

Mohave County Community Health Improvement Plan (CHIP) 2022-2025



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Live Well
Mohave

PRODUCED BY
EVE FORD CONSULTING FOR
LIVE WELL MOHAVE
A COMMUNITY-DRIVEN HEALTH
IMPROVEMENT INITIATIVE

A Healthy Community

A healthy community for all who live, work,
and play here



Executive Summary

A CHIP to equip community-driven health improvement

INTRODUCTION

This plan is part of a long-term, collaborative effort called Live Well Mohave. The goal of the project is to improve health and quality-of-life in Mohave County, Arizona. Based on health data in the *Mohave County Community Health Assessment 2022*, this plan identifies health priorities established by community stakeholders throughout Mohave County. It further defines goals toward improving community health.

The purpose of this document is to guide decision-making in Mohave County communities. It is an important tool for developing strategies and defining actions that promote public health. It is also vital for coordinating and targeting resources toward community health priorities.

EXECUTIVE SUMMARY

This health improvement plan is a culmination of work conducted over many months in Mohave County communities. During 2021, the Live Well Mohave team conducted six community meetings throughout Mohave County—one in each incorporated city (Bullhead City, Lake Havasu City, and Kingman) and three additional meetings in separate rural areas. Each meeting had the same agenda, which included a presentation of local health data and statistics (which have since been published in the *Mohave County Community Health Assessment 2022*).

What is “Live Well Mohave”?

Live Well Mohave is the name of a broad community-based initiative that engages the public and community stakeholders in efforts to improve health and quality-of-life in Mohave County communities.

The process involves assessing community health, prioritizing health issues, planning improvements, and organizing action on a continuous basis.

The Mohave County Department of Public Health and Kingman Regional Medical Center share project management responsibilities for the Live Well Mohave initiative. However, engaged community members do the bulk of the activity.

Most sectors of the community are involved, including representatives from city and county governments, Tribal organizations, healthcare providers, mental health providers, businesses, local charitable organizations, faith organizations, law enforcement, courts, schools, colleges, and multiple community service organizations.

This shared ownership is vital. Working together we can coordinate resources to better address community health needs.

Through a formal facilitated process, each group identified health issues of most concern in their community. They also discussed how best to address those issues and agreed upon next steps for action.

As a result of Live Well Mohave community meetings, stakeholders identified the following health needs and concerns as priorities in Mohave County (see Section VI for details):

- Mental health
- Substance use disorders
- Teen pregnancy
- Access to healthcare
- Access to social services (especially for seniors and veterans)
- Food access and food insecurity
- Housing
- Transportation

It is important to note that participants also expressed concerns that fall within the “Social Determinants of Health” framework (see Appendix 2):

- Lack of affordable housing
- Limited access to healthy foods
- Lack of transportation (especially to medical appointments)
- Lack of access to social services
- Lack of access to physical activity (parks, safe places to exercise, exercise classes)



Purpose

In the legendary spirit of the independent Arizonan, this CHIP is intended to be a useful tool for self-directed CHIP action groups and their partners to improve community health in a simple, sustainable

About the Plan

Since 2012, Kingman Regional Medical Center (KRMC) and Mohave County Department of Public Health (MCDPH) have partnered to do important community health planning work. As the only non-profit hospital in Mohave County, KRMC has taken the initiative to collaborate with MCDPH and other community partners to do its required health needs assessment and community health planning.

Benefits of the LWM project and community-driven health planning include:

- Builds powerful partnerships and reduces “silo” work on health issues.
- Maximizes resources, minimizes duplication of effort.
- Empowers the community to work together to improve public health.
- Best practice for health programs and strategic planning in local hospitals and public health departments.
- Helps KRMC meet Internal Revenue Service (IRS) requirements for non-profit hospitals.
- Helps MCDPH with re-accreditation from the national Public Health Accreditation Board (PHAB).



