Forces of Change Summary Report

for Solano County

Forces of Change Overview

The development of a community health improvement plan involves not only exploring the current status of health in Solano County, but also looking ahead to plan for the future. What is likely to happen in Solano County during the next five years that would affect health and the health system, for better or for worse? What opportunities or threats will these "forces of change" bring to the county?

Forces can emerge from multiple arenas, including (but not limited to) the social, economic, political, geographic, environment, technological, legal, ethical, demographic realms.

They can include:

- Trends: Patterns over time, such as immigration to Solano County, or increasing traffic on major roadways.
- Factors: Discrete elements such as proximity to the San Francisco Bay Area, or diverse ethnic populations
- Events: One-time occurrences, such as the 2014 Napa earthquake, a local, state or national election, or passage of new legislation.

Figure 1: The themes that emerged from the Forces of Change process

Process

Without a crystal ball, the best approach to foreseeing the future change is to convene individuals knowledgeable about upcoming trends, factors and events likely to affect Solano County, and gather their best judgment of threats and opportunities. The Forces of Change Assessment, one of four assessments

included in the Mobilizing for Action through Planning and Partnerships (MAPP) model is designed to capture this "best thinking."

Forces of Change Workshops

Two Forces of Change Assessment workshops gathered these data. In November, 2015, a broad range of community members who work in, or are affected by the health system in Solano County, were invited to a half-day workshop. Participants included thirteen individuals representing Solano County Public Health, the Department of Health and Social Services, Sheriff's Office, County Administrator's Office and Human Resource Management, as well as leaders of a non-profit organization and the Solano Coalition for Better Health.

The Forces of Change Assessment was repeated at two meetings of the Solano Coalition for Better Health Board of Directors in February and April, 2016, attended by ten representatives of health systems providing services in Solano County.

Prior to the workshops, attendees were sent a worksheet, with definitions of forces of change, and asked to begin thinking about forces of change for Solano County. During the first half of the workshop, attendees were introduced to and provided examples of forces of change, and asked to brainstorm individual lists of forces that were specific to Solano County, would have significant impact and would be likely to occur. They then selected their top three forces and through a large-group discussion, similar forces were combined into clusters. A name was then chosen to reflect each cluster. During the second half of the workshop, participants selected clusters that most interested them, and broke into small discussion groups. Each small group refined the forces in their cluster, listed pertinent threats and opportunities, and reported back with their findings. The full group then provided additional input to the forces, threats and opportunities.
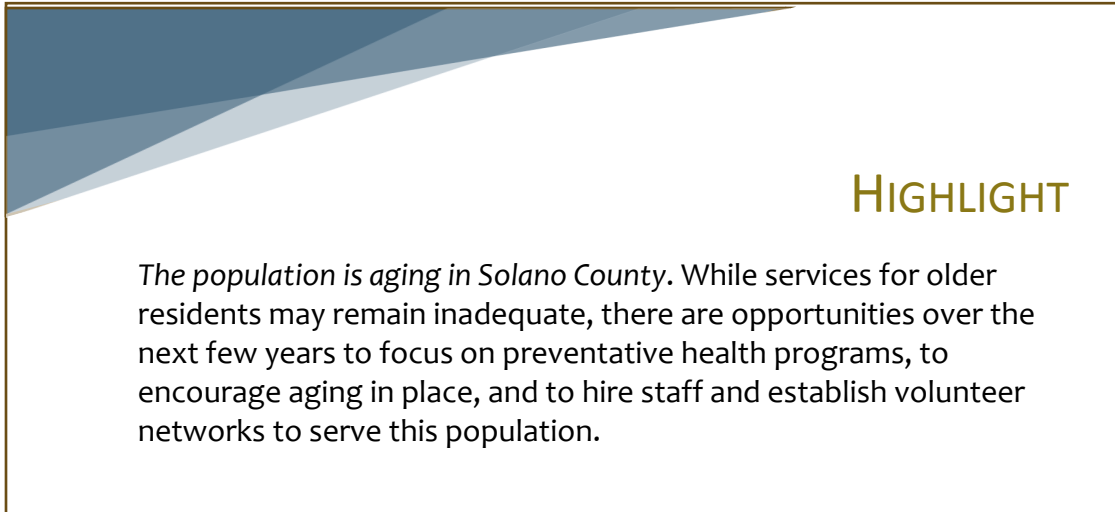
Key Informant Interviews and Focus Groups

