



FORCES OF CHANGE ASSESSMENT

YOLO COUNTY

Yolo County
Health Department



Public Health
Prevent. Promote. Protect.

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ACKNOWLEDGEMENTS

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INTRODUCTION

Healthy Yolo, in our efforts to improve the health and well-being of Yolo County residents, is utilizing a community based approach, the Mobilizing for Action through Planning and Partnerships (MAPP) model. The Forces of Change (FoC) Assessment is one of the four assessments proposed in the MAPP model. The FoC assessment is a simple yet comprehensive way of assessing the positive and negative forces within and outside our county, so we can better prepare to act effectively.

While it may not seem obvious at first, the broader contextual environment is constantly affecting communities. 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 are all examples of forces of change. They are important because they affect - either directly or indirectly - the health and quality of life in our community and the effectiveness of our local public health system¹.

The forces of change are broad all-encompassing categories that include:

- **Trends.** Patterns over time, such as migration in and out of a community or a growing interest in locally grown produce.
- **Factors.** Discrete elements, such as a community's large ethnic population, an urban setting, or a county's proximity to a major waterway.
- **Events.** One-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.

These categories of forces can occur in the social, economic, political, technological, environmental, and legal realms. The FoC assessment focuses on identifying 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.

METHODOLOGY

Representatives from various organizations and community members on the Healthy Yolo stakeholder list were invited to attend the FoC work session. On January 30, 2013, Healthy Yolo conducted a half-day work session to identify the forces of change within our community. A total of 21 community members attended the work session. Prior to the work session, each attendee received a forces of change brainstorming worksheet. The worksheet provided a definition of forces of change, tips on how to identify forces of change, and a table to list the forces with the associated threats and opportunities.

A consensus workshop was conducted during the first half of the work session. Attendees were posed with the workshop focus question, "What are the forces of change that are occurring or may occur that affect the health and quality of life in our community?" A series of slides were presented with clippings of news headlines and photos of possible forces of change prior to addressing the workshop focus question. Attendees were asked to reflect on the slides and to share their thoughts and concerns based on several follow-up questions. The attendees individually brainstormed and wrote down all of the forces of change they could think of on individual cards. They then paired up and shared the cards with one another. The pairs were asked to select three cards that were the most clear and potentially most impactful. The cards were collected and read aloud as they were posted at the front of the room.

The work group paired similar cards together based on similar intent, action, accomplishment, etc. Similar pairs were combined to form a cluster(s). Each pair was asked to select two more cards and to select the cluster they

¹ NACCHO, "Forces of Change Assessment At-A-Glance".
<http://www.naccho.org/topics/infrastructure/mapp/upload/foc.pdf>

thought each card belonged to. The work group was again asked if any cards can be combined or moved to a different cluster. Consensus was reached for each cluster and for the cards within that cluster. The next step involved naming each cluster; the work group decided on a word or phrase that would be the most descriptive of all the cards in that cluster. The work group was referred back to the workshop focus question. The title card for each cluster was read aloud and the work group confirmed that it answered the workshop focus question.

The attendees selected a force of change that interested them the most and broke out into groups. In each group, threats and opportunities were identified for each card or force within that group. The results of the threats and opportunities were read back to the entire work group. In addition, attendees had the opportunity to provide edits and comments to the forces of change list and the associated threats and opportunities after the work session.

ASSESSMENT RESULTS

The forces of change work group identified six forces of change categories: the food environment; technology; economic equity; demographics; health services; and education equity. The following sections provide the overall collection of work generated from the forces of change work session.

FOOD ENVIRONMENT

ENVIRONMENT CONTRIBUTING TO OBESITY

OPPORTUNITIES

BIKE FRIENDLY / WALK FRIENDLY COMMUNITIES. FLAT LAND AND GOOD WEATHER

THERE ARE MANY ORGANIZED SPORTS/LEAGUES AND WALK/BIKE/RUN EVENTS

ACCESS TO PARKS

ACCESS TO FARMERS' MARKETS

EASY ACCESS TO NATURE

THREATS

MEDIA & ADVERTISING PROMOTE UNHEALTHY LIFESTYLE AND FOOD MARKETING/LABELING CAN BE MISLEADING.

