

Allen County
Community Health Improvement Plan
Work Plan Addendum: 2017-2018

June 2017

June, 2017

To Allen County Residents:

We are pleased to release the 2017-2018 Community Health Improvement Plan (CHIP) Work Plan Addendum. Allen County community partners developed its first Community Health Improvement Plan for 2014-2016, which can be viewed on the Allen County Public Health website under the Vital Statistics tab, or at this [link](#). This 2017-2018 Addendum is a continuation of that effort.

The Allen County CHIP is a community driven and collectively owned health improvement plan. Allen County Public Health is charged with providing administrative support, tracking and collecting data, and preparing annual reviews for the Community Health Improvement Plan. After a review process including stakeholder feedback, changes to the plan include the following:

- The committee has listed measurable outcome objectives, key measures, and output measures or targets.
- Mental Health and Substance Abuse has risen as a top priority area to address the opiate crisis that has impacted our county and state.
- Multiple strategies are focused on those who need the most support to be successful (health equity).
- The fourth priority area in the 2014-2016 plan (previously Access to Care) has been changed to instead include cross-cutting strategies that affect overall health: housing, transportation, tobacco, and a commitment to improving our community collaborative process in order to address root causes of health outcomes.

We believe the 2017-2018 CHIP Addendum positions Allen County for greater success to improve the health and wellness of our residents. Allen County citizens and local agencies deserve thanks for their support of our health improvement plan priorities and the planning process. Community support is critical both now, as we address the issues in this plan, and long-term as we evaluate our progress and identify additional priorities.

The Allen County Community Health Improvement Committee

Allen County Public Health wishes to acknowledge the numerous contributions of the Allen County Community Health Improvement Committee, as well as the many stakeholders and partners listed throughout this document. Their continued commitment to the mission of public health helps to make Allen County a great place to live, learn, work and play.

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Contact Us

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**Allen County Community Health Improvement Plan
2017-2018 Addendum
Action Plan
Summary**

Overall health outcome goals for Allen County Residents

↑ **Health Status**
↓ **Premature death**

Priority 1: Improve Mental Health and Decrease Substance abuse

Priority goals: ↓ Overdose deaths, ↓ Nonfatal opiate overdoses, ↓ Suicide deaths and ↓ Suicide attempts

Strategies

1. Implement prevention strategies for: parents and children; consumers of opioid pain medication; youth; and for providers to reduce secondary trauma resulting from the opioid epidemic.
2. Implement intervention strategies to increase access, outreach and connection; convene an Overdose Death Review Board.

Priority 2: Increase Maternal and Infant Health

Priority goals: ↓ Infant deaths, ↓ Preterm births, ↓ Low birthweight births

Strategies:

1. Prevent sleep related infant deaths.
2. Strengthen local resources for women at high risk for poor birth outcomes.

Priority 3: Increase Wellness and Reduce Chronic Disease

Priority goals: ↓ Diabetes prevalence, ↓ Coronary heart disease prevalence

Strategies:

1. Increase the number of businesses and employees impacted by the Activated Business Challenge.
2. Increase the number of schools and students impacted by the Activated School Challenge.
3. Increase the number of childcare settings and children impacted by the Activated Childcare Challenge.
4. Expand produce access through the Farmer's Market and local garden initiatives.

Priority 4: Address Crosscutting Strategies Impacting Overall Health

Priority goals: ↑ Health Status ↓ Premature death

Strategies:

1. Increase access to healthier and safer modes of transportation.
2. Implement strategies outlined by the Allen County Housing Consortium.
3. Decrease the exposure to second-hand smoke.
4. Transition Activate Allen County to a community based collaborative.

Overall health outcome goals for Allen County residents

Desired outcome	Indicator (source and year)	Baseline ('14 or '15)	2017	2020 target
Improve health status	Respondents who rated health status as excellent or very good (2014 Allen County Community Health Assessment)	45%	57%	60%
Improve health status, low income	Respondents with incomes less than \$25,000 who rated health status as excellent or very good (2014 Allen County Community Health Assessment)	25%	33%	36%
Reduce premature death	Potential life lost before age 75 (County Health Rankings – National Center for Health Statistics, 2012-2014)	1,363 deaths	N/A	1295