To supplement information gathered in the two Forces of Change Assessment workshops, participants in Key Informant Interviews and Focus Groups -- conducted as part of the Solano Community Needs Assessment -- were asked two questions about Forces of Change in Solano County. They were asked to discuss policies, laws and regulations that affect the health of the community, as well as trends, factors and events that affect the health of the community. Twenty-six participants and twelve non-profit organizations were included in Key Informant Interviews, representing Solano County. Six focus groups included 67 community members from targeted populations:

- Kaiser Permanente Youth Internship Program: youth from multiple school districts in Solano County; African American, Latino, Hawaiian Native/Pacific Islander, Native American, Asian; Male and Female; 10th - 12th graders; 16 - 18 years
- Circle of Friends: homeless, mental health, African American, White, Latino; Male and Female
- Parent Leadership Training Institute (PLTI) Parent Leadership Program: Hispanic, African American, Native American; Vallejo, Vacaville; parents; Female

- Dixon Migrant Community Center: Migrant Community, Latino, adults over 65
- Filipino American Focus Group: Filipino, Vallejo
- Solano Pride: LGBTQ, Transgender, Adults, Vallejo, Fairfield

The results of the two Forces of Change Workshops, Focus Groups and Key Informant are reported below.

HIGHLIGHT

The population is aging in Solano County. While services for older residents may remain inadequate, there are opportunities over the next few years to focus on preventative health programs, to encourage aging in place, and to hire staff and establish volunteer networks to serve this population.

1. Demographics Cluster		
Forces	**Threats**	**Opportunities**
• Increase in aging population	• Potential increase in low income senior population • Increased retirements could lead to loss of intellectual property • Increased medical expenses • May result in early dismissal from providers/hospitals/clinics which could pose threat for seniors needing more intensive treatment • Fewer resources • Fewer options • Increased falls and Alzheimer's	• Establish aging in place programs • Increase prevention at younger age • Creation of low-income programs for seniors • Increased hiring opportunities for millennials; succession planning • Focus on preventative health • Hire RNs, nutritionists • Use alternative modes of pain control • Increase in volunteer network

- Changes in county ethnic make-up due to Increased immigration (foreign- born Latinos, other groups)

- Decrease of Vallejo Latino/Hispanic population

- Language barriers
- Inadequate resources in specific areas of need
- More unaccompanied children without parents
- Lack of housing
- Greater tension around language, culture, religion, acceptance of diversity; impact of anti-immigrant rhetoric
- Increased anti-immigrant rhetoric due to local and national politics
- Immigrants may not seek out care

- Expand self-advocacy
- Research opportunity for analysis
- Overcome unconscious bias
- Expand health care for undocumented
- Expand immigration reform efforts
- Increase language programs

HIGHLIGHT

The cost of living and housing is predicted to increase, putting greater stress on low-income residents but potentially increasing the tax base as higher-income residents move to the county.

2. Income and Economics Cluster		
Forces	**Threats**	**Opportunities**
• Increasing housing prices and rents /gentrification	• Inadequate affordable housing	• Increase home values
	• Higher rents pushing folks out of Vallejo	• Building industry bouncing back
• Less financial stability/ Increased cost of living	• Increased Stress	
	• Increased poverty	
	• Less healthy food	
	• Less affordable housing	
	• Increased homelessness	
	• New minimum wage law may reduce eligibility for welfare benefits, free school lunch	
• Increased population		• Increase the tax base
• Post Base Realignment & Closure	• Still awaiting "next big thing"	• Economic development in Vallejo
	• Business may not bring many jobs	• More jobs, less homelessness

HIGHLIGHT

The population of the county is likely to increase, bringing increased congestion, transportation difficulties and reduced open space. At the same time, there is significant opportunity for re-development of Mare Island and the waterfront, which could increase jobs and income. In addition, there is opportunity for creative transportation planning. Creative city and county planning, were emphasized.

