseline and increase by three the number of Jackson County funding agencies that have criteria for Collective Impact built into their grant making process	TBD	TBD	TBD
5.3	Establish baseline and increase by at least one the number of clinical-social service referral processes adopted by Jackson Health Network providers	TBD	TBD	TBD

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