Improving Community Health through Planning and Partnerships: MAPP* and Community Health Improvement Planning

Webinar Series

Organizing for Success, Partnership Building and Visioning

Office of Health Statistics and Assessment

June 15, 2011
Today’s Topic

“Organizing for Success, Partnership Building and Visioning”

• Purpose: to provide the information and tools to lay a solid foundation for community-based health planning using a MAPP-based approach

• Second in a series of six modules
Objectives

- Recognize steps in organizing for a successful assessment/planning process
- Gain skills in identifying partners, and building community partnerships
- Learn about techniques and tools to manage the MAPP process
- Become familiar with steps in visioning
- Identify key elements of vision statements
Review of MAPP

Six phases

- Organize for Success and Partnership Development
- Visioning
- Four MAPP Assessments
  - Community Themes and Strengths
  - Local Public Health System
  - Community Health Status
  - Forces of Change
- Identify Strategic Issues
- Formulate Goals and Strategies
- Action Cycle
  - Plan
  - Implement
  - Evaluate
Foundational Steps

• Organize for Success and Partnership Development
  – Core team
  – Process plan or work plan
  – Timeline
  – MAPP committee or team
  – Community partners identified
  – Readiness assessment

• Visioning
  – Vision statement
Laying the Foundation

- Sends signal that time will be used wisely
- Ensures broad community representation
- Clarifies roles and responsibilities
- Sets tone of openness and sustained commitment
- Makes the process more manageable
- Results in a realistic plan that can be implemented
Two key interrelated activities:

- **Organize for Success**
  - Decision made to do MAPP or related process
  - Outline planning process
- **Partnership Development**
  - Identify and recruit partners
  - Form MAPP Committee
Steps to Organize for Success

• Determine the importance and need
• Identify and organize participants
• Design the planning process
• Assess resource availability
• Conduct readiness assessment
• Determine how the process will be managed
• Develop an evaluation strategy
Step 1 – Understand Importance and Necessity

- Why do a community health assessment or MAPP process?
- Who is driving it?
- What do we want to get out of it?
- What might get in our way?

Organizing the Planning Effort: Reasons, Benefits, and Sponsorship Worksheet

1. Why are you continuing the planning process? What must your do you hope to achieve?

2. What broader and results do you hope to achieve?

3. Who is sponsoring the process? Who from will sponsoring us?
Step 2 – Identify and Organize Participants

- Who needs to be at the table?
- Who else?
- Who’s missing
- What are their expectations?
- Are there time constraints?
- Are meeting logistics a concern?
Step 3 – Design Planning Process

What will the process entail?

How long will it take?

How will we know we are finished?

Who will do the work?
## Work Plan and Timeline for Leon County MAPP Process

This timeline is to serve as a guide throughout the planning process, but adjustments in timing and scope may be made to accommodate the fluid process that is inherent in working with communities. The darker shading shows the timeline for each entire phase, the lighter shading underneath shows the timeline for various activities within each phase. Key meetings are color-coded.

**Acronyms include:** LCHD=Leon County Health Department, BBHC=Big Bend Health Council, HPC=Health Planning Council of Northeast Florida.

### Work Plan and Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Lead</th>
<th>May</th>
<th>Jun</th>
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<td>Core Team Meetings / Calls</td>
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<td>MAPP Phase / Description of Activity</td>
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<td>Organize for Success / Partnership Development</td>
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<td>Develop detailed work plan for MAPP assessment</td>
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<td>Identify Core Team to assist with process</td>
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<td>Identify participants and contact information</td>
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<td>Draft invite letter / send via US Post and email</td>
<td>LCHD</td>
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<td>Follow-up with email and phone calls</td>
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<td>Determine regular mtg dates</td>
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<td>Develop a Vision</td>
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<td>Determine date, time and venue for kick-off</td>
<td>LCHD</td>
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<td>Coordinate logistics for kick-off</td>
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<td>Prepare content / design visioning process</td>
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<td>Hold kick-off and visioning event</td>
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<td>Community Health Status Assessment</td>
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<td>Conduct data collection of core indicators</td>
<td>BBHC</td>
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<td>Analyze the data / create a health profile</td>
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<td>Present health profile at meeting</td>
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<td>Incorporate community feedback</td>
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<td>Identify subcommittee, approaches, and resources</td>
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<td>Hold community dialogues and focus groups</td>
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<td>Conduct interviews with residents / key leaders</td>
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<td>Develop/disseminate/collect a community survey</td>
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<td>Analyze data and present findings</td>
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Step 4 – Assess Resources

- Staffing
- Meeting space
- Refreshments
- Supplies
- Postage
- Printing
- Training materials
- Existing assessment reports, results, plans

*Form developed by Consortium for a Healthier Miami-Dade*
## Inventory of Information Resources – Glades County Health Department

### Community Health Status Assessment

Answers the question: How healthy are our residents? What does the health status of our community look like?