Priority 1: Mental health and substance abuse outcome objectives

Desired outcome	Indicator (source and year)	Baseline ('14 or '15)	2017	2020 target
Reduce unintentional drug overdose deaths	Rate of deaths due to unintentional drug overdoses per 100,000 population (ODH Bureau of Vital Statistics, 2015)	18	N/A	17
Reduce nonfatal opioid overdoses	Nonfatal overdoses	N/A	TBD – Hospital emergency data	Benchmark TBD
Reduce suicide deaths	Rate of deaths due to suicide per 100,000 population (ODH Bureau of Vital Statistics, 2015)	18	N/A	17
Reduce suicide attempts	Adults who considered attempting suicide in the past year (2014 Allen County Community Health Assessment)	4%	3%	2%

Priority 2: Maternal and Infant Health outcome objectives

Desired outcome	Indicator (source and year)	Baseline (2015)	2020 target
Reduce infant mortality	Infant mortality rate, per 1000 (Ohio Department of Health, Data Information Warehouse, 2005-2015)	10 year average: 6.8	10-year average (2009-2019) 6.5
Reduce low birth weight births	Low birth weight (Ohio Department of Health, Data Information Warehouse, 2015)	10.1%	9.6%
Reduce preterm birth	Preterm births (Ohio Department of Health, Data Information Warehouse, 2015)	10.4%	9.9%

Priority 3: Increase Wellness/Decrease chronic disease outcome objectives

Desired outcome	Indicator (source and year)	Baseline (2014)	2017	2020 target
Reduce heart disease	Percent of adults ever diagnosed with coronary heart disease (Allen County CHA)	7%	6%	5%
	Percent of adults who had a heart attack (Allen County CHA)	4%	5%	4%
Reduce diabetes	Percent of adults who have been told by a health professional that they have diabetes (Allen County CHA)	12%	13%	11%

Mental Health and Substance Abuse

Priority outcomes: Reduce deaths from unintentional overdoses, non-fatal opioid overdoses, suicide attempts and suicide deaths

Key Measures	Baseline	Target	Baseline Data Source (year)
Wait time for adults seeking treatment	7-10 days	<7 days	Coleman & UMADAOP (Feb. 2017)
Opioid doses per capita to Allen County patients	11.77	11.18	State of Ohio Board of Pharmacy (OARRS) Quarter 3 2016
Youth whose parents disapprove of them misusing prescription drugs	85%	87%	Allen County Community Health Assessment 2017

Strategy	Action Steps	Timeframe	Population served	Collaboration/ Partnership	Output Measures/ Target
1.1 Implement prevention strategies	1. Increase the number of parents who are intentionally talking to their children about their strengths, about the harmful effects of drugs, and who know the signs of suicidal thoughts and talk to their kids.	1/1/2017 – ongoing	Parents and children	Schools, businesses, churches	Number of Let’s Talk programs presented Survey Monkey reporting from parents
	2. Increase Consumer Awareness of the dangers of prescription opioid pain medication.	1/1/2017 – ongoing	Consumers of pain medications	Agencies sharing social media	Social media outreach Number of “likes,” survey reports

	<p>3. Increase Awareness of youth and young adults about the harmful effects of drugs and the warning signs a friend may be considering suicide.</p> <p>4. Outreach to address the issue of secondary trauma resulting from the opioid epidemic</p>	<p>1/2017 – ongoing</p> <p>1/2017 - ongoing</p>	<p>Youth and young adults</p> <p>Members of the law enforcement, fire / EMA, and the treatment community</p>	<p>Schools and colleges/ universities</p> <p>Law enforcement, fire /EMA, agencies involved with treatment</p>	<p># schools and # students taking part in RRR program, Lifelines Program, Youth Led Prevention groups, and mock OD presentations</p> <p># colleges/ universities taking part in active drug awareness and suicide awareness campaigns</p> <p># agencies who participate in deliberate efforts to mitigate secondary trauma</p>
1.2 Implement intervention strategies	<p>1. Increase access/ outreach/ connection</p> <p>a. Increase the number of local detox programs</p> <p>b. Increase the number of community and school navigators</p> <p>c. Increase access to care</p>	1/1/17-ongoing	Youth and adults seeking treatment	<p>St. Rita’s Health Partners/Mental Health and Recovery Services Board/ Coleman;</p> <p>Schools/ Family Resource Center, SAFY (Specialized Alternatives for Families and Youth)</p>	<p># detox facilities</p> <p># patients</p> <p># connected to ongoing recovery and treatment</p> <p># people engaged</p> <p># people accessing care</p> <p>Waiting time to drug abuse counseling services</p> <p>Waiting time to see MD</p>