CAR OBSESSED: PEOPLE PREFER TO DRIVE AND COMMUNITY IS DESIGNED AROUND THE AUTOMOBILE

EASY & CHEAP ACCESS TO JUNK FOOD

DIFFICULT TO ACCESS HEALTHY FOODS

- **UNSAFE AREAS AND PATHWAYS**
- **DIFFICULT TO GET THERE**

DROUGHT

OPPORTUNITIES

CONSERVATION EFFORTS. LEARN TO CONSERVE WATER AND VALUE THE ENVIRONMENT

DEVELOP MORE COMMUNITY GARDENS

PROMOTE DROUGHT-TOLERANT PROPERTY LANDSCAPES

THREATS

AGRICULTURE/LOCAL CROPS

COST OF FOOD MAY INCREASE

INCREASED PREFERENCE FOR CHEAPER AND UNHEALTHIER FOODS DUE TO THE HIGHER COST OF FRESH PRODUCE

FOOD ACCESS

OPPORTUNITIES

BUILDING COMMUNITIES WITH ACCESS TO FOOD AND OTHER RESOURCES

INCORPORATE AND PROMOTE HEALTHY FOODS AT SCHOOLS (FARM TO SCHOOL)

INCREASE PUBLIC DRINKING WATER ACCESS

PROMOTE FARM-TO-FORK

UTILIZE UC DAVIS – SCHOOL OF AGRICULTURE

TAKE ADVANTAGE OF OR HELP DEVELOP FOOD DISTRIBUTION CENTERS

THREATS

NEIGHBORHOODS WITHOUT FOOD STORES

FREE UNHEALTHY FOOD THROUGH GOVERNMENT PROGRAMS (JUICE, HIGH SODIUM CONTENT OF CANNED FOODS)

TECHNOLOGY

OPPORTUNITIES

BRIDGE TECHNOLOGY GAPS FOR DISABLED INDIVIDUALS

- **UTILIZE ROBOTICS TO IMPROVE SPECIAL NEED POPULATIONS ACCESSIBILITY ISSUES**



REPURPOSE OR RECYCLE WASTE

USE SOLAR TECHNOLOGY AND ENERGY DEVICES

WORK TO INCREASE SPEED OF INTERNET SERVICE TO REMOTE LOCATIONS

PROVIDE TECHNICAL TRAINING CENTERS COUNTYWIDE

IN-HOME TECH AIDS AND OTHER PERSONAL TECH HEALTH DEVICES ARE BECOMING MORE AVAILABLE AND POPULAR

SOCIAL MEDIA AS A TOOL TO INCREASE LOCAL COMMUNICATIONS

INCREASE RESOURCE COMMUNICATIONS

IMPROVE INTEGRATED HEALTHCARE THROUGH ELECTRONIC HEALTH RECORDS

THREATS

DECREASE IN PERSON TO PERSON COMMUNICATION

- **LOWER SOCIAL SKILLS**
- TECHNOLOGY CRASH OR VIRUS**

MORE VULNERABLE TO IDENTITY THEFT AND DIGITAL CRIME

PUBLIC CRAVES EFFICIENCY AND INSTANT GRATIFICATION

LACK OF INFRASTRUCTURE IN ALL GEOGRAPHIC AREAS (E.G., RURAL)

DIGITAL IMMIGRANT VS. DIGITAL NATIVES. OLDER POPULATION MAY BE UNWILLING TO USE OR ARE UNFAMILIAR WITH RECENT TECHNOLOGY

POTENTIAL FOR MISCOMMUNICATION

LACK OF RELIABLE SOURCES TO USE TECHNOLOGY. POOR INTERNET SERVICE AND LACK OF PERSONAL DEVICES

EXPENSE: COST FOR SERVICES AND DEVICES

WASTE DISPOSAL OF ELECTRONIC DEVICES

OVERUSE ON PETROLEUM-BASED ENERGY

LOSS OF PRINT BASED BUSINESS

LOSS OF STORES (BRICK AND MORTAR) AND OTHER CHAINS

ECONOMIC EQUITY

HOUSING

OPPORTUNITIES

CREATIVE IN-FILL DEVELOPMENT

HOUSING QUALITY

- INCREASE SAFETY

THREATS

INCREASE IN HOUSING PRICES DUE TO LIMITED HOUSING DEVELOPMENT

ECONOMIC UNCERTAINTY

OPPORTUNITIES

GOVERNMENT/BUSINESS PARTNERSHIPS

- “CROWD FUNDING” & ENTREPRENEURSHIP (ESPECIALLY REACHING DIVERSE GROUPS)
AGRICULTURE/AGRI-BUSINESS PARTNERSHIPS WITH UNIVERSITY CALIFORNIA, DAVIS