Resources currently available:
- County Health Profile Report, [www.floridacharts.com](http://www.floridacharts.com)
- County Health Status Summary Report, [www.floridacharts.com](http://www.floridacharts.com)
- County Chronic Disease Profile Report, [www.floridacharts.com](http://www.floridacharts.com)

### Community Themes and Strengths Assessment

Answers the question: What is important to our community? How is quality of life perceived by our community? What assets do we have that can be used to improve community health?

- CHD Snapshot Report, accessible at [http://cor.sharepoint.doh.state.fl.us/HP/QR/default.aspx](http://cor.sharepoint.doh.state.fl.us/HP/QR/default.aspx)
- CHD Strategic Plan
- Glades County Healthy Living Survey, 2006

### Local Public Health System Assessment

Answers the questions: What are the activities, competencies, and capacities of our local public health system? How are essential services being provided to our community?

- National Public Health Performance Standards Program, Local Public Health System Assessment Results, 2005, accessible at [http://www.dch.state.fl.us/planning_eval/CHA/Training/CoreFunctions/MAPP/Assessment/LPHSAResults.htm](http://www.dch.state.fl.us/planning_eval/CHA/Training/CoreFunctions/MAPP/Assessment/LPHSAResults.htm)

### Forces of Change Assessment

Answers the question: What is occurring or might occur that affects the health of our community and/or the local public health system? What specific threats or opportunities exist or might exist? What are the factors that enhance or inhibit change in our community?


*Form developed by Consortium for a Healthier Miami-Dade
Karen Weller, Chair*
Step 5 – Assess Readiness

- Are we really ready?
- Do we have all the critical elements in place?
- What will it take to get ready?
- Do we need to change the scope?
Step 6 – Determine How the Process will be Managed

- Participation and Roles
- Project Proposal
- Master calendar
- Meeting agendas

Matrix of Organized Participation and Roles within Each Phase of MAPP

<table>
<thead>
<tr>
<th>MAPP Phase</th>
<th>Core Support Team</th>
<th>MAPP Committee</th>
<th>Subcommittees</th>
<th>Community</th>
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</thead>
<tbody>
<tr>
<td>Organize for Partnership Development</td>
<td>- CE activities must be present</td>
<td>- Chairman (HB 5007)</td>
<td>- Identify resources</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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<td></td>
<td>- Organize and plan the process</td>
<td>- Members provide expertise other resources</td>
<td>- Assign subcommittee members</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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<td></td>
<td>- Conduct evaluations</td>
<td>- Approve plan for next phase</td>
<td>- Prepare report for next phase</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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<td>- Access key stakeholders</td>
<td>- Provide input to MAPP</td>
<td>- Provide input to MAPP</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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<tr>
<td></td>
<td>- Develop partnerships</td>
<td>- Develop partnerships</td>
<td>- Develop partnerships</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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<td></td>
<td>- Implement strategies</td>
<td>- Implement strategies</td>
<td>- Implement strategies</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>MAPPING</th>
<th>Core Support Team</th>
<th>MAPP Committee</th>
<th>Subcommittees</th>
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<td>- Implement strategies</td>
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<td>- Community involvement should be consistent with MAPP goals</td>
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<td>- Evaluate and update</td>
<td>- Evaluate and update</td>
<td>- Evaluate and update</td>
<td>- Community involvement should be consistent with MAPP goals</td>
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</table>

- Evaluate and update
MAPP Steering Committee

LPHS Partners & Greater Community

LPHSA Sub-committee
CHSA Sub-committee
CTSA Sub-committee
FOCA Sub-committee

Organizing for Success

Visioning

Assessments

Identify Strategic Issues

Formulate Goals and Strategies

Action Cycle

Goal 1 Sub-committee
Goal 2 Sub-committee
Goal 3 Sub-committee
Goal 4 Sub-committee
Goal 5 Sub-committee

Steering Committee, LPHS Partners, Greater Community
Step 7: Evaluation

• Is not an afterthought or something that is done only if there is extra money
• Measures progress and identifies reasons for celebration
• Informs continuous improvements
• Doesn’t have to be difficult
• Doesn’t happen only during the action cycle—evaluation should be considered at every phase of the process
Phase 1 Process Evaluation

Did we:

• Structure a planning process that engages participants as active partners?
• Structure a planning process that uses participants' time well?
• Structure a planning process that builds commitment?
• Set a tone of openness and sustained commitment among participants?
• Structure a planning process that results in a realistic plan?