3. Built Environment/Urban Sprawl Cluster		
Forces	**Threats**	**Opportunities**
• Increased congestion due to growth in Rio Vista, Vacaville and Dixon	• More people with no access to healthcare • Longer transit time, increased stress, • Reduced Emergency Medical Services (EMS) • Decreased open space	• Locate providers in new areas • Tie development to health care access • Tie development to increased open space
• Mare Island and waterfront development	• More people with no access to healthcare • Longer transit time, increased stress, • Reduced EMS • Decreased open space	• Increase jobs and income; reduce poverty • Create usable open space • Reduce blight
• Commuter parenting; increased reliance on daycare	• Increased risk of neglect • Increased risk for drugs, crime, etc. • Increase in negative SPOH • Impact on education, income	• Recognize potential harm and reverse trend

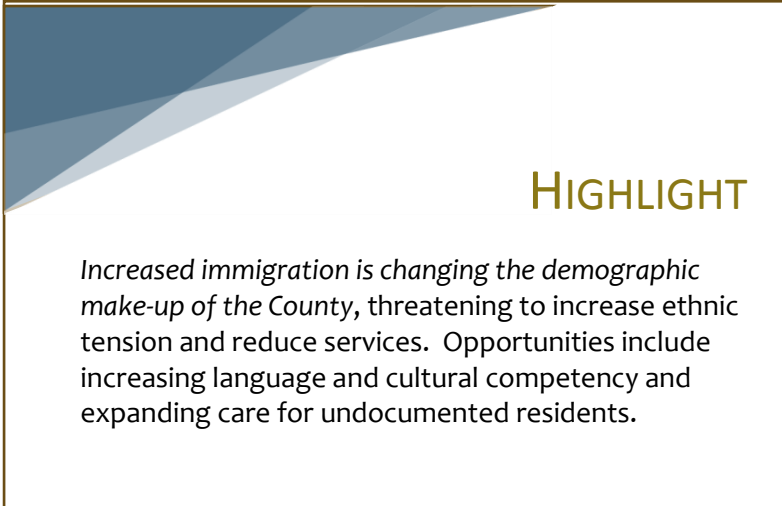| 4. Community Resources and Infrastructure Cluster		
Forces	**Threats**	**Opportunities**
• Inadequate access to and options for public transportation within cities and throughout county	• Inability to access services, including health and good, nutritious food (food deserts) • Increased congestion, pollution, stress • Increased commute times	• Move health care and services to the community • Increase routes; restructure current transportation system (i.e. Uber) • Engage the community • Establish mobile markets • Create community gardens • Develop alternative lanes for golf carts, bicycles. • Plan walkable, bike-friendly communities
• Inadequate highway infrastructure, especially I-80 and I-680 interchange	• Increased congestion if done poorly	• Reduced congestion
• Lack of coordinated response to homelessness	• Increase of homeless population • Inadequate space in homeless shelters	• Create new shelter system • Coordinate services
• Lack of community clinics	• Lack of health access in certain regions • Lack of providers	• Increase or improve efficiency in current clinics, • Offer competitive salaries
• Lack of safe parks, affordable places to play or exercise; more restrictions on park usage	• Increased obesity, heart disease, diabetes, co-morbidity • Decreased physical activity	• Include in city planning • Engage in One Plan Bay Area effort
• Overall lack of services in 505 corridor, Rio Vista	• Greater disconnect between public health and city, county, school planning	• Increase community voice • Integrate agriculture into community planning
• Fewer places in urban areas to obtain fresh food		• Increase health education • Institute healthier school lunches

5. Technology and Communications Cluster		
Forces	**Threats**	**Opportunities**
• Increased reliance on technology & big /bad data	• Greater misunderstanding and misinterpreting information • Potential loss of communication grid -cell phones and internet unable to communicate between facilities • Inability to communicate with public	• Increase access to data • Increase preparedness • Build partnerships, relationships • Establish redundant systems
• Improved IT infrastructure and applications	• Public health information breaches • Falling behind in technology • Limited community resources • Less Safety	• Integrate care • Increase access to information • Increase accessible community systems • Increase productivity • Establish better instant communication

6. Policy and Politics Cluster

Forces	Threats	Opportunities
• Potential Federal political change to Republican administration	• May undermine Affordable Care Act	• May positively modify or shift ACA administration from federal to state
• Public safety realignment	• State and local release of inmates	
	• Inadequate services for inmates released from state prisons	
	• Primary care shortages	
	• Lack of infrastructure	
• Implementation of County Medical Services Program		• Services for undocumented will be covered starting in May 2016.
• Cannabis legalization, regulation		

HIGHLIGHT

Increased immigration is changing the demographic make-up of the County, threatening to increase ethnic tension and reduce services. Opportunities include increasing language and cultural competency and expanding care for undocumented residents.

