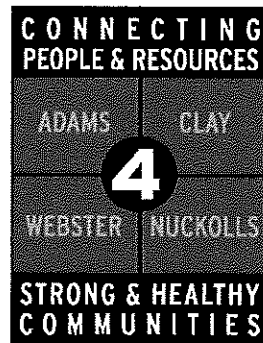
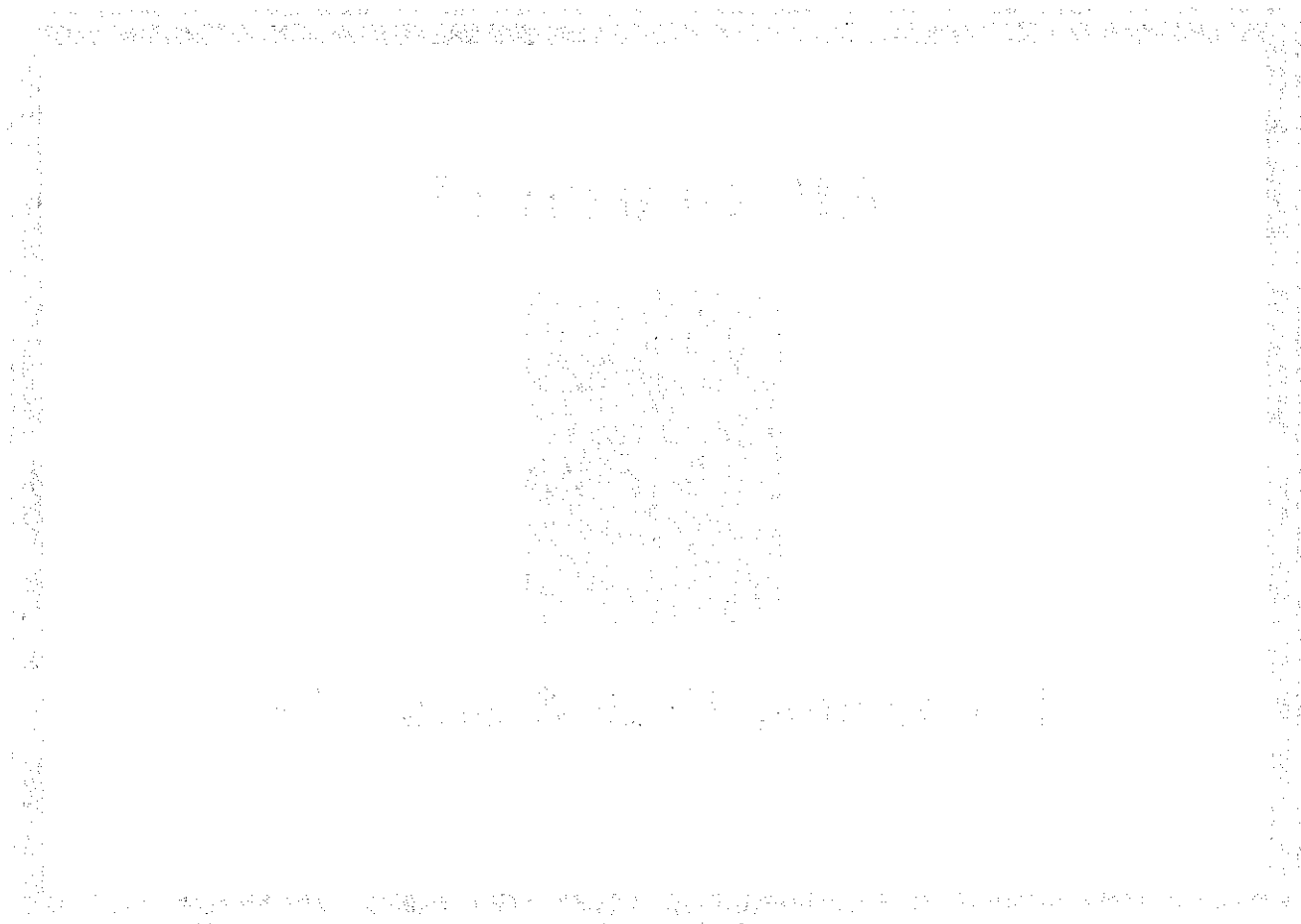


Attachment 11



Formulating Goals & Strategies



CONNECTING
PEOPLE & RESOURCES

ADAMS	CLAY
4	
WEBSTER	NUCKOLLS

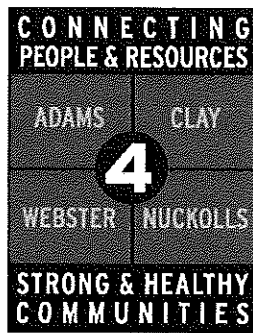
STRONG & HEALTHY
COMMUNITIES



December 18, 2007: SHDHD staff and steering committee members develop goals and strategies related to the vision developed at the start of the MAPP process.

Mobilizing for Action through Planning and Partnerships





FORMULATE GOALS AND STRATEGIES

During this phase, goals and strategies are developed for each of the strategic issues identified in the previous phase.

