

Miami-Dade County Forces of Change Assessment 2018





2018 Forces of Change Assessment
Miami-Dade County



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Overview

The Forces of Change Assessment is one of four assessments conducted in the Mobilizing for Action through Planning and Partnerships (MAPP) process. The purpose of this assessment is to identify the trends, factors, and events that are likely to influence community health and quality of life, or impact the work of the local public health system in Miami-Dade County.

The Forces of Change Assessment brainstorming session focused on answering the following questions:

- What has occurred recently that may affect our local public health system or the health of our community?
- Are there trends occurring that will have an impact?
- What forces are occurring locally? Regionally? Nationally? Globally?
- What may occur in the foreseeable future that may affect our public health system or the health of our community?





Acknowledgements

Organizations and sectors that play important roles in promoting and improving the health in Miami-Dade County were adequately represented at the Forces of Change Assessment Community Meeting. The assessment process was well received among participants. During the registration process, eighty (80) individuals from fifty-five (55) different community organizations registered to attend the event. On the day of the event, there was a total of sixty-four (64) sign-ins representing forty-two (42) unduplicated organizations. Approximately 20% of those who registered did not attend the event.



The following organizations participated in the event:

Barry University	Miami-Dade Police
City of Aventura	Miami-Dade Solid Waste/Mosquito Control
Community Health of South Florida, Inc.	Nicklaus Children's Health System
DCF/Child Care Regulation	Nova Southeastern University
Early Learning Coalition of Miami-Dade/Monroe	South Florida Behavioral Health Network
Epilepsy Foundation of Florida	St. Thomas University
Florida Department of Health in Miami-Dade County	State Attorney Office
Florida Institute for Health Innovation	The Children's Trust
Florida International University	The City of Coral Gables
Greater Miami Chamber of Commerce	Theresa Gilmore, LAc
Health Choice Network	Town of Cutler Bay
Health Council of South Florida	UF/IFAS Extension Family Nutrition Program
Health Foundation of South Florida	UF/Miami-Dade County Extension
Healthy Start Coalition of Miami-Dade	UHealth
Hope For Miami	United Way of Miami-Dade
Jessie Trice Community Health System, Inc.	University of Miami
March of Dimes	VITAS Healthcare
Mayor, City of Aventura	West Kendall Baptist Hospital/Healthy West Kendall
Miami Beach Community Health Center	
Miami Dade County Office of the Mayor	
Miami Dade County Public Schools	
Miami-Dade County	
Miami-Dade County Mosquito Control	
Miami-Dade Dept. of Parks, Recreation and Open Spaces	



Executive Summary

On Thursday, May 10, 2018, the Florida Department of Health in Miami-Dade County hosted a Forces of Change Assessment Community Meeting to identify significant factors, events and trends that affect the health of residents or the effectiveness of the public health system and the related challenges and opportunities these factors pose.

The Forces of Change Assessment folds into the Mobilizing for Action through Planning and Partnerships (MAPP) model of community health improvement as one of the four types of assessments that informs the new Community Health Improvement Plan. Taken together, the four assessments of the MAPP process create a comprehensive view of health and quality of life in Miami-Dade County, and constitute the Miami-Dade County Community Health Assessment.

During the community meeting, a varied group of community partners engaged in brainstorming sessions and discussed key factors that directly or indirectly affect health and the health of the community. Examples of some of the key forces discussed included:

- Social/Mental Health
- Lack of Affordable Housing
- Opioid Epidemic
- Gun Violence
- Lack of Data Driven Decisions
- Lack of Coordination between Healthcare Providers
- Lack of Fully Integrated Data Sharing System
- Healthcare Immigration Policy Change

The forces identified through this process - together with the results of the other three MAPP Assessments - will serve as the foundation for the identification of strategic issues. By understanding and preparing for these forces of change, the Miami-Dade County community can act to ward off or reduce threats and take advantage of opportunities to protect and improve community health and the public health system.





Background

Mobilizing for Action through Planning and Partnerships (MAPP) Process

The Florida Department of Health in Miami-Dade County embarked on a new cycle of Community Health Planning. The Forces of Change Assessment Community Meeting was the second meeting of the Mobilizing for Action through Planning and Partnerships (MAPP) process. MAPP is a community-driven process for improving community health. Using MAPP, communities seek to achieve optimal health by identifying and using their resources wisely, taking into account their unique circumstances and needs, and forming effective partnerships for strategic action.