Methodology

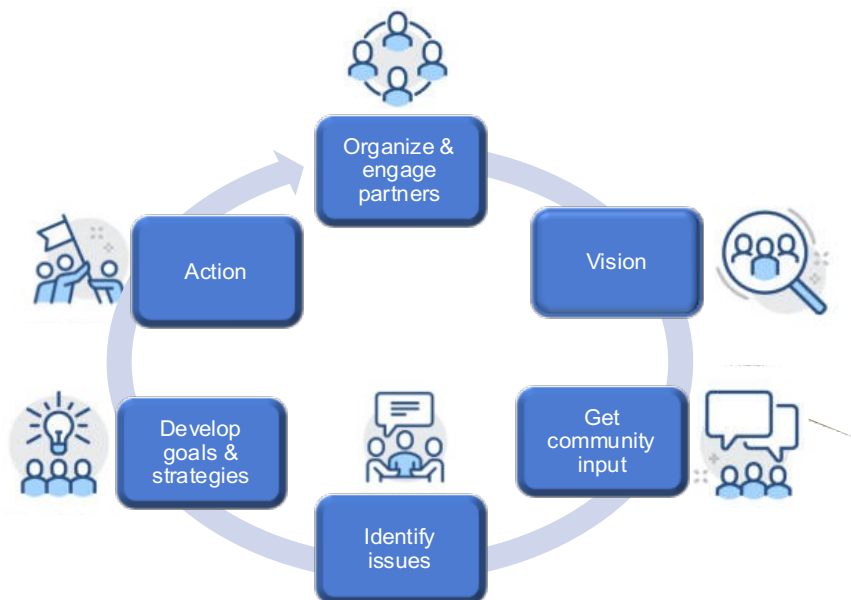
The “Gold Standard” MAPP Model

To ensure a comprehensive approach to community health improvement efforts, Live Well Mohave uses the *Mobilizing for Action through Planning and Partnerships* (MAPP) methodology, which is a community-driven approach to engage stakeholders and the public in continuous improvement.

The MAPP process includes the following steps on a continual cycle:

- 1) Organizing and Engaging Partners
- 2) Visioning
- 3) Collecting and Analyzing Data
- 4) Identifying and Prioritizing Strategic Issues
- 5) Developing Goals, Strategies and an Action Plan
- 6) Taking and Sustaining Action

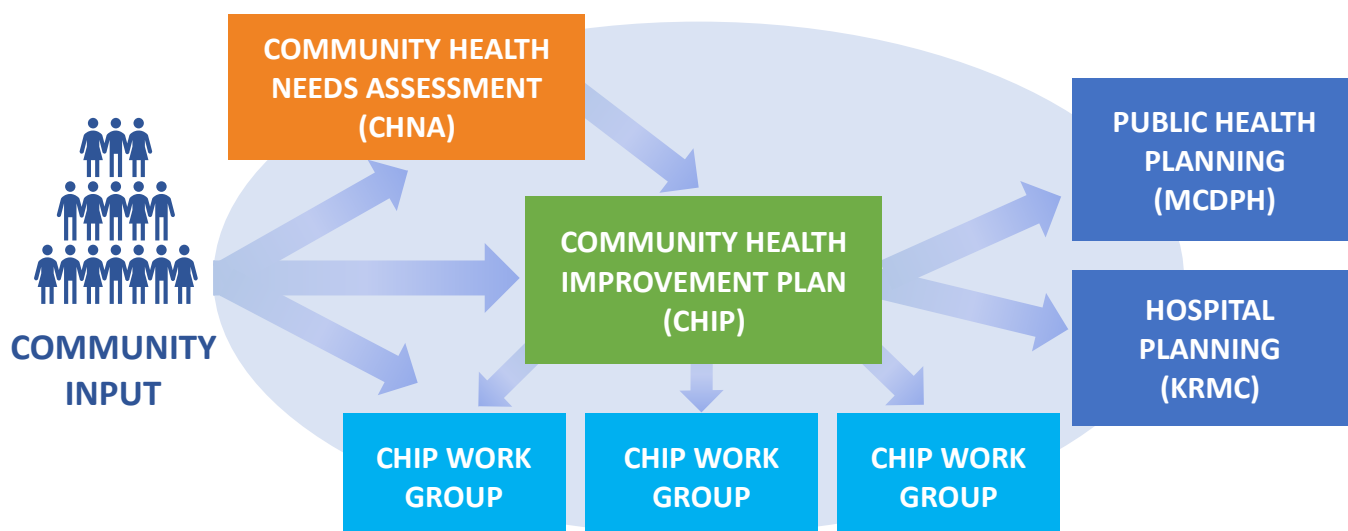
Mobilizing Action through Planning and Partnerships