	2. Convene an Overdose Death Review Board			Local agencies	# doctors in the Medically Assisted Treatment (MAT) program Overdose Death Review Board established
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Community partners	Allen County Opiate Community Action Commission: Mental Health and Recovery Services Board, Coleman Professional Services, UMADAOP Lima, St. Rita's Health Partners, Lima Memorial Health Systems, Lima City Schools, Bath Schools, Allen County Commissioners, City of Lima, Bath EMS, Allen County Sheriff's Office, Allen County Public Health, Department of Job and Family Services, United Way of Greater Lima, Bluffton University, Partnership for Violence Free Families, Lima Allen County Chamber of Commerce, Allen Economic Development Group
Policy Change(s) Recommended	State legislation to allow for confidential opiate death reviews
State Health Improvement Plan Alignment	Mental Health and Addiction
Evidence Based Strategies	Ohio Health Resource Toolkit for Addressing Opioid Abuse
Likely to reduce health disparities	N/A
National Prevention Strategy or Healthy People 2020	NPS Priority: Mental and Emotional Well-being

Maternal and Infant Health

Priority outcomes: reduce infant mortality and black infant mortality, preterm births, and low birthweight births

Strategy	Action Steps	Timeframe	Population served	Committee/Lead	Output Measures/Target
2.1 Prevent sleep related infant deaths	Provide safe sleep spaces for families (need-based)	1/2017 – ongoing	Need-based families with infants < 1 year	Maternal Infant Task Force	400 Pack-n-Play beds
2.2 Strengthen local resources for women at high risk of poor birth outcomes.	Hold Maternal Infant Task Force meetings quarterly to share local resources and best practices	1/2017 – ongoing	High risk perinatal women and partners	Maternal Infant Task Force	Meeting notes

Community partners	Maternal Infant Task Force: Allen County Public Health, Health Partners of Western Ohio, St. Rita’s Health Partners, Lima Memorial Health Systems, Allen County WIC, Dr. Sherger, Department of Job and Family Services, Help Me Grow, West Ohio Community Action Partnership
Policy Change(s) Recommended	N/A
State Health Improvement Plan Alignment	Maternal and Infant Health: Prevent Sleep-Related Deaths
Evidence Based Strategy (ies)	Prevent Sleep Related Deaths
Likely to reduce health disparities	Low income families (need-based cribs for kids)
National Prevention Strategy or Healthy People 2020	Priority: Reproductive and Sexual Health

Priority 3: Increase Wellness

Priority outcomes: Reduce diabetes prevalence, Reduce coronary heart disease prevalence

Key Measures	Baseline	Target	Data Source (year)
Physical inactivity (none in the last month)	29%	28%	Allen CHA (2014)
Adults eating recommended fruits and vegetables	Fruits 2+/day – 22% Vegetable 3+/day – 8%	23% 9%	Allen CHA (2014)
Youth physically active 60 minutes, 5 or more days in the past week (9 th – 12 th grade)	55%	58%	Allen CHA (2014)
Youth who did not eat vegetables in the past week	10%	9%	Allen CHA (2014)

Strategy	Action Steps	Timeframe	Population served	Committee/Lead	Output Measures/Target
3.1 Increase the number of businesses impacted by the Activated Business Challenge by 25% and the number of impacted employees by 5%.	<ol style="list-style-type: none"> Promotion for area workplaces to join the challenge online. Evaluate opportunities to support businesses that need more assistance to be successful. Celebrate/recognize the workplaces taking steps to improve employee wellness 	1/1/2017 – ongoing	Adults, Allen County employers and employees	Allen County Worksite Wellness Collaborative	Participating Businesses: 13 Target: 16 Participating Employees: ~2300 Target Employees: 575 additional employees