The first phase of MAPP involves two critical and interrelated activities: organizing the planning process and developing the planning partnership. Visioning, the second phase of MAPP, guides the community through a collaborative, creative process that leads to a shared community vision and common values. The next phase involves the four assessments. Each assessment yields important information for improving community health, but the value of the four MAPP Assessments is multiplied by considering the findings as a whole.

In the Identification phase of the MAPP process participants develop an ordered list of the most important issues facing the community. During the Formulate Goals and Strategies phase, participants take the strategic issues identified in the previous phase and formulate goal statements related to those issues. The last phase, Action Cycle, links three activities - Planning, Implementation, and Evaluation.

The process consists of four community health assessments: Local Public Health System Assessment, Community Themes and Strengths Assessment, Forces of Change Assessment, and the Community Health Status Assessment. The four assessments examine issues such as risk factors for disease, illness and mortality, socioeconomic and environmental conditions, inequities in health, and quality of life. These assessments can help identify and prioritize health problems, facilitate planning, and determine actions to address identified problems.

The 2017-2018 assessments are vital in the development of the new 2019-2024 Community Health Improvement Plan (CHIP), the community's 5-year plan for improving community health and quality of life. The CHIP is a community-wide strategic plan that incorporates the activities of many organizations and departments and addresses the health issues identified through the four MAPP assessments. It is a plan that the entire public health system in Miami-Dade County will be able to follow and incorporate to have a long-term, systematic effort to address public health problems in the community.

Meeting Objectives

The Forces of Change Assessment was designed to help participants answer the following questions: “What is occurring or might occur that affects the health of our community or the local public health system?” and “What specific threats or opportunities are generated by these occurrences?”

The objectives of the Community Meeting were to identify trends, factors, and events that are or will be influencing the health and quality of life of the community and the local public health system; identify threats or opportunities generated by key forces; and bring partners together on common ground to collaboratively address changes.



Forces of Change

While it may not seem obvious at first, the broader contextual environment is constantly affecting communities and local public health systems. State and federal legislation, rapid technological advances, changes in the organization of health care services, shifts in economic and employment forces, and changing family structures and gender roles are all examples of Forces of Change. They are important because they affect — either directly or indirectly — the health and quality of life in the community and the effectiveness of the local public health system.

The purpose of the Forces of Change Assessment was to identify the external factors that affect the environment in which the Miami-Dade County public health system operates and the related challenges and opportunities these factors pose. Forces of change include factors both generated inside the public health system and imposed from the outside. Forces are a broad all-encompassing category that includes trends, events, and factors.

- **Trends** are patterns over time, such as migration in and out of a community or a growing disillusionment with government.
- **Factors** are discrete elements, such as a community’s large ethnic population, an urban setting, or the jurisdiction’s proximity to a major waterway.
- **Events** are one-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.





Methodology

Session Structure

The half-day Forces of Change Assessment Community Meeting consisted of 4 breakout sessions: Social/Economic Forces; Legal/Ethical Forces; Political/Technological Forces; and Environmental/Scientific Forces. The meeting agenda can be found in Appendix 1. Each meeting participant had the opportunity to participate in 2 of the 4 breakout sessions. Each session lasted 1-hour and was led by a facilitator. Two scribes were in each session capturing the key findings.

Pre-Meeting Homework

Participants were asked to register to attend the event in advance. Before the meeting, participants received a pre-meeting worksheet to list all brainstormed forces and were encouraged to bring the completed worksheet to the brainstorming session. During the sessions, participants discussed within their teams the forces they listed on the pre-meeting worksheet that were relevant to the session category. The pre-meeting worksheet can be found in Appendix 2.

Room Setup

In each breakout session, there were 8-9 tables with 4 chairs and approximately 25-30 participants in each session. If all the seats in a particular session were filled, the additional attendees were directed to join the other session.


Table Discussions/Brainstorming Activity


Skilled facilitators guided participants in identifying forces, challenges, and opportunities by asking the following questions:


- What has occurred recently that may affect our local public health system or community?
- What may occur in the future?
- Are there any trends occurring that will have an impact?
- What forces are occurring locally? Regionally? Nationally? Globally?
- What characteristics of our jurisdiction or state may pose an opportunity or threat?
- What may occur or has occurred that may pose a barrier to achieving the shared vision?