7. Environmental Change Cluster

Forces	Threats	Opportunities
• Climate change, including drought, extreme of prolonged heat or cold, excessive rain, rising sea levels	• Increased societal disruption	• Create better accommodation to environment
	• Greater water restrictions	• Build warming/cooling centers
	• Increased crop losses	• Educate the public
	• Parts of Vallejo, Benicia and Rio Vista may be inundated	
• Natural Disasters (earthquake, flood, fire,)	• Loss of life	• Increase preparedness
	• Separation of families	• Unite communities
	• Loss of home, basic necessities	• Develop disaster plans, with outreach to Hispanic community
	• Hurts economy, job losses	

Health (particularly mental health) and other services in outlying areas of the county predicted to remain inadequate. Opportunities include de-centralizing services, locating more providers outside of Fairfield and Vallejo; instituting team delivery of care; expanding Telehealth; and trying out other creative models of service delivery.

8. Medical/Health Cluster		
Forces	**Threats**	**Opportunities**
• New delivery models of health care, including tech-supported or team care • Shared EMR/HIE	• Greater cost for internet access and devices • Inadequate health workforce development on new models for aging population • Increased cost of care	• Improve health access and outcomes • Establish alternative modalities of care (i.e. acupuncture)
• Lack of access to mental/behavioral health, due to shortages of prescribers, LCSWs and residential care for dementia	• Negative impact to health status • Negative economic impact to neighborhoods and cities • Increased crime, decreased safety • Criminal justice system becomes the crisis system	• Expand Telehealth • Expand local workforce development • Increase philanthropy to build infrastructure and capacity
• Lack of primary care physicians and other health care providers	• Negative impact to health access • Inadequate number of specialists • Increased discharge in place	• Create better partnerships with Touro • Build residency programs • Build support for nursing students to do clinical hours locally

• Increase in:
  • STDs
  • Potential disease outbreaks or epidemics, including E coli or H1N1
  • Gestational diabetes
  • Drug resistance
	• Poorer health outcomes
	• Poorer birth outcomes
	• Disparities among low-income populations in obesity, malnourishment
		• North Bay Hospital now baby-friendly
		• Increase health education
		• Opportunity for "teachable moment" in pregnancy to forestall chronic diseases

Poor educational outcomes and increased crime were noted as threats, but increased school funding, technical training and internships, as well as strong community engagement, community policing, youth mentoring and afterschool programs could mitigate the threats.

9. Education Cluster		
Forces	**Threats**	**Opportunities**
• Poor graduation rate in Vallejo • Poorly educated high school grads • Fewer options for higher education due to reduced funding	• More homelessness • Reduced health literacy • Increased crime • Worse health outcomes	• Offer specialized technical training • Implement life skills • Establish mentoring • Establish internship programs • Lower class ratios • Increase diversity in teacher training

10. Crime and Violence Cluster		
Forces	**Threats**	**Opportunities**
• Increase in violence-related incidents/disasters, including riots, terrorism, bullying and school violence, police actions	• Lack of public will to deal with gun violence • Threat to life, security • Panic • Retaliation • Threatens economy	• Expand community alternatives to crime in Vallejo and other target areas: • Build community capacity to address issues (some areas ripe for action.) • Expand community policing • Promote block parties • Expand afterschool programs • Expand PALS • Create high school mentoring programs

Conclusion

While the future will always remain uncertain, the Forces of Change Assessment clearly outlines several areas where preventative measures, direct interventions and community engagement will help positively impact the health and well-being of Solano County residents and visitors. Those areas include:

- Demographics
- Income & Economics
- Built Environment/Urban Sprawl
- Community Resources & Infrastructure
- Technology & Communications
- Policy & Politics
- Environmental Change
- Medical/Health
- Education
- Crime & Violence

As a part of the Mobilizing for Action through Planning and Partnerships (MAPP) process, the Forces of Change Assessment is one piece of information that will inform a larger Community Health Assessment and Community Health Improvement Plan (CHIP). This CHIP will include strategies for how to address and prepare for the issues identified above. As part of the MAPP prioritization process, local health system representatives will determine how addressing these areas can align with current activities of the various agencies, information from the other MAPP assessments, and what new initiatives might be needed for the future.