	twice a year at awards ceremonies.				
3.2 Increase the number of schools impacted by the Activated School Challenge by 25% and the number of impacted students by 25%.	<ol style="list-style-type: none"> 1. Recruitment of participating school districts/schools 2. Provide technical assistance and work with schools to create an improvement plan. 3. Implementation of improvement plan 4. Promotion of school successes once a year with partners. 	1/1/2017 – ongoing	Allen County children and youth	Activate Allen County, St. Rita’s Health Partners	<p>Impacted Schools: 5 Target Impacted Schools: 7</p> <p>Impacted Students: 4,567 Target Impacted Students: Additional 1,150 students</p>
3.3 Increase the number of childcare settings impacted by the Activated Childcare Challenge by 60% and the number of impacted children by 25%.	<ol style="list-style-type: none"> 1. Recruitment of participating childcares 2. Provide technical assistance and work with childcare settings to create an improvement plan 3. Implementation of improvement plan 4. Promotion of childcare setting successes once a year with partners. 	1/1/2017 - ongoing	Allen County childcare centers	Activate Allen County, St. Rita’s Health Partners	<p>Impacted Childcare Centers: 3 Target Impacted Childcare Centers: 2</p> <p>Impacted Children: Target Impacted Children:</p>
3.4 Expand produce access through the Lima Farmer’s market	<ol style="list-style-type: none"> 1. Support the efforts of the Downtown Lima Farmer’s Market to 	1/1/2017-ongoing	Adults, children, and youth in Allen County,	Lima Allen County Chamber of Commerce, LACNIP, Creating Healthy	Target: Number of pounds of produce sold/ vendor and shopper participation

and local garden initiatives	<p>grow and enhance the market.</p> <p>2. Promote and support the efforts of the neighborhoods in community gardening.</p> <p>3. Evaluate opportunities for increased local food education, promotion and production.</p>		especially those in the food desert target areas	Communities, Allen County Food Policy Council, St. Rita's Health Partners	Number of pounds produced at community gardens
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Community Partners	<p>Allen County Worksite Wellness Collaborative: West Central Ohio Regional Healthcare Alliance, Lima Allen County Chamber of Commerce, St. Rita's Health Partners, Lima Memorial Health Systems, Allen County Educational Service Center, Allen County Public Health Creating Healthy Communities Program, Partnerships to Improve Community Health</p> <p>Allen County Food Policy Council: Lima Allen County Chamber of Commerce, Allen Soil and Water, Allen County Public Health, Activate Allen County, Lima Allen County Regional Planning Commission, Lima Memorial Health System, Partnerships to Improve Community Health</p>
Policy Change(s) Recommended	Policies supporting wellness in the workplace, schools, and preschools
State Health Improvement Plan Alignment	Chronic disease
Evidence Based Strategy (ies)	CDC Hi5 – Multi-Component Worksite Obesity prevention ; School based programs to increase physical activity ; Community gardens, farmer's markets
Likely to reduce health disparities	Residents living in food deserts
National Prevention Strategy or Healthy People 2020	Healthy Eating and Active Living priorities

Priority outcomes: increase health status, decrease premature deaths

Address Cross-cutting Factors Impacting Health

4.1 Increase access to healthier and safer modes of transportation

Key Measures	Baseline	Target	Data Source (year)
Adults not engaging in physical activity in the last month	29%	28%	Allen County 2014 Community Health Assessment
Ridership for fixed routes	340,000	+1.0%	Allen County LACRPC (2016)
Pedestrian crashes/100,000 (5-year average)	111.9	-2.0%	Allen County LACRPC (2011-2015)
Bike crashes/100,000 (5-year average)	105.3	-2.0%	Allen County LACRPC (2011-2015)

Strategy	Action Steps	Timeframe	Population served	Committee/Lead	Output Measures/Target
4.1.1 Increase access to public transportation	<ol style="list-style-type: none"> The Transit Authority will work with local governments to improve pedestrian access to the fixed route system. The Transit Authority will maintain the quality of the RTA rolling stock to ensure that less than 25% is beyond its life expectancy. 	<p>Jan- May, 2017 March – May, 2017</p> <p>May – October, 2017</p>	Residents requiring transportation support	<p>Allen County Regional Transit Authority</p> <p>Allen County Regional Planning Commission</p>	<ol style="list-style-type: none"> Miles of sidewalks and pedestrian paths added within the RTA service area. No more than 25% of the rolling stock beyond its life expectancy. <p>New capital rolling stock program</p>