Team Brainstorming Instructions

1. Discuss the forces listed on the pre-meeting worksheets
2. Identify **one** key force relevant to this breakout session category
3. Write the force and its associated challenges and opportunities on the sheets found on the tables

 **Blue:** Force of Change

 **Orange:** Challenges Posed

 **Green:** Opportunities Created



Write **BIG** and legibly

Write 1 force/challenge/opportunity per sheet

Write 7 words maximum on each sheet

4. Report back to the group



Teams Identified Key Force

Each team identified one force outside of their control that affects the local public health system or community, and the challenges (barriers/threats) and opportunities (prospects/responses) associated with each. Teams wrote the forces, challenges, and opportunities on the color-coded half sheets found on their tables. Forces were written on blue sheets, Challenges were written on yellow sheets, and Opportunities were written on green sheets.

“The sticky walls were a great way to display the information.”

-Participant feedback form, 2018 FCA

A sticky wall was used as a facilitation aid in each session. This visual tool is simply a fabric wall that can be mounted on a vertical surface and used to display ideas and concepts generated through the process so that teams can easily see them. The fabric is coated on one side with a special adhesive that allows sheets of paper to be placed, held, and repositioned on the fabric. The sticky wall was tremendously useful in helping the groups maximize creativity and effectiveness.

Teams Reported Out

Each team recorded their key force on the half sheets and placed them on the sticky wall under the respective title headings: Forces, Challenges Posed, and Opportunities Created. A lead from each team reported out. The facilitator then opened the floor to questions and comments after each report, guided the group in grouping similar forces/categories, and placed emphasis on the impact forces will have on the local public health system.

Teams Identified Top Forces

Once the challenges and opportunities were identified for each force, teams voted for the top 2 forces that will require focused attention by the public health system. The facilitator emphasized that teams will identify the forces that have the greatest impact/most significant effect on the community/system (not just one agency) and should take priority in community planning efforts. The facilitator asked the following questions in preparation for team voting:

- What are the most significant forces that affect the health of our residents?
- What are the most significant forces that affect the effectiveness of the public health system, either currently or in the foreseeable future?
- What forces require our immediate or increased attention?
- What forces require tactical efforts now?
- What forces should be addressed in our new Community Health Improvement Plan (CHIP)?



Each team received 2 star-shaped voting stickers to place under the force(s) they believed to have the greatest impact. Scribes captured the key information, include the voting totals on the assessment tool, and completed session summary sheets. Facilitators provided session summaries and an event recap at the end of the meeting.



Results

Assessment Findings

Key stakeholders in Miami-Dade County identified a wide array of trends, factors, and/or events at the local, state and national levels that influence the health or quality of life in the County and its local public health system. Forces of Change information can serve as a vital resource for effective health improvement planning within the community. A total of 19 forces of change were identified spanning the 4 session categories: Social/Economic Forces; Legal/Ethical Forces; Political/Technological Forces; and Environmental/Scientific Forces. Based on group consensus, the following list identifies the most significant issues gathered during the brainstorming sessions:

- Social/Mental Health
- Lack of Affordable Housing
- Opioid Epidemic
- Gun Violence
- Lack of Data Driven Decisions
- Lack of Coordination between Healthcare Providers
- Lack of Fully Integrated Data Sharing System
- Healthcare Immigration Policy Change



Legal & Ethical Forces

Force	Challenges Posed	Opportunities Created
Immigration Policy [Healthcare Immigration Policy Change (DACA), CHIP (Children's Health Insurance Program), SNAP, TPS (Temporary Protection Status)]	<ul style="list-style-type: none"> • Lack of support for immigration • Negative health outcomes as a result of people being scared to seek medical care • Family separation • Documentation (Influx from Puerto Rico) • Financial stability • Susceptibility to exploitation • Decreased access to care • Language barrier 	<ul style="list-style-type: none"> • Political capitol • Advocacy • Increase services • Outreach • Engage citizens more • Localized solutions • Community engagement • Increased collaboration
Addiction (Opioid and Prescription Rx)	<ul style="list-style-type: none"> • Lack of education 	<ul style="list-style-type: none"> • Centralized electronic tracking system • Collaboration between healthcare providers