Continuously assess what can be improved as the community moves forward in the process
Preparing for Outcome Evaluation

• If we implement MAPP successfully, what will the process look like?
• What do we expect to achieve after one iteration of the MAPP process?
  – Increased community engagement
  – Stronger partnerships
  – Better system efficiency
  – More system resources
  – Less system redundancies
  – Return on investment
  – Improved health
• How will we know we’ve successfully met our expectations?
Tools and Tip Sheets

- Guidance for Participant Identification
- Participant Selection Worksheet
- Participation and Roles Matrix
- Example Timeline for the MAPP Process
- Organizing the Planning Effort: Reasons, Benefits and Sponsorship
- Organizing the Planning Effort: Barriers
- Readiness Assessment Worksheet

www.doh.state.fl.us/COMPASS
Steps in Partnership Development

- Identify potential partners
- Recruit and retain partners
- Determine role of partners
- Maintain active involvement
- Evaluate the partnership
- Celebrate successes
Steps 1 and 2 – Identify and Recruit Partners

• Who needs to be at the table?
• What are their expectations?
• What is our mission and vision?
• What are our goals and objectives?
• What they can expect? How long will the partnership last?
What do **we** have to offer potential partners?

- What value or benefit can we offer potential partners?
- Do we have expertise or resources that would be useful to others?
- Are we trying to reach the same clients or potential partners?
Steps 3 and 4 – Determine Roles and Maintain Active Involvement

Potential Roles – Do you have a partner who can

• Evaluate components of the partnership
• Manage partner database and meeting notifications
• Provide guidance for policy development and program planning
• Collect and analyze data; conduct community assessments
• Develop Social Networking tools for the partnership
• Develop and present education and training programs for partners
• Educate elected officials and policy makers on health issues
• Market the partnership
• Monitor/analyze health-related legislation (Legislative issues)
# Partner Skill/Expertise Inventory

Use the grid below to indicate the skills or areas of expertise you bring to the partnership.

<table>
<thead>
<tr>
<th>Skill or Area of Expertise</th>
<th>Possess</th>
<th>Can link to others with skill/expertise</th>
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<tbody>
<tr>
<td>Budget management</td>
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<td>Communications (technical writing, working with media)</td>
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<td>Community organizing</td>
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<td>Data analysis</td>
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<td>Data collection</td>
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<td>Data interpretation</td>
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<td>Designing educational materials, activities</td>
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<td>Evaluation</td>
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<td>Grant writing</td>
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<td>Health content area specialist</td>
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<td>Health literacy</td>
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<td>Identifying, reaching target populations</td>
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<td>Implementing educational programs, activities</td>
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<td>Legislative advocacy</td>
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<td>Marketing</td>
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<td>Meeting, event planner</td>
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<tr>
<td>Monitor/analyze health-related legislation</td>
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<td>Operational planning</td>
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<td>Performance improvement</td>
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<td>Policy development</td>
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<td>Public relations</td>
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<td>Social marketing</td>
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<td>Social media</td>
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<td>Strategic planning</td>
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<td>Worksite wellness</td>
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<td>Other skills/expertise you possess (list below)</td>
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</table>

- Tool to ascertain skills, expertise of partnership members
- Use inventory results as a guide in assigning roles
- Helps maintain active involvement
### Partner Roles and Skills/Expertise Checklist

Use this grid to identify partnership roles, skills needed for those roles, and if you need/have a person in that role.

<table>
<thead>
<tr>
<th>Roles</th>
<th>Skill or Area of Expertise Needed</th>
<th>Need</th>
<th>Have</th>
<th>Who?</th>
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<tr>
<td>Partnership Management</td>
<td>Program management skills, social networking skills</td>
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<td>Fiscal manager</td>
<td>Budget management</td>
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<td>Meeting planner</td>
<td>Event planning</td>
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<td>Meeting facilitator</td>
<td>Facilitative leadership expertise</td>
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<td>Recorder</td>
<td>Writing skills</td>
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<td>Membership coordinator</td>
<td>Database management</td>
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<td>Planners</td>
<td>Strategic planning</td>
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<td>Program Planning</td>
<td>Design educational materials, activities</td>
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<td>Program Planning</td>
<td>Implement educational materials, activities</td>
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<td>Writing measurable goals, objectives</td>
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<td>Public speaking, working with media</td>
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<td>Public relations</td>
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<td>Social media</td>
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<td>Health Content Specialist</td>
<td>Trainers, educators, public health professionals</td>
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<td>Health status</td>
<td>Data analysis, interpretation</td>
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Step 5 – Evaluate Partnerships

- Annual assessment of partnership
  - Maintain focus
  - Ensure skills, expertise needed to accomplish goals
  - Develop mutually beneficial relationships

- At a minimum, should answer these questions
  - What is the purpose of the partnership?
  - What does (or will) success look like? What are our measurable objectives?
  - What resources or skills are needed to ensure success?