The Live Well Mohave team has adopted a simplified version of the MAPP model with the intent to not produce traditional academic-style documents or a complex health planning process that depends on experts. Instead, the aim is to build self-sufficient workgroups that can take meaningful action on health priorities in their own communities.

In developing this 2022-2025 Mohave County Community Health Improvement Plan (CHIP), the Live Well Mohave team conducted outreach to a broad list of community stakeholders for participation in the community health planning process, which included in-person community meetings along with multiple opportunities for stakeholders to engage online.

Live Well Mohave: A Community-Driven Effort



Examples of CHIP Work Groups: Mental Health Resource Team (MHRT), Mohave Substance Treatment Education & Prevention Partnership (MSTEPP)

As documented in prior Mohave County CHIPs, stakeholders in Kingman, Bullhead City and Lake Havasu City have participated in past community health planning efforts and developed plans for their respective communities. Therefore, during 2021, planning efforts in these cities consisted of reviewing and updating their existing priorities and plans. These updated plans begin on page 17 of this document.

Additionally, for this 2022-2025 Mohave County CHIP, the Live Well Mohave team expanded efforts to include more of our rural population. Therefore, stakeholders representing three rural cluster areas participated in CHIP meetings during 2021. These groups identified priority health needs as a starting point for establishing future goals and actions. These initial plans begin on page 23 of this document.