Social & Economic Forces

Force	Challenges Posed	Opportunities Created
Social/Mental Health	<ul style="list-style-type: none"> Lack of understanding Trauma Stigma Awareness 	<ul style="list-style-type: none"> Integrated policies and systems Best practices for all systems
Lack of Affordable Housing for all	<ul style="list-style-type: none"> Professionals are leaving Improving low-income communities 	<ul style="list-style-type: none"> Affordable housing Salaries vs cost of living
Movement of People	<ul style="list-style-type: none"> Immigration Population bringing in new diseases New residents not knowing healthcare system and services that are available Increase in population Decrease in services available Access to care Lack of transportation Lack of infrastructure to support new population 	<ul style="list-style-type: none"> Cater to new healthcare population (providers that represent the population) Partner with Uber to help clients to services/appointments Increase public transportation
Lack of Family Support and Infrastructure	<ul style="list-style-type: none"> Gun violence Lack of guidance for kids Lack of education 	<ul style="list-style-type: none"> Improve communities and bring services to homes Improve education system Improve family structure Provide early mental health service for school-aged children Increase healthcare access in underserved areas
Partnerships and Education	<ul style="list-style-type: none"> Immigration status Low income areas in community Medical coverage Safety Basic needs (housing, food, etc.) 	<ul style="list-style-type: none"> Educate community Educate families Educate professionals Involve legislators Improve legal system More opportunities for healthcare coverage (with employment)
Healthcare Coverage	<ul style="list-style-type: none"> Individual coverage Costs are high Employers not offering coverage Retreating for universal coverage Decrease in government funding Cuts in emergency coverage Not covered by Medicare Limited access to healthcare (physical, cultural, and legal) 	<ul style="list-style-type: none"> Create virtual access to care Access to healthcare provider Mobile clinics Coordinate services Increase advocacy Examine licensing education (nurse practitioners, physicians, etc.)



Social & Economic Forces (Cont'd)

Force	Challenges Posed	Opportunities Created
Changing Views of Higher Education	<ul style="list-style-type: none"> Quality of education Cost Lack of the ability to teach students effectively 	<ul style="list-style-type: none"> Partnerships Forcing innovation Utilization in higher education
Public Trust (Community Not Trusting Government)	<ul style="list-style-type: none"> Community support Bias 	<ul style="list-style-type: none"> Empower the right messenger with the right message
Changing Immigration Laws	<ul style="list-style-type: none"> Fear among people receiving services 	<ul style="list-style-type: none"> Outreach services Engage community and gain trust Better coordination across systems

Political & Technological Forces

Force	Challenges Posed	Opportunities Created
Criminal/Misuse of Technology	<ul style="list-style-type: none"> Online drug ordering Human trafficking solicitation Health informatics fraud Misuse of health information Social media criminal activity/violence 	<ul style="list-style-type: none"> Regulation for the online ordering of drugs and human trafficking Monitor online activity Increase community awareness Increase advocacy
Immigration	<ul style="list-style-type: none"> Fear self-identification Not seeking medical care/essential services 	<ul style="list-style-type: none"> Better lifestyle for families Ancillary health fairs
Low Priority on Education (all kinds)	<ul style="list-style-type: none"> Funding Political will Uneducated populace 	<ul style="list-style-type: none"> Social media Political awareness Advocacy of teachers
Lack of Coordination between Healthcare Providers, Lack of Fully Integrated Data Sharing System	<ul style="list-style-type: none"> Different electronic health record systems Silo health system HIPAA laws Hierarchical nature of healthcare system Public misconception of how data will be used Residents not accessing the services they need Gaps in services Duplication of services Lack of coordination of care Lack of coordination of access systems (school, health, law enforcement, behavioral health, housing) Legal/HIPAA/CFR42 	<ul style="list-style-type: none"> Advances in technology Update HIPAA laws to allow for a better transfer of information/creating consent form Familiarity and comfort with technology Revisit the legislation Ensure understanding of laws pertaining to sharing information Partner with collaborative agencies/systems