THREATS

LOSING JOBS DUE TO CHANGE, BUSINESS/ECONOMIC ENVIRONMENT (ESPECIALLY ENTRY LEVEL)

- CLIMATE CHANGE AFFECTING AGRICULTURAL JOBS

AFFORDABLE CHILDCARE

OPPORTUNITIES

ACTIVE COMMUNITY ORGANIZATIONS (LCPC, FIRST 5)

- TRAIN & EMPLOY EARLY CHILDHOOD EDUCATORS
COLLABORATE WITH COUNTY SERVICES (I.E., WELFARE TO WORK)

ON-SITE CHILDCARE DEVELOPMENT

THREATS

LACK OF CHILD CARE SLOTS FOR WORKING PARENTS

ASPECTS/CONTRIBUTING FACTORS ARE OUT OF LOCAL CONTROL (I.E., STATE FUNDING DECISIONS)

INTERDEPENDENCE – COLLABORATION

OPPORTUNITIES

INTEGRATION OF HEALTH & SOCIAL SERVICES.

GRANTS (SEEKING OUT GRANTS COLLABORATIVELY)

BRINGING MORE CONTRIBUTORS/STAKEHOLDERS INTO GENERAL PLANNING PROCESS

- **COMMUNITY LEADERS, LAW ENFORCEMENT, & SERVICE PROVIDER COLLABORATION**

THREATS

COLLABORATION & LACK OF COMMUNICATION BETWEEN BUSINESSES, LOCAL GOVERNMENT, AND CBOS

UNSAFE NEIGHBORHOODS & LACK OF COMMUNITY COHESION

DEMOGRAPHICS

OPPORTUNITIES

MULTICULTURAL POPULATION

REACH OUT TO UNDOCUMENTED POPULATION

EDUCATE POPULATION ABOUT YOLO COUNTY'S HISTORY AND DIVERSITY

LARGE COLLEGE STUDENT POPULATION

- **USE OF INTERNS**
- YOLO HOSPICE TO HELP CARE FOR THE ELDERLY**

CONNECT THE URBAN AND RURAL COMMUNITIES USING NON-PROFITS, COMMUNITY-BASED ORGANIZATIONS (CBOS), AND CHAMBERS OF COMMERCE

EDUCATIONAL: HIGHLIGHT THE UNIQUE IDENTITY OF EACH COMMUNITY

FUNDING FOR CULTURAL AWARENESS TRAINING

CULTURALLY COMPETENT CLIENT & PROVIDER

EDUCATION ON MIGRANT WORKER LIFE INCREASED INVOLVEMENT BY OUR COMMUNITIES

THREATS

AGING POPULATION

- **NEED FOR CAREGIVERS**
- LACK OF TRANSPORTATION FOR ELDERLY**

DIVERSE DEMOGRAPHICS IN A LARGE AREA (URBAN & RURAL)

LANGUAGE BARRIERS MAY BLOCK ACCESS TO RESOURCES

LACK OF A COHERENT POLICY ON IMMIGRATION

LITTLE IS KNOWN ABOUT THE LIFE OF A MIGRANT WORKER

HEALTH SERVICES

ELECTRONIC HEALTH RECORDS

OPPORTUNITIES

INCREASED FUNDING OPPORTUNITIES

ADVANCED SECURITY TECHNOLOGY

THREATS

AVAILABILITY OF SYSTEMS TO DELIVER SECURE, APPROPRIATE HEALTH RECORDS

HACKING

MENTAL HEALTH

OPPORTUNITIES

INCREASED ACCESS VIA AFFORDABLE CARE ACT

REDUCE THE STIGMA ASSOCIATED WITH MENTAL HEALTH ISSUES

CREATE AND PROVIDE NEW DRUG AND ALCOHOL PROGRAMS

NEW JOB OPPORTUNITIES

THREATS

LACK OF MENTAL HEALTH PROVIDERS & SERVICES

INCREASED NEED FOR MENTAL HEALTH SERVICES

INCREASE IN DRUG & ALCOHOL USE

AFFORDABLE CARE ACT (ACA)