	3. The Regional Planning Commission will conduct surveys to provide public feedback into the planning process.				within adopted Transit Development Plan. 3. Annual Ridership Survey
4.1.2 Increase safety for people who commute by walking/biking	Hold training for law enforcement: “Enforcement for Pedestrian and Bicycle Safety” seminar, and follow-up	5/2017 – 12/2018	Allen County, with an emphasis on the City of Lima	Creating Healthy Communities Program, Allen County Bike and Pedestrian Task Force, Allen County Move Safe Coalition	Number trained

Community Partners	Allen County Bike and Pedestrian Task Force: Steering Committee: Lima Allen County Regional Planning Commission, Johnny Appleseed Park District, Allen County Public Health Creating Healthy Communities Program, City of Lima, Partnerships to Improve Community Health, Lima Literacy Council; Task Force members – community agencies, neighborhood association members, community members; Allen County Move Safe: Subcommittee of Lima Allen County Regional Planning’s Safe Communities Coalition
Recommended Policy Changes	N/A
State Health Improvement Plan Alignment	N/A
Evidence Based Strategy	CDC – HI-5: Increase access to safer and healthier modes of transport
Likely to reduce disparities	Yes
National Prevention Strategy or Healthy People 2020	The Surgeon General’s Call to Action to Promote Walking and Walkable Communities

4.2 Improve access to affordable quality housing

Key Measures	Baseline	Target	Data Source (year)
Homeless in Allen County	247 persons	-2%	Statewide Point in Time (2014) p. 3-28, WOCAP Community Assessment

Strategy	Action Steps	Timeframe	Population served	Committee/Lead	Output Measures/Target
4.2.1 Reduce homelessness	<ol style="list-style-type: none"> Develop action plan to minimize homelessness: Blueprint To End Homelessness Work collaboratively with private businesses, hospitals, and civic organizations to increase the number of beds for homeless, vulnerable populations. 	<p>1/2017-7/2017</p> <p>1/2017 - ongoing</p>	Homeless	Allen County Housing Consortium, Continuum of Care, WOCAP	<p>Action plan to minimize homelessness developed</p> <p>Number of beds available for homeless</p>
4.2.2 Increase the number of landlords that meet licensure regulations	<p>Develop landlord licensure regulations and training:</p> <ol style="list-style-type: none"> Develop a committee to research and 	4/2017	Low-income renters	Allen County Housing Consortium, City Of Lima	Action Plan to institute Landlord Licensure developed

	<p>strategize a local initiative on Landlord Licensure.</p> <p>2. Develop landlord licensure regulations, and training for approval by City officials and training</p>	7/2017			12 landlords will register for training on landlord licensure
4.2.3 Decrease the number of vacant and dilapidated houses in the county.	Government agencies will decrease the number of vacant and dilapidated houses in the county.	2017-2018	Allen County	<p>City of Lima</p> <p>Allen County Commissioners</p>	Reduction of 300 units

Community Partners	Allen County Housing Consortium: West Ohio Community Action Partnership, Allen County Sheriff's Office, Allen Metropolitan Housing, ARC Ohio, City of Lima, Coleman Professional Services, Crossroads Crisis Center, Grace TLC, Guiding Light, Habitat for Humanity, Huntington Bank, Lima Allen County Regional Planning Commission, Legal Aid of Western Ohio, Lima City Schools, Lima UMADOP, Mental Health & Recovery Services Board, Safe Harbor, Samaritan House, United Healthcare Community Plan, YMCA
Recommended Policy Changes	Landlord licensure regulations
State Health Improvement Plan Alignment	N/A
Evidence Based Strategy	N/A
Likely to reduce disparities	Yes
National Prevention Strategy or Healthy People 2020	<u>Strategic Direction:</u> Healthy and Safe Community Environments: Strengthen and enforce housing and sanitary code requirements and ensure rapid remediation or alternative housing options (p. 16 of report).