Environmental & Scientific Forces

Force	Challenges Posed	Opportunities Created
Plastics and Lack of Recycling Enforcement	<ul style="list-style-type: none"> • Enforcement of recycling • Plastic causing problems for mosquitos • Climate change • Disposing of plastic 	<ul style="list-style-type: none"> • Corporate responsibilities • Fines and fees • Educate community • Using recyclables • Cost vs saving (cheaper to use metal)
Gun Violence	<ul style="list-style-type: none"> • Gun safety regulations • Resources and referrals for mental health screening before ability to get a gun • Research funding • Supporting mental health professionals • Mental health support within schools (ACE testing-adverse childhood experiences) 	<ul style="list-style-type: none"> • Advocacy for integrated healthcare • Mental health funding • Collaboration with other organizations, programs • ACE testing
Lack of Data Driven Decisions	<ul style="list-style-type: none"> • Collecting and compiling data • Funding and interest • Data bias • Skewed data • Access to information • Transparency • Lack of data sharing • Overlapping research 	<ul style="list-style-type: none"> • Partnership sharing data and collaborations • Control agency to manage data collection • Funding scientific data collection
Built Environment (Quality of Housing, Biking Paths, etc.)	<ul style="list-style-type: none"> • Old housings • Mold • Lack of "green" area and walk ways • Building codes • Problem with plastics 	<ul style="list-style-type: none"> • Creating sidewalks, walk lanes, bike lanes, parks (more green areas) • Increase access to healthier food and markets • Improve transportation • Ensuring new communities are being designed with built environment in mind • Addressing problems with plastic



Common Themes

Participants identified challenges posed and opportunities created for the forces of change during the facilitated discussion sessions. Several common themes were noted from participants that span across multiple session categories. These themes appeared in more than one session. The list below show the most frequent themes for the forces, challenges, and opportunities identified.



Frequently Cited Forces of Change

- Lack of Coordination between Healthcare Providers
- Lack of Education
- Increased Immigration and Influx of People
- Lack of Affordable Housing



Frequently Cited Challenges

- Lack of Coordination
- Lack of Education
- Lack of Transportation
- Limited Access to Healthcare Services
- Gaps in Services
- Lack of Data Sharing



Frequently Cited Opportunities

- Increase Advocacy for Integrated Healthcare
- Increase Funding
- Increase Mental Health Services
- Increase Data Sharing
- Improve Public Transportation
- Provide Affordable Housing
- Better Coordination Across System
- Educate Communities, Families, and Professionals
- Increase Access to Healthcare Services



Word clouds created by SurveyMonkey



Changes over Time

The last Forces of Change Assessment was performed in 2012. The 2012 and 2018 assessments were completed during community meetings with participation from community stakeholders. Participants identified a variety of trends, factors and events that shape the public health landscape in Miami-Dade County. Using this framework and guided small group discussion, community stakeholders identified forces, challenges and opportunities to improving health in the county. The top forces of change identified in the 2012 and 2018 assessments are shown below.

2012 Assessment Results	2018 Assessment Results
<ol style="list-style-type: none"> 1. Affordable Care Act 2. Shifting Demographics 3. Social Inequities 4. Technological Advances 	<ol style="list-style-type: none"> 1. Social/Mental Health 2. Lack of Affordable Housing 3. Opioid Epidemic 4. Gun Violence 5. Data Driven Decisions 6. Lack of Coordination between Healthcare Providers 7. Lack of Fully Integrated Data Sharing System 8. Healthcare Immigration Policy Change





Evaluation – Participant Feedback

At the conclusion of the Community Meeting, participants completed and submitted an evaluation form to provide feedback that would be used to plan future meetings. Participants had the option of completing the evaluation online or via hardcopy. In total, forty-five evaluations were received. The meeting evaluation can be found in Appendix 3.

On a scale from 1-4 with “1” being “Strongly Disagree” and “4” being “Strongly Agree,” the meeting series had an overall evaluation score of **3.7**. The average evaluation scores are shown below.

Overall	Average Score
Facilitators encouraged participation and allowed sufficient discussion.	3.8
My opinions were valued during this meeting.	3.8
My interest was engaged throughout the breakout sessions.	3.7
The breakout sessions were well organized.	3.7
The Community Meeting met my expectations.	3.6
Organizations and sectors that play important roles in promoting and improving the health in Miami-Dade County were adequately represented in the meeting.	3.6
I had the opportunity to learn about the public health system.	3.6
There was enough time for me to provide input during the meeting.	3.6
The pace and length of the entire meeting was appropriate.	3.6

“I enjoyed the interactive nature of the Forces of Change Community Meeting. It was fun, well organized and I learned a great deal.”

“Excellent opportunity to participate in identifying areas of focus for change and inputting ideas to initiate change.”

“There was great representation from all sectors of the community.”

“We should have these types of exchanges more frequently.”

