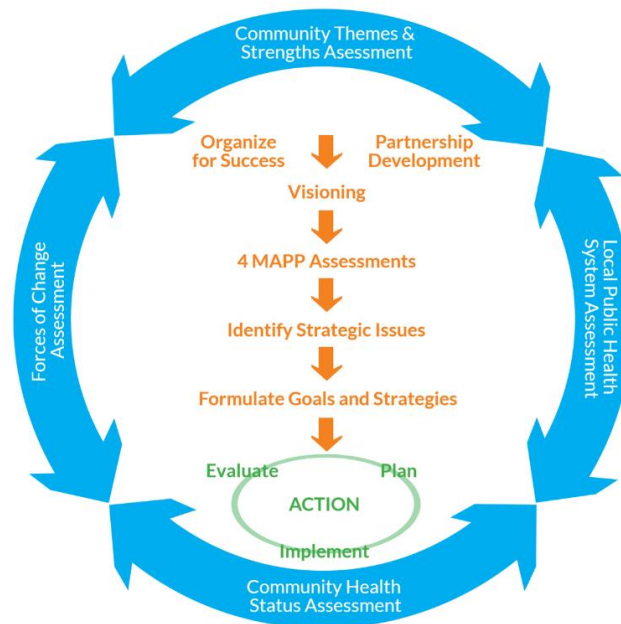




FORCES OF
CHANGE
ASSESSMENT, 2017
Henrico, Virginia

Introduction

The Forces of Change Assessment is one of four assessments conducted in NACCHO's Mobilizing for Action through Planning and Partnership (MAPP) framework. The purpose of this assessment is to identify the trends, factors, and events that are likely to influence community health and quality of life and/or impact the work of the local public health system in Henrico County.



[NACCHO'S MAPP Framework](#)

The Forces of Change brainstorming session focused on the following:

- What has occurred recently that may impact the health of Henrico County and its local public health system?
- Are there trends occurring that will have an impact? Describe.
- What forces are occurring locally? Regionally? Nationally? Globally?
- What may occur in the next five years that impacts the health of Henrico County and its public health system?
- What characteristics of Henrico County and/or Central Virginia may pose an opportunity or threat?
- What may occur or has occurred that poses a barrier to achieving Henrico Health District's Vision?

Henrico Health District's Vision: A community where opportunities to make healthy choices are embraced, prioritized, and promoted for everyone in Henrico.

Assessment Process

In March of 2017, 15 members of the Community Health Assessment Team (CHAT) convened to conduct the Forces of Change Assessment. Members included representatives of the local public health system (see Acknowledgments for participant list).

CHAT members participated in a snow card activity that is often part of a Strategic Planning framework to identify factors that affect health in Henrico County. The assessment was designed with a Forces of Change brainstorming session, followed by a prioritization of forces/issues collaborative discussion.

The exercise was facilitated by David Calkins and Paige Phillips and posed four questions to the CHAT:

1. What has occurred recently that may impact the health of Henrico County and its public health system?
2. What may occur in the next 5 years that impacts the health of Henrico County and its public health system?
3. What forces are occurring locally? Regionally? Nationally? Globally?
4. What characteristics of Henrico County and/or Central Virginia may pose an opportunity or threat?

Using the snow card method outlined by John Bryson in *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, members of the CHAT answered each of these four questions by writing their answers on 5 x 7 index cards, with one idea or issue per card. Each card was taped to a large piece of paper on the wall and the idea written on it was read aloud to the group. As the number of cards on the wall grew, David and Paige organized similar ideas into categories, or themes, as shown in the photo below.



Following the CHAT meeting the ideas were categorized into general themes (Economic, Environmental, Legal/Political, Social, Medical, and Technology/Scientific/Education) and then further categorized into forces, opportunities, and threats (see Table 1 for a complete list). The CHAT members reviewed all the forces of change and identified those that came up repeatedly in the exercise. Overarching themes are listed below.

- Refugee and Immigrant Population
- Opioid Addiction Epidemic
- Local Government and Development
- Health Insurance and Medical costs
- Mental Health
- Population Growth
- Land Use
- Federal Initiatives
- Hospitals and Healthcare
- Food Access
- Cross-Sector Collaboration

TABLE 1: FORCES OF CHANGE ASSESSMENT FOR HENRICO COUNTY, VIRGINIA
Bolded items were identified as priority areas by the CHAT.

ECONOMIC

Force	Opportunity	Threat
<ul style="list-style-type: none"> • Growth of Recreation and Parks • Refugee resettlement • Uncertainty of immigrant population • Overall population growth; saturation • Nationalist movement vs. global responsibility • Expansion of Greater Richmond Transit Company (GRTC) Pulse • Land development in western and eastern part of county • Building new homes and restaurants; Large employers move to the area • ALDI grocery stores move into food deserts • Increase in large events (i.e. Innsbrook After Hours and RIR) • Food insecurity among college students and young adults not employed full-time 	<ul style="list-style-type: none"> • Opportunity for lower income residents to buy a home • Lack of housing availability • Changes in land use • Redevelopment of Regency Mall area • Shift in attention and focus on underserved populations • Restructuring of public housing communities • Increase in tax revenue for Henrico County • Increased access to affordable, fresh fruits and veggies • Increases need for public services and provides incentives for employers to relocate • Increase in usage of Capital Bike Trail in Eastern Henrico 	<ul style="list-style-type: none"> • Increase in poverty rates outside of city • Grocery store wars • Increase in housing foreclosures • Farmers markets reluctant to expand due to large chain grocery stores • Limited access to local fresh fruits and veggies • Increase in cost of higher-education • Continued threats from terrorists nationally & internationally • Syrian refugee crisis