4.3 Increase smoke-free environments

Key Measures	Baseline	Target	Data Source (year)
Adults who smoke	21.2%	20.1% (5% decrease) 12% (HP 2020 Target)	County Health Rankings (2014) LACRPC
Adults with incomes less than \$25,000 who smoke	43%	41%	2014 Community Health Assessment
Youth exposure to second hand smoke	60%	57%	2014 Community Health Assessment

Strategy	Action Steps	Timeframe	Population served	Committee/Lead	Output Measures/Target
4.3.1 Increase access to cessation services	<ol style="list-style-type: none"> 1. Evaluate current cessation services offerings in the area. 2. Evaluate community need for cessation services. 3. Research area tobacco cessation services for both employees and community residents including Freshstart for employee support and Living Independent From Tobacco (LIFT) Trainings for community residents. 4. Trial/Pilot any new programs and monitor success. 	1/2017-8/2018	Allen County employees and all residents, focused on Low-income population in city of Lima	Allen County Tobacco Coalition	<ol style="list-style-type: none"> 1. Updated resource list with cessation services in the area. 2. Detailed action plan outlining programs, partners and champions for cessation resources in Allen County moving forward. 3. Detailed marketing strategy outlining partners, media outlets and budget for getting cessation resources and programs into the community's hands.

	5. Determine parties who are invested, willing and interested to provide community trainings.				
4.3.2 Adopt tobacco free policies	<p>1. Research evidence for tobacco free parks and the impact these policies have.</p> <p>a. Develop resources to share with city and county officials concerning the need for tobacco free parks.</p> <p>b. Plan meetings and conversations with city and county officials to determine barriers to tobacco free parks.</p> <p>c. Research the process of how to officially change a law in this realm.</p> <p>2. Continue to support the Activated Business Challenge as a venue for Tobacco Free Campus policies to be implemented.</p>	1/2017-8/2018	Allen County residents, especially the youth population	Allen County Tobacco Coalition, Allen County Workplace Wellness Coalition	<p>1. Detailed and realistic plan outlining our intention of pursuing government action concerning tobacco free parks in Allen County- this includes:</p> <p>a. Packaged presentation for elected officials and information on meetings that will need to be attended</p> <p>b. Ways to overcome foreseen barriers</p> <p>c. Promotion, signage and media plans</p> <p>d. Resident education plan</p> <p>2. Refer to Wellness Section of CHIP for measures related to</p>

					the Activated Business Challenge.
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Community Partners	Allen County Tobacco Coalition: Allen County Public Health, St. Rita’s Health Partners, Lima Memorial Health System, American Cancer Society, Activate Allen County, Allen County WIC
Recommended Policy Changes	Smoke free and tobacco free policies
State Health Improvement Plan	Smoke free environments
Evidence Based Strategy	Smoke free policies, Freshstart Program (American Cancer Society)
Likely to reduce health disparities	Yes
National Prevention Strategy or Healthy People 2020	Tobacco Free Living

4.4 Transition Activate Allen County to a community based collaborative

Priority outcomes: Improve health status, decrease premature deaths

Strategy	Action Steps	Timeframe	Population served	Lead	Output Measures/ Target
<p>4.4 Activate Allen County (AAC) will transition to a community based collaborative that will focus on strategies that address underlying drivers of health and well-being in order to improve health status and decrease premature deaths.</p>	<p>Coordinate transition of Activate Allen County Collaborative from Federal grant funded to local/private funding.</p> <ol style="list-style-type: none"> 1. Coordinate evidence-based collaborative work that supports policy change and work focused on those who need the most support to be successful. 2. Develop an annual community event which engages the community in celebrating community health accomplishments and planning for the future 3. Transition the AAC website that embraces information, resources, and health education messages supporting AAC priority areas. 	<p>1-2017</p> <p>Ongoing</p> <p>8/2017</p> <p>8/2017</p>	<p>Allen County</p>	<p>AAC Executive Council, AAC event planning committee, transition teams and work groups</p>	<p>Completion of organization chart, bi-laws, working structure</p> <p>Event Targets: Stakeholder event: 200 attendance</p> <p>Community event: 600 attendance</p> <p>Updated website</p>

	4. Plan and align select health education messaging through the media and other public venues	ongoing			12 messages
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Community Partners	AAC Executive Council: St. Rita’s Health Partners, Lima Memorial Health System, Allen County Commissioners, City of Lima, United Way of Greater Lima, West Ohio Community Action Partnership, Lima Allen County Regional Planning Commission, Health Partners of Western Ohio
Recommended Policy Changes	May be recommended based on evidence-based best practices
State Health Improvement Plan	AAC activities align with the State Health Improvement Plan priorities
Evidence Based Strategy	Yes
Likely to reduce disparities	Yes
National Prevention Strategy	AAC activities align with National Prevention Strategy priorities