“Excellent discussions from a diverse and strong group of community members and shapers.”

-Participant feedback form, 2018 FCA

Participants reported the structured sessions, open dialogue, preassigned homework, and the use of the sticky walls as the most useful aspects of the process.

Lack of knowledge beforehand of the overall process, time constraints, and length of meeting were cited as the least useful aspects of the process.

Overall, participants reported that the process was comprehensive, inclusive, useful, and well executed.

Participants envisioned the assessment findings to be used in identifying gaps in the community, developing better systems of care, funding priorities, and informing a community data-driven plan with strategies addressing barriers to care.



Next Steps

Community meeting participants were encouraged to become members of the Consortium for a Healthier Miami-Dade in order to continue in partnership and collaboration. The Consortium is the community's initiative involving the organizations and entities that contribute to public health which is tasked with promoting healthy living in Miami-Dade through the support and strengthening of sustainable policies, systems and environments. Membership is free and each of the seven committees focus on a key area of health. More information can be found on the Consortium website at www.healthymiamidade.org.

The Florida Department of Health in Miami-Dade County invites the community to participate in the final two assessments (the Community Themes and Strengths and the Community Health Needs Assessments) of the MAPP process when they are scheduled this year. To learn more about current health improvement planning efforts, please visit the Consortium website.



“Our local public health system’s vision is for a unified community health improvement framework supporting multiple stakeholders. The vision incorporates us all working and heading towards the same direction: the entire public health system referencing one Community Health Assessment and one Community Health Improvement Plan.”

*-Lillian Rivera, RN, MSN, PhD
Florida Department of Health in Miami-Dade County
Administrator/Health Officer*

Summary Infographics

Assessment summary results are presented as an infographic which include the key factors affecting health and common themes. The infographic can be found in Appendix 4.

Statement of Recognition

Special thanks to our community partners that contribute to the health and wellbeing of Miami-Dade County. Your partnership and collaboration helps us build stronger relationships to break down barriers and further align efforts.

Coming together is the beginning. Keeping together is progress. Working together is success.



Appendices

Appendix 1: Community Meeting Agenda



**Florida Department of Health in Miami-Dade County
Forces of Change Assessment Community Meeting
Thursday, May 10, 2018
United Way Center for Excellence
3250 SW 3rd Ave, Miami, FL 33129**

AGENDA

Objectives:

1. Identify trends, factors, and events that are or will be influencing the health and quality of life of the community and the local public health system
2. Identify threats or opportunities generated by key forces
3. Bring partners together on common ground to collaboratively address changes

Topic	Speaker	Room	Time
Registration and Networking		Main Stage	8:30-9:00am
Welcome and Overview	Ann-Karen Weller <i>Florida Department of Health in Miami-Dade County</i>	Main Stage	9:00-9:05am
The Changing Public Health Landscape	Dr. Lillian Rivera <i>Florida Department of Health in Miami-Dade County</i>	Main Stage	9:10-9:25am
Break			9:30-9:40am
Sessions 1 & 2			9:40-10:40am
1. Social/Economic Forces	Dr. Sarah Messiah <i>University of Miami</i>	Main Stage	
2. Legal/Ethical Forces	Nicole Marriott <i>Health Council of South Florida</i>	Training Room	
Break			10:40-10:45am
Sessions 3 & 4			10:45-11:55am
3. Political/Technological Forces	Nicole Marriott <i>Health Council of South Florida</i>	Training Room	
4. Environmental/Scientific Forces	Dr. Sarah Messiah <i>University of Miami</i>	Main Stage	
Evaluations		Main Stage	11:55am
Adjourn		Main Stage	12:00pm



Appendix 2: Pre-Meeting Worksheet

Forces of Change Brainstorming Worksheet



What are Forces of Change?

Forces are a broad all-encompassing category that includes trends, events, and factors.

- **Trends are patterns over time**, such as migration in and out of a community or a growing disillusionment with government.
- **Factors are discrete elements**, such as a community's large ethnic population, an urban setting, or a jurisdiction's proximity to a major waterway.
- **Events are one-time occurrences**, such as a hospital closure, a natural disaster, or the passage of new legislation.

What Kind of Areas or Categories Are Included?

Be sure to consider any and all types of forces, including:

- social
- economic
- political
- technological
- environmental
- scientific
- legal
- ethical

How to Identify Forces of Change

Think about forces of change — outside of your control— that affect the local public health system or community.