Goals set a common direction and understanding of the anticipated end result. **Strategies** communicate how the community will move in that direction. Together, goals and strategies provide a connection between the current reality (what the public health system and the community's health looks like now) and the vision (what the public health system and community's health will look like in the future). In providing a focus for future action, strategies lead to coordinated action by addressing the complexity of seemingly complicated problems. The emphasis on action also serves a critical role in linking planning to implementation.

Questions for the Community:

- **Goals** – What do we want to achieve by addressing this strategic issue?
- **Strategies** – How do we want to achieve it? What action is needed?

How to Formulate Goals and Strategies

Step 1 — Develop goals related to the vision and strategic issues

The initial step of this phase of MAPP is to develop goals and strategies based on the participants' vision. The vision statement may have several components and may, therefore, require several goals and strategies.

Next, review the strategic issues that were developed in the prior phase and identify goals that will be achieved when those issues are resolved. Goal statements should reflect a relationship between strategic issues and vision elements. The vision presents, in the broadest sense, what the public health system wants to achieve. Strategic issues must be resolved for this to be realized. This step may be best accomplished by a small group that later presents its results to the larger group for discussion.

Example

Strategic Issue: How can the community ensure access to population-based and personal health care services?

Goal: All persons living in our community will have access to high-quality, affordable health care.

Strategy: Develop the capacity to provide culturally and linguistically appropriate services.

Step 2 — Generate strategy alternatives

During this step, participants should consider and identify potential strategies for achieving each goal and for achieving the community vision. This step may best be completed through small group work, with participants volunteering for groups based on their interest in a particular goal.

The task in this step is not to pick the best course of action, but to generate several strategies the community may select from to reach the vision. For example, if the goal is increased access to health services, possible strategy alternatives are outlined below.

Goal: All persons living in our community will have access to high-quality, affordable health care.

Strategy Alternative: Establish a community ombudsman program for city or county private services.

Strategy Alternative: Strengthen coordination among local public health system partners to eliminate gaps in service and improve referral mechanisms among providers (e.g., between mental health and primary care).

Strategy Alternative: Increase awareness of available services through the development of an online directory of area public health and health care organizations.

Strategy Alternative: Develop the capacity to provide culturally and linguistically appropriate services.

Strategy Alternative: Increase education and outreach efforts so that all residents are aware of the population-based and personal health care services available in the community.

Whether as a small group or as the entire group overseeing MAPP, participants should brainstorm and develop strategy alternatives, as well as identify barriers (Step 3). Be sure to build upon past strategies that have worked.

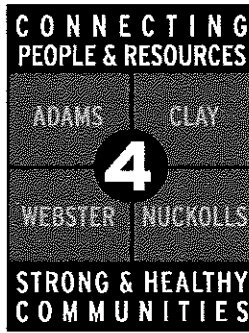
Step 3 — Consider barriers to implementation

Consider how realistic each strategy alternative is by examining barriers that may interfere with implementation. Barriers may take the form of insufficient resources, lack of community support, legal or policy impediments to authority, or technological difficulties. Barriers will not necessarily eliminate strategy alternatives; however, they should alert the community to obstacles that may be encountered if that alternative is pursued.

As described in Step 2, the identification of barriers may also be accomplished through small group work. It is important to note that the group that identified the strategies should be the same group identifying potential barriers.

Step 4 — Consider implementation details

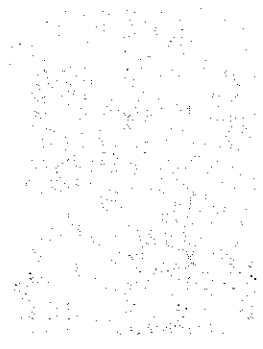
Next, outline details related to implementing each strategy alternative. Participants should explore issues such as needed activities, timelines, participation, and resources. At this time the group is not actually conducting implementation planning, but rather thinking broadly about how each strategy alternative could be implemented. This lays the groundwork for the next phase – the **Action Cycle**.



**MAPP Steering Committee Meeting
December 18, 2007
Formulating Goals and Strategies**

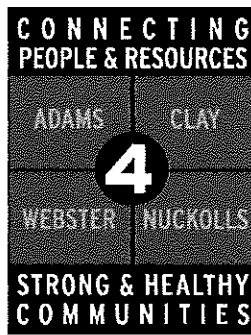
Priorities rephrased as a question:

- **Mental Health & Substance Abuse:** What is being done for mental health and substance abuse in our four counties?
- **Environmental Health:** How can the community ensure its population is safe from environmental hazards?
- **Public Awareness & Marketing:** How do we create and utilize resources and strategies to reach all residents in our four counties? What are the barriers to public awareness?
- **Communications through Relationships:** How can we make the population of our four counties more aware of their health?
- **Personal Health & Well-Being:** How do we encourage and motivate individuals to take responsibility for their personal health? How do support vulnerable populations who cannot or will not take responsibility for their personal health?
- **Health of the Community:** How can the community ensure environments that promote health and wellness for all?
 - Revised to **Economic Health of the Community:** How do we ensure economic health in our four counties?