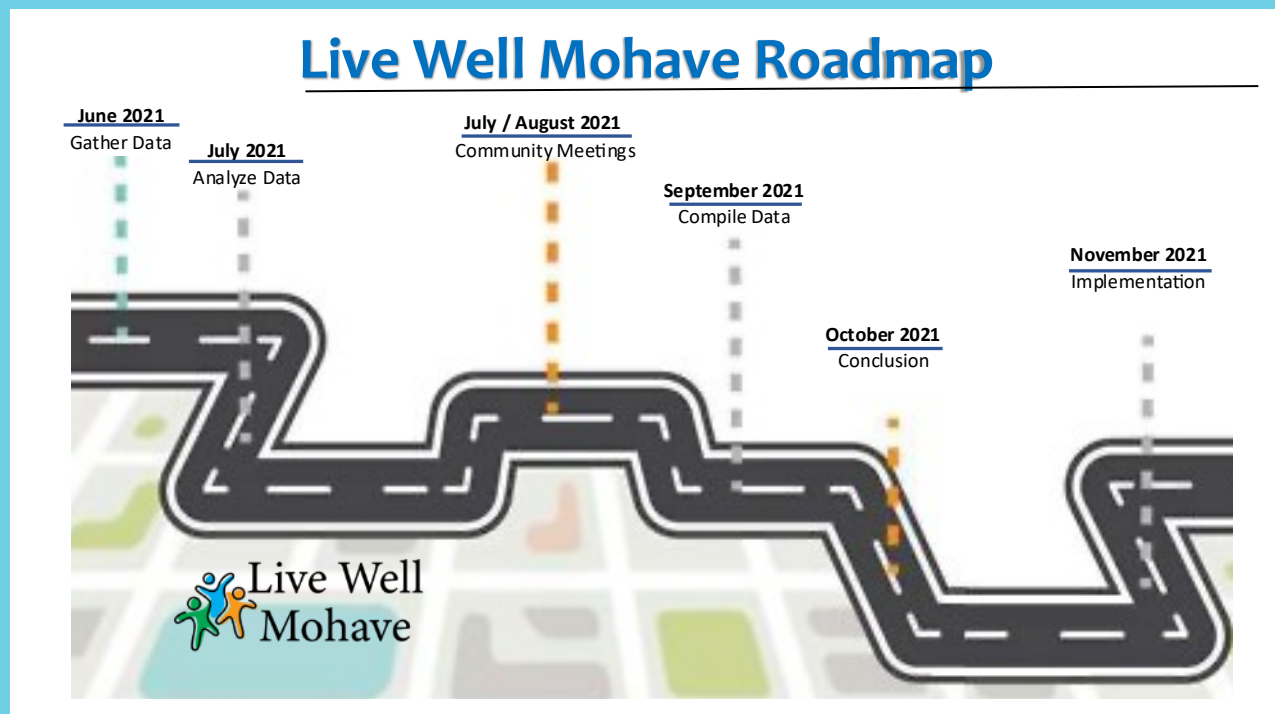


A healthy Mohave County is...
“an environment that supports
individual autonomy by creating
community supports
encouraging healthy choices
and behaviors.”

~ Mohave County Resident

Process and Timeline

- **June 2021** – Gathered health data (survey), listened to communities, built new partnerships and energized existing ones.
- **July 2021** – Analyzed survey data, completed the Community Health Needs Assessment (CHNA)
- **July/August 2021** – Held community meetings, mobilized CHIP action groups and reviewed progress. Local groups identified health priority topics and chose strategies for implementation.
- **September 2021** – Compiled information from community meetings for CHNA and CHIP, wrote summary reports.
- **October 2021** – Celebration and LWM conclusion meeting was held in mid-October.
- **November 2021** – Actions to implement CHIP strategies with local self-directed teams. MCDPH will assist CHIP action groups as appropriate.



Access Look Like?
Measure progress?

Transportation issue
+ funds are a
to help
is available

Implement
these or
take steps

FUTURE NEEDS & CHIP PRIORITIES

- Senior Bus/transit to Kingman
- Grocery store with healthy food
Expanded Dollar General
- Work to manage growth + ^{health impacts} (new people coming in) and expanded for social services
- Restore Chlorido's Fire Dept.
- Food Bank
- Cooling Center
- program - seniors chair yoga to all
- access to KRMC physicians and mental health services

DOLAN SPRINGS/ASSETS

Social Services - WA
(services)
Dolan Springs Trail
Veterans - VFW

Live Well Mohave
Community
Meetings

Seven LWM community meetings were scheduled to gather input, listen to community members, review/update health assets, discuss existing CHIP health priorities, confirm strategies or identify changes needed.

Three meetings were held in the urban cities (population shown is 2010):

- Bullhead City – pop. 39,540
- Kingman -- pop. 28,068
- Lake Havasu City – pop. 52,527

Four meetings were planned for rural cluster areas (population shown is 2010):

- Colorado City -- pop. 4,821
- Beaver Dam -- pop. 1,962 (with Littlefield pop. 308) Note: meeting was not held.
- Golden Shores -- pop. 2,047 (with Topock pop. 10)
- Dolan Springs pop. 2033 (with Meadview – pop. 1,224 and Chloride pop. 271)