1. What has occurred recently that may affect our local public health system or community?
2. What may occur in the future?
3. Are there any trends occurring that will have an impact? Describe the trends.
4. What forces are occurring locally? Regionally? Nationally? Globally?
5. What characteristics of our jurisdiction or state may pose an opportunity or threat?
6. What may occur or has occurred that may pose a barrier to achieving the shared vision?



Forces of Change Brainstorming Worksheet

Using the information from the previous page, list all brainstormed forces, including factors, events, and trends. Bring the completed worksheet to the brainstorming session on Thursday, May 10th.



1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



Appendix 3: Meeting Evaluation

EVALUATION FORM

Forces of Change Assessment Community Meeting
Thursday, May 10, 2018



Thank you for participating in the Forces of Change Assessment Community Meeting. Please take a few moments to complete the evaluation. Your input is important.

OVERALL	Strongly Disagree	Disagree	Agree	Strongly Agree
I had the opportunity to learn about the public health system.	1	2	3	4
Facilitators encouraged participation and allowed sufficient discussion.	1	2	3	4
My interest was engaged throughout the breakout sessions.	1	2	3	4
There was enough time for me to provide input during the meeting.	1	2	3	4
My opinions were valued during this meeting.	1	2	3	4
The pace and length of the entire meeting was appropriate.	1	2	3	4
The breakout sessions were well organized.	1	2	3	4
Organizations and sectors that play important roles in promoting and improving the health in Miami-Dade County were adequately represented in the meeting.	1	2	3	4
The Community Meeting met my expectations.	1	2	3	4

Overall, what are your thoughts about the assessment process?

What, if anything, was the most useful aspect of the assessment process?

What, if anything, was the least useful aspect of the assessment process?

How do you envision the assessment findings being used in the future?

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Appendix 4: Forces of Change Assessment Infographic

2018 Forces of Change Assessment

Miami-Dade County, Florida

What is occurring or might occur that affects the health of our community or the local public health system? What specific threats or opportunities are generated by these occurrences?

DESCRIPTION



The Forces of Change Assessment is one of four assessments conducted in the Mobilizing for Action through Planning and Partnerships (MAPP) process. The purpose of this assessment is to identify the trends, factors, and events at the local, state and national levels that are likely to influence community health and quality of life, or impact the work of the local public health system. The forces identified through this process will serve as the foundation for the identification of strategic issues.

OVERVIEW



Forces are a broad all-encompassing category that includes **trends**, **events**, and **factors**.



TRENDS

Patterns over time, such as migration in and out of a community or a growing disillusionment with government.



FACTORS

Discrete elements, such as a community's large ethnic population, an urban setting, or proximity to a major waterway.



EVENTS

One-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.

WHY IS THIS IMPORTANT?



By understanding and preparing for these forces of change, the Miami-Dade County community can act to ward off or reduce threats and take advantage of opportunities to protect and improve community health and the public health system.



KEY FACTORS THAT AFFECT HEALTH IN MIAMI-DADE COUNTY



SOCIAL/
MENTAL
HEALTH



LACK OF
AFFORDABLE
HOUSING



OPIOID
EPIDEMIC



LACK OF
COORDINATION
BETWEEN
HEALTHCARE
PROVIDERS



LACK OF
DATA DRIVEN
DECISIONS



GUN
VIOLENCE



HEALTHCARE
IMMIGRATION
POLICY CHANGE



LACK OF FULLY
INTEGRATED DATA
SHARING SYSTEM

COMMON THEMES



Recurring topics
of discussion that
cross-cut more than
one category topic

FORCES

- Lack of Coordination between Healthcare Providers
- Lack of Education
- Increased Immigration and Influx of People
- Lack of Affordable Housing

CHALLENGES

- Lack of Coordination
- Lack of Education
- Lack of Transportation
- Limited Access to Healthcare Services
- Gaps in Services
- Lack of Data Sharing

OPPORTUNITIES

- Increase Advocacy for Integrated Healthcare
- Increase Funding
- Increase Mental Health Services
- Increase Data Sharing
- Improve Public Transportation
- Provide Affordable Housing
- Better Coordination Across System
- Educate Communities, Families, and Professionals
- Increase Access to Healthcare Services



2018 Forces of Change Assessment
Miami-Dade County



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