THE UNIVERSITY OF CHICAGO
LIBRARY

THE UNIVERSITY OF CHICAGO
LIBRARY
1215 EAST 58TH STREET
CHICAGO, ILLINOIS 60637
TEL: 773-936-3200
WWW.CHICAGO.LIBRARY.EDU



Goal :

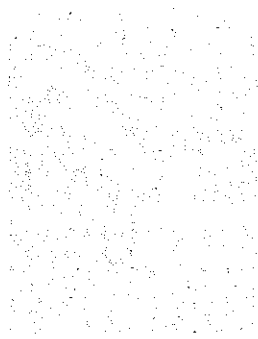
To connect people and resources to: 1) identify and eliminate environmental hazards, 2) promote optimal health and well-being, and 3) enhance economic viability in our four counties.

Possible strategies to identify & eliminate environmental hazards in our four counties:

- Policy Changes – real estate sales/rental properties – requirements for testing (radon, CO, water, etc.)
- Improve education and outreach efforts (middle school age to early 20's) on environmental health (i.e., developing good, sustainable environmental health habits)
- Community-based recycling programs (in small communities, too)
- Enhance community awareness by creating guides listing agencies/resources (i.e., brochure, in phone book)
- Explore funding options – policy group to connect stakeholder
- Youth advisory council for environmental issues to develop approaches to reach youth
 - 30-second video to show before movies at theaters

Barriers:

- Too many agencies (state, regional, local) – lack of coordination
- Awareness of NRD role and political purpose/importance
- Legislative changes – incremental
- Educational system – barriers to additions to curriculum

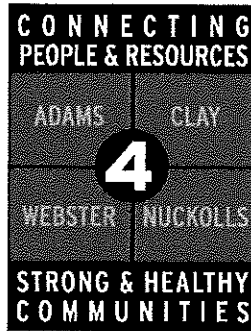


The first part of the document is a letter from the Secretary of the
 Department of the Interior to the Commissioner of the General Land Office.
 The letter is dated August 10, 1890, and is addressed to the Commissioner
 at Washington, D. C. The letter is signed by the Secretary, and is
 enclosed in a cover. The letter is a copy of a letter from the Secretary
 to the Commissioner, dated August 10, 1890, and is enclosed in a cover.
 The letter is a copy of a letter from the Secretary to the Commissioner, dated August 10, 1890, and is enclosed in a cover.



The second part of the document is a letter from the Secretary of the
 Department of the Interior to the Commissioner of the General Land Office.
 The letter is dated August 10, 1890, and is addressed to the Commissioner
 at Washington, D. C. The letter is signed by the Secretary, and is
 enclosed in a cover. The letter is a copy of a letter from the Secretary
 to the Commissioner, dated August 10, 1890, and is enclosed in a cover.
 The letter is a copy of a letter from the Secretary to the Commissioner, dated August 10, 1890, and is enclosed in a cover.



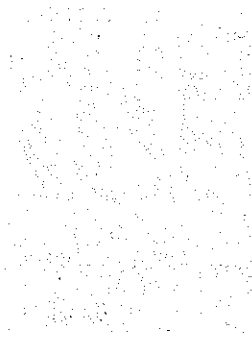


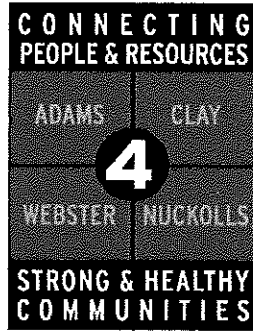
Possible strategies to promote optimal health and well-being in our four counties:

- Educate – provide educational materials that are reading level/age appropriate, culturally appropriate, motivational, economic
- Collaborations of agencies
 - To reach vulnerable populations
- Access to community health center
- Community gardens
- Farmers markets
- Best practices
- Good data collections/analysis
- Working poor(?)

Barriers:

- Literacy
- Economic factors
- Overkill
- Lack of motivation
- Cultural factors
- Conflicting information
- Genetics
- Access
- Aging population





Possible strategies to enhance economic viability in our four counties:

- Evening daycare available for young families so they can volunteer (co-op daycare)
- Thank our doctors who live and work in the community
 - make a program out of it – quarterly card, e-mail
 - thank-you to spouse, children
- Beautification programs in towns – trees, parks
- Local office – volunteers to help people be aware of job needs
 - Tom (Bartell of Workforce Development?)
 - Work with Midlands Area Agency on Aging and local Senior Centers
- Educate for better customer service
 - Red carpet service

- Cards to alumni – welcome home
- Business coffees/Business-after-hours
 - Mayors meeting – two times/yr. – regional meetings
 - Collaboration – community centers, utilities, chamber, community clubs

Barriers:

- Lack of volunteers
- Availability of health services
- Health insurance
- Utilities – adequate or less than adequate
- Agriculture – prosperity or suffering
- Available programs prioritized (?)