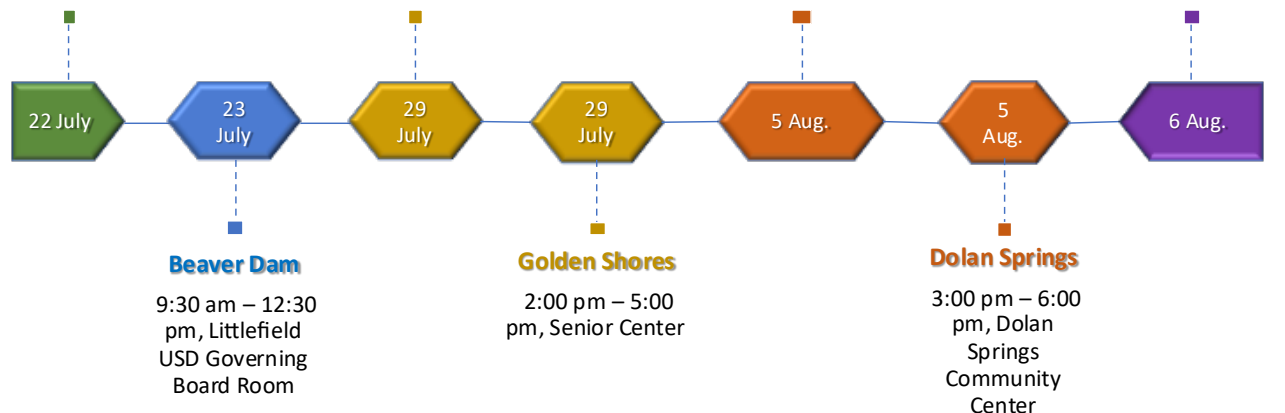


Community Meeting Schedule

Colorado City

2:00 – 5:00 pm

El Capitan
High School
gym



Agenda for the Live Well Mohave CHIP Meetings

The following agenda outline was used for each of the LWM community meetings:

- Welcome and introductions, participants completed health “visioning” questions (see Appendix 4 for results)
- Overview of Live Well Mohave process
- Present survey results and other findings from the Community Health Needs Assessment (CHNA)
- Review and update local community health assets
- Criteria used for priorities in the 2018-2020 Community Health Improvement Plan (CHIP)
- Discuss current CHIP priorities for urban cities, modify or update if needed. Retain current goals and objectives if desired. Participants in rural areas create list of health issues and concerns.
- Participants were asked for their ideas on “what does success look like”, input how to evaluate and monitor progress toward CHIP goals.
- For rural communities, asked if residents want to form a local CHIP work group, identify priority health issues and action steps.
- Conclusion and next steps, thank you, and complete meeting evaluations

Each of the Live Well Mohave community meetings was unique, with different organizations and individuals, different ideas to resolve health issues in communities, and so on. Emphasis was placed on finding practical and sustainable solutions to health concerns. Small steps and small goals were encouraged, recognizing that CHIP work groups can build on success.



“A healthy Mohave means opportunity for one to live their best life.”

~ Mohave County Resident

Health “Visioning”

An important part of the MAPP planning process was to ask Mohave County residents and the participants of LWM meetings their input on three important health “visioning” questions:

- 1) What does a healthy Mohave County mean to you?
- 2) What are the important characteristics of a healthy community for all who live, work, and play here?
- 3) What can we do together to improve community health?

A summary of responses to these health visioning questions can be found in Appendix 4.

MCDPH invited responses to these three questions via survey with links on their website and Facebook page. Paper copies of these questions were handed out at each community meeting to make sure people without internet access could provide input.

“Improve/increase access to services for youth and families in a rural area. Improve community awareness for existing services. Identify/reduce barriers to service.”

~ Mohave County Resident





Overview of Health Plan Priorities

After participants in the Live Well Mohave meetings heard survey results from the Community Health Needs Assessment (CHNA) and completed an update of their local community health assets (see lists in the CHNA), the next step for the three urban city groups was to review and update priorities set in the 2018-2020 CHIPs. Since the rural areas did not have formal CHIPs, their task was to discuss health concerns and compile a list of priority issues for a future CHIP. Each group heard a summary of the criteria used for choosing priorities in the 2018-2020 CHIPs and a summary of the resulting priorities. The following lists show each category:

Criteria for choosing the 2018-2020 CHIP priorities:

- Size of the issue – many people affected
- Serious or severe impacts – on individuals or health system
- Trend – worsening
- Resources – available to apply to issue
- Recognition of the problem – leaders and community members see this as significant

2018-2020 CHIP Health Priorities for Mohave Urban Cities

- Mental health – Kingman, Lake Havasu City
- Substance use disorders – Kingman, Bullhead City, Lake Havasu City
- Obesity (Healthy Living) – Kingman, Bullhead City,
- Teen pregnancy prevention – Bullhead City
- Access to health care and social services – Lake Havasu City

After reviewing past CHIP priorities, participants at the Live Well Mohave meetings turned to the task of updating their old priorities list or creating a new list of their health needs and concerns (see summary table on the next page).



Note: Many of these health needs and concerns are similar, and many (such as housing and transportation) were mentioned at all the Live Well Mohave community meetings as very important. The list of needs below are an effort to summarize the stated CHIP goals or future CHIP priorities. The first 5 health needs are from the 2018-2020 CHIP, followed by over-arching needs expressed at all the meetings. The number shows a ranked priority, and the “X” shows the health need was mentioned but not prioritized.