OPPORTUNITIES

INCREASED ACCESS TO MEDICAL CARE MAY RESULT IN A HEALTHIER POPULATION

PROVIDERS WILL HAVE NEW ALTERED SERVICES TO REFLECT REQUIREMENTS OF ACA

NEW JOB OPPORTUNITIES

THREATS

CHANGE

- **FEAR IN COMMUNITY**
- **LACK OF UNDERSTANDING**

PROVIDER SHORTAGE

EDUCATION EQUITY

INCREASE IN THE NUMBER OF SPECIAL EDUCATION STUDENTS

OPPORTUNITIES

INCREASE IN SELF-SUFFICIENCY THROUGH PROGRAMS

THREATS

LACK OF FUNDING: STAFF AND FACILITY SPACE

SCHOOLS MAY NOT BE ADA COMPLIANT

INCREASE IN ENGLISH LANGUAGE LEARNERS

OPPORTUNITIES

INCREASE LANGUAGE IMMERSION IN SCHOOLS

INVOLVE FAMILIES TO HELP LEARN ENGLISH AS A SECOND LANGUAGE

THREATS

ENGLISH LANGUAGE LEARNERS MAY BE OVERLOOKED AND FALL BEHIND IN SCHOOL

LACK OF FUNDING: PROGRAMS (ESL) AND BILINGUAL STAFF

INCREASE IN STUDENTS WITH CONDUCT DISORDERS

"Conduct disorder" refers to a group of behavioral and emotional problems in youngsters. Children and adolescents with this disorder have great difficulty following rules and behaving in a socially acceptable way. They are often viewed by other children, adults, and social agencies as "bad" or delinquent, rather than mentally ill².

OPPORTUNITIES

INCREASE SELF-SUFFICIENCY THROUGH PROGRAMS

UNIVERSAL SCREENING FOR MENTAL HEALTH ISSUES FOR ALL STUDENTS

THREATS

INCREASE IN CLASS DISRUPTIONS AND POSSIBLY VIOLENCE

STUDENTS MAY FALL BEHIND BOTH SOCIALLY AND ACADEMICALLY

LOCAL CONTROL FUNDING FORMULA (SCHOOL FUNDING REFORM 2013)

OPPORTUNITIES

INCREASE FUNDING FOR K-12 SCHOOLS

IDENTIFY PRIORITIES FOR HIGH NEEDS STUDENTS

MORE LOCAL CONTROL TO CATER TO THE NEEDS OF THE STUDENT POPULATION

INCREASE IN PARENT INVOLVEMENT

THREATS

TIME TO FULLY IMPLEMENT IS 2021

SUMMARY

Yolo County is a very diverse region and it is important to celebrate the diversity and heritage of our county. We must work to understand certain populations (e.g., migrant workers, aging population) to better protect and promote their health and well-being. Efforts of Healthy Yolo should take advantage of the strengths of the community such as parks, community events, UCD, and Farm to Fork efforts. It may be beneficial to counter market the automobile-centric culture and the pervasive presence of low-nutrient, processed foods when promoting Healthy Yolo efforts. Our agricultural livelihood is threatened by the current drought, so any efforts should employ water conservation methods.

Often when new technology is available, we try to make it fit in with the old way of doing things. Instead, we should start thinking of new ways of doing things and take advantage of the new technology. In this ever increasing technological society, we must not fully abandon the value of face to face communication. In our rural

² American Academy of Child and Adolescent Psychiatry, Conduct Disorder, "Facts for Families".
http://www.aacap.org/App_Themes/AACAP/docs/facts_for_families/33_conduct_disorder.pdf (2012)



community it is important to travel to the various communities and conduct community forums. We can enhance our communications and collaborations by combining technology and personal communications. In this manner we can build community cohesion and increase community involvement by working with community-based organizations, service groups, faith-based organizations, and chambers of commerce.

New funding sources either are available or may become available. The School Funding Reform offers opportunities to address our student population who are English language learners, special needs, and students with conduct disorders. Other funding opportunities and possible job opportunities may rise from the Affordable Care Act; however, this may also lead to shortages of medical and mental health services and providers.

Developing a full awareness of the forces of change in our current situation can help with both strategic planning and decision making. The forces of change identified in this report will be used by Healthy Yolo in development of goals and strategies to address specific health issues in order to take advantage of opportunities and counteract threats or avoid pitfalls.