ENVIROMENTAL

Force	Opportunity	Threat
<ul style="list-style-type: none"> • Climate change/global warming/storms • Food sustainability • Chesapeake Bay Legislations (EPA) • Cobbs Creek serving as reservoir for drinking water • Increase in microbreweries • School fire • Mild winter weather • Safe drug take-back program 	<ul style="list-style-type: none"> • Re-build of new construction with green initiatives • Limited access to public transit outside the city limits • Safe disposal of prescription drugs • Greater understanding on how to maintain/ improve environment • Increase in Narcan dispensary and education 	<ul style="list-style-type: none"> • Housing development downtown • Lack of access to healthy food • Lack of transportation access • High density of fast food stores • Increase in availability of alcohol • Climate change • Water shortages

LEGAL/POLITICAL

Force	Opportunity	Threat
<ul style="list-style-type: none"> • 2016 Presidential Election • Uncertainties associated with the Affordable Care Act (ACA) • Changes in immigration laws-executive orders related to refugees • 2016 Bond Referendum • Foundation Funding of non-profits • Changes in local government (Board of Supervisors) • “Health in all policies” approach • Sound fiscal government • Turnover in local government; shift to younger workforce 	<ul style="list-style-type: none"> • Local government interest in struggling communities; ability to state needs of Henrico County • Increase in concentrated funding but for fewer initiatives • Revised healthcare plan could bring more choice options • Cross-sector collaboration to pool resources • Expansion of public health services; uptick in employment opportunities • Turnover in government/retirees replaced by younger workforce • Increased grass roots support as govt. changes 	<ul style="list-style-type: none"> • Less funding for public health programs • Decrease in funding for emergency preparedness and response • Shift in healthcare related priorities related to immigration laws • Lack of minority representation • New healthcare plan could increase disparity and leave 400K + in Virginia without coverage • Attempts to defund Planned Parenthood

SOCIAL

Force	Opportunity	Threat
<ul style="list-style-type: none"> • Opioid epidemic • Implementation of Prescription Monitoring Program (PMP) • Rise in popularity of high-deductible health plans • Trauma informed care • Lack of outreach to rural parts of the county • Public perception of social service agencies and their clients • Little focus on physical activity in outlying areas of the city and county • Aging population and increase in millennials • Vaccine ethics- to vaccinate or not? • Pockets of diverse populations • Rising suicide rates among teens/children 	<ul style="list-style-type: none"> • Reduction of stigmas related to substance abuse and mental health disorders • Multi-disciplinary teams addressing opioid epidemic; removing silos • Financial supports for Opioid Task Force • Increase in needle exchange programs • Reduction in over-prescription of opioids • Lower insurance premiums allow more people to obtain coverage • Healthcare provider education and training • Mental health first-aid • Shift in understanding addiction as medical condition vs. behavioral choice 	<ul style="list-style-type: none"> • Decrease in resiliency among youth and young adults - puts strain on families and employers • Increase in violent crime in metro areas • Increase in opioid overdose deaths • Misuse of prescription drugs among youth • Changing values • Substance abuse and prescription drug use • Cultural attitudes • Perception of crime and safety • Culture that glamorizes gangs and drugs • Large disparity between rich and poor • Increase in daily life stressors

MEDICAL

Force	Opportunity	Threat
<ul style="list-style-type: none"> • Increasing obesity rates • Zika virus and other emerging infectious diseases • Continued prediabetes and diabetes epidemic • Antibiotic resistant diseases • Increase in infant mortality rate • Increase in Sexually Transmitted Infections (STI) • Communicable disease outbreaks in schools • Increase in Rx medication costs • Increased use of long-acting reversible contraceptives (LARCs) 	<ul style="list-style-type: none"> • Affordable Care Act • Progressive view of judicial enforcement • Local ordinances related to health • Minority representation • 2017 requirement for antibiotic stewardship in long term care facilities • Education, awareness, & field training with Medical Reserve Corp (MRC) around infectious diseases • Increased life expectancy due to medical advances • Healthcare delivery to adapt to needs 	<ul style="list-style-type: none"> • Increase in health disparities among racial/ethnic groups • Shift in healthcare related priorities related to immigration laws • Lack of minority representation • Increase in generic Rx costs, turns people away from taking medications at all • Lack of new antibiotics • Increase in cost of end-of-life care

TECHNOLOGY/SCIENTIFIC/EDUCATION

Force	Opportunity	Threat
<ul style="list-style-type: none"> • Increase in social media use across all sectors • Electronic Medical Records (EMR); Shift in traditional healthcare delivery • Higher education • Strong educational system (pre-K through college) • Increase in higher educational attainment • Technology and safety in transportation • Cyberterrorism • Tech programs in schools for trades • Well-educated Community 	<ul style="list-style-type: none"> • Access to technology; Social Media • Research, innovation changing science, and medicine • Breaking news disseminated to many instantaneously • Increase use of tele-health companies • Stand-alone Emergency Departments • Overall increase in technology access • Safer cars and travel, less motor vehicle accidents, injuries, fatalities, etc. • Reevaluate security systems • IT companies even more appealing • Educational opportunities about specific populations 	<ul style="list-style-type: none"> • Technology overload and lack of technology accuracy – what is true, what is false? • Lack of inter-personal communication skills among youth and millennials • Lack of high speed internet • Government agency shut down; plane crashes • High school dropout

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Improving Community Health through Planning and Partnerships...