The following is a summary of health needs and concerns discussed at the Live Well Mohave community meetings.

Health Issues Mentioned in Community Meetings						
	Kingman	Bullhead City	Lake Havasu City	Dolan Springs/ Chloride	Colorado City	Golden Shores/ Topock
Prioritized health concerns						
Mental health	1		1	3		
Substance use disorders	2	1	2			
Healthy living	3	2		X		
Teen pregnancy prevention		3				
Access to health care and social services			3	1		X
Save/strengthen Fire Dept.				2		X
Transportation				2		
Food access, food insecurity	X	X		2	X	
Exercise opportunities		X		3		
Cooling center for emergencies				3		X
Health impacts of population increase				3		
Mentioned as over-arching concern						
Housing			X	X	X	
Services for seniors	X	X	X	X	X	X
Services for veterans	X	X	X	X	X	X
Other concerns						
Mobile healthcare van				X		X
Suicide prevention	X				X	
Human trafficking	X		X			
In-home assistance for elderly & vulnerable people					X	
Funding for community projects					X	
Motor vehicle injury prevention					X	
Adult dental care					X	
Preventative health care, screening					X	
Senior nutrition					X	
Teen activities					X	
Utility & rental housing assistance					X	

Social Determinants of Health

While discussing the CHIP health priorities shown above, LWM participants often mentioned many common concerns such as affordable housing, access to healthy foods, transportation to medical appointments, access to social services, safe places to exercise, and so on. These Social Determinants of Health (SDOH) --- the things that can affect health where people live, work, play, and go to school --- were included in all of the conversations about health needs and concerns.

LWM participants described health challenges and solutions in a way that suggests a successful start of a conversation about SDOH and health inequity was taking place. In future meetings, local work groups may wish to expand the conversation to policies and/or actions to address health equity.

Recommendations by the Robert Wood Johnson Foundation for ways to start a productive conversation about SDOH include talking about these things:

- Fair chance for everyone to have good health
- Opportunities for better health choices
- Giving everyone a fair shot in all communities
- Enabling people to choose the right path
- Giving people tools to make better decision

Live Well Mohave participants made an excellent start to address their community health challenges with Social Determinants of Health in mind. For more information, please see Appendix 2.



The Plans

Kingman

Bullhead City

Lake Havasu City



Formal CHIPs for Kingman, Bullhead City and Lake Havasu City

Note: Because the three urban cities (Kingman, Bullhead City and Lake Havasu City) have a current CHIP and the rural cluster areas (Colorado City, Golden Shores/Topock, and Dolan Springs/Chloride/Meadview) do not have current CHIPs, results from the meetings were different. Participants in urban cities discussed current CHIP priorities, modified their goals/objectives, and added new items as needed. Participants in rural areas were asked to identify a list for future CHIP health priorities. For each community meeting, participants' ideas of how to measure progress toward health goals were captured with the question: "What would success look like?"

Kingman CHIP Goals

Goal #1 – Mental Health

- Objective #1 – By 2025, reduce mental health stigma among community residents by 10 percent.
- Objective #2 – By 2025, decrease the number of suicide-related deaths in Mohave County from 28.8 per 100,000 to 25 per 100,000 residents.

Goal #2 – Substance Use Disorders

- Objective #1 – By 2025, decrease reported substance use disorders among youth by 10 percent.
- Objective #2 – By 2025, reduce opioid-related overdose deaths by 15 percent.
- Objective #3 – By 2025, reduce the number of substance-related Emergency Room admissions by 5 percent in the Kingman area.

Goal #3 -- Healthy Living (was Obesity)

- Objective #1 -- By 2025, increase the self-reported levels of physical activity of Kingman residents by 10 percent.

KINGMAN

- Mental health
- Substance use disorders
- Healthy living (obesity)



- Objective #2 – By 2025, reduce food insecurity for Kingman residents by 5 percent.
- Objective #3 –By 2025, improve access to healthy food choices in Kingman by 5 percent.