- Resources for Community Partnership building at
  - http://www.doh.state.fl.us/COMPASS/partnerships_training.htm
Model Practice - Partnership Evaluation Using PARTNER

- Bay, Highlands and Jefferson CHDs

PARTNER: Program to Analyze, Record, and Track Networks to Enhance Relationships

PARTNER is a Free Tool to Collect, Analyze, & Interpret Network Data to Improve Collaboration with the Public Health System - WWW.PARTNER TOOL.NET

The Need for Tools to Assess Partnerships/Collaboration

is a social network analysis tool designed to measure and monitor collaboration among people/organizations. The tool is free (sponsored by the Robert Wood Johnson Foundation) and designed for use by collaborative coalitions to demonstrate how members are connected, how resources are leveraged and exchanged, the levels of trust, and to link outcomes to the process of collaboration. The tool includes an online survey that you can administer to collect data and an analysis program that analyzes these data. By using the tool, you will be able to demonstrate to stakeholders, partners, evaluators, and funders how your collaborative activity has changed over time and progress made in regard to how community members and organizations participate.

Program to Analyze, Record, and Track Networks to Enhance Relationships  www.partnertool.net
Visioning

Vision and value statements provide:

- Focus
- Purpose
- Direction

- Mission statement – Why do we exist now?
- **Vision statement** – Where should we be headed?
- Strategic plan – How do we plan to get there?
Benefits to a Community

- Incentive to mobilize assets across sectors and boundaries
- Communicates goals
- Generates enthusiasm and excitement
- Unites participants
- Shows common ground for those with conflicting viewpoints
- Fosters creativity through collaborative thinking
Steps in Visioning Process

- Identify other visioning efforts
- Design the visioning process
- Conduct the visioning process
- Formulate the vision statement and common values
- Keep the vision and values statements alive
Step 1 – Identify other Visioning Efforts and Make Connections

• Identify other visioning efforts in community
• Create links with MAPP
• Combine on-going processes
Step 2 – Design the Process and Select a Facilitator

- Community visioning
  - Broad-based
  - 40-100 participants
- Advisory Committee/Key Leadership visioning
  - MAPP Committee and key leaders
Step 3 – Conduct the Visioning Process

• What does a healthy Florida community mean to you?
• What are important characteristics of a healthy community for all who live, work and play here?
• How do you envision the local public health system in the next five years? Ten years?
Step 4 – Formulate Vision and Values Statements

- Final statement prepared by small task force based on outcomes of visioning sessions
- Vision statement should be
  - Easy to read
  - Easy to understand
  - Easy to remember
  - Compelling, inspirational
  - Speak to entire community
- Major milestone and should be celebrated
Step 5 – Keep the Vision Alive throughout the Process

“The Healthiest County in Florida”

“Thriving People Living Healthy Lifestyles in a Vibrant Community”

“Action for a Better Life”
Tools and Tip Sheets

- A Step-by-Step Process for Visioning Tip Sheet
- Engaging the Community Tip Sheet
- Facilitation in the MAPP Process Tip Sheet

www.doh.state.fl.us/COMPASS
Need More Information?

- COMPASS website
  www.doh.state.fl.us/COMPASS
- CHARTS www.floridacharts.com
- NACCHO’s website www.naccho.org
- Contact DOH Office of Health Statistics and Assessment
  - Christine Abarca at 850-245-4444 ext 2071, e-mail: Christine_Abarca@doh.state.fl.us
  - Daphne Holden at 850-245-4444 ext. 2036, e-mail: Daphne_Holden@doh.state.fl.us
Coming Attractions

• The MAPP Assessments: Forces of Change, Community Themes and Strengths and Local Public Health System Assessment
  – Webinar on Thursday, June 16 from 3 – 4 pm ET
  – Some of the topics to be covered:
    • methods of soliciting community input
    • categories of potential forces of change agents
    • local public health system