What would “success” look like?

Healthy Living

- Wide education and knowledge about healthy food.
- Web site and other promotional ways to collect and disseminate information about Healthy Living.
- CHIP work group for Healthy Living is revived and active.

Substance Use Disorders

- Emergency Rooms in hospitals are not overwhelmed with substance use disorders and can focus on trauma care.

Mental Health

- People who have mental health issues can ask for help, get help, and feel OK about getting help.
- Quality of mental health services is good and accessible.
- There is a reduction in conflicts; people have good anger management skills and classes are available.

Bullhead City CHIP Goals

Goal #1 -- Substance Use Disorders

- Objective #1: By 2025, reduce the use of alcohol and all drugs by 10%.
- Objective #2: By 2025, continue to increase the number of substance use disorders treatment and prevention centers in the Bullhead City region.

Goal #2 -- Healthy Living

- Objective #1: By 2025, reduce the number of Bullhead City area residents who report being physically inactive from 33% to 25%.
- Objective #2: By 2025, reduce the food insecurity rate for Bullhead City area residents by 10%.

Goal #3 – Teen Pregnancy Prevention

- Objective #1: By 2025, increase the number of schools participating in Teen Pregnancy Prevention program by 10%.
- Objective #2: By 2025, reduce teen birth rate by 10%.

What would “success” look like?

- See downtrend in children removed from their homes.
- Grocery stores and Farmers' Markets are in all communities, increase diversity of food and locations offered.
- AHCCCS (Arizona Health Care Cost Containment System) maintains and allows choice of healthcare providers and health services offered.



BULLHEAD CITY

- Substance use disorders
- Healthy living (obesity)
- Teen Pregnancy Prevention

Lake Havasu City CHIP Goals

Overarching Goals – these apply to all CHIP goals below

- Address housing needs to attract mental health and health care professionals. Note: this will benefit the entire community.
- Need more collaboration among State, City, businesses, hospitals, etc.

Goal #1 – Mental Health

- Objective #1 – By 2025, increase recruitment and retention of mental health professionals serving the Lake Havasu City region by 5 percent.
- Objective #2 – By 2025 increase the capacity of existing social service agencies and providers dealing with residents in crisis by 10 percent.

Goal #2 -- Substance Use Disorders

- Objective #1 – By 2025, decrease reported substance use disorders among youth by 10 percent.
- Objective #2 – By 2025, increase access to and utilization of substance use disorders treatment services by 10 percent.



LAKE HAVASU CITY

- Mental health
- Substance use disorders
- Access to health and other services

Goal #3 – Access to Health Care and Social Services

- Objective #1 – By 2025, increase access to quality health care and social services by 10 percent.

What would “success” look like?

- There would be adequate affordable housing for residents of Lake Havasu City.
- More collaboration among State, City and other stakeholders would be great.

The Future Plans

Colorado City

Golden Shores/Topock

Dolan Springs/Chloride/Meadview



Future CHIP Plans for Colorado City, Golden Shores, Dolan Springs

Each of the rural area meetings produced a consensus list of needs and health concerns that is the start of a formal Community Health Improvement Plan (CHIP) to be created in the future. In addition, the participants generated a list of ways to measure “success” or evaluate steps taken toward goals.

Colorado City

Future Needs/ Future CHIP Priorities (brainstorming and discussion list, not in priority order)

- 1) Acknowledge that a **community health needs assessment** for Colorado City may have health priorities similar to the 3 urban cities in Mohave County but **in a different order**. Participants and residents want to be credited for taking positive steps forward into the future, not dwelling in the past.
- 2) **Help elderly or vulnerable people with basic self-care and housekeeping**, maintenance of houses, etc.
- 3) **Funding**, especially CDBG grants – maybe look for this type of funding for a senior center or other facility.
- 4) **Motor vehicle and bike injury prevention/safety promotion** – There is an increasing need for safety for kids and families to reduce accidents. Bike helmets, ATV safety concerns, child car seats (availability and correct use for safety), the need for a safe place for kids/families to bike such as a BMX track were all mentioned.
- 5) **Adult dental health** – there are dentists in the area, but people lack funds to pay for the dental work.
- 6) **Preventative health care** – routine physicals, screening, mammograms, immunizations, sports physicals for youth, worker health physicals, etc.
- 7) **Elected officials need to participate in this group**. Their input and support would help.
- 8) **Senior nutrition** – such as meals on wheels or meals at a senior center. The demographics of Colorado City are mostly younger families, but seniors are an important group.

- 9) **Teen activities and teen center** – United Effort Plan is building teen center, programs are being developed and implemented.
- 10) **Suicide prevention**
- 11) **Utility assistance and rental housing assistance**

What would “success” look like?

- Homes are clean, safe, repaired. Maybe use volunteers to help with cleaning, painting, restoration, etc. type projects twice/year?
- Fewer crashes, more helmets.
- Increased numbers of health screening, mammograms, immunizations, etc.
- Ways are identified and implemented to help the community be safe and healthy.
- Seniors have a place to gather, get nutritious meals, be active, enjoy social time.
- United Effort Plan Trust built and completed a community center/recreation center

Golden Shores/Topock

Future Needs/ Future CHIP Priorities – Note: these were brainstormed ideas for discussion and not listed in any priority order:

- Save and strengthen the Fire Department (finances)
- Have a safe place such as a cooling center in a major catastrophe.
- Mobile van for improving access to health care.

What would “success” look like?

- Have a safe place for cooling in case of emergency and power loss.
- People use mobile van for routine care.
- People in Golden Shores/Topock can access information they need.

Dolan Springs/Chloride/Meadview

Future Needs/ Future CHIP Priorities -- The group thought all these community health issues are important. Informal straw poll “voting by dots” resulted in 3 priority groups:



Group #1

- Expand access to KRMC physician or KRMC sanctioned physician and mental health providers.

Group #2

- Bus/transit to Kingman for all ages (not just seniors)
- Grocery Store – affordable, healthy food, or expanded Dollar General Store
- Restore Chloride's Fire Department
- Restore Chloride's food bank

Group #3

- How to deal with local population growth, lots of new people coming in. This puts new demands on social services for new residents, health impacts like sewage on ground and unsafe housing.
- Emergency cooling center/Heat relief
- Volunteers for many services
- Exercise opportunities for everyone (gentle chair yoga for seniors here at DSCC but open to all)
- Expand mental health services

What would “success” look like?

- Transportation issue is resolved and funds are available to help pay (seniors may have the most need but transportation should be for everyone)
- That there is a grocery store that has healthy food
- Arrow was drawn to all three groups of the future CHIP needs (see list above). Implement these or take action steps to get started.

Beaver Dam/Littlefield

Despite efforts to promote the meeting and distribute the information among community residents, no one came, and the meeting was not held. The MCDPH sent emails afterwards to invite local contacts and residents to give input on the three health “visioning” questions and to let Health Department staff know if they want to initiate a future meeting to discuss health concerns and priorities.





Summary and Conclusions

Summary

As part of the Live Well Mohave project, the 2022 Community Health Needs Assessment (CHNA) revealed four top health needs or concerns:

- 1) Substance use disorders, including alcohol, drugs, tobacco
- 2) Job opportunities, income, poverty
- 3) Mental/emotional health issues
- 4) Housing/ homelessness

Participants in the Live Well Mohave project who worked on the 2022-2025 Mohave Community Health Improvement Plans (CHIPs) confirmed the following health needs and concerns:

- Mental health
- Substance use disorders
- Healthy Living (obesity, diabetes, nutrition, exercise, etc.)
- Teen pregnancy prevention
- Access to health care and social services

In addition, several Social Determinants of Health (SDOH)) factors were identified as over-arching needs and concerns:

- Food access, food insecurity, healthy food choices
- Housing (availability, affordability, and rental assistance)
- Transportation (especially in the rural areas of Mohave County)



Conclusions

The Live Well Mohave project is now entering the “Action Cycle” to implement the local health priorities outlined in this 2022-2025 CHIP. Future action by CHIP work groups will be self-directed and supported as appropriate by Mohave County Department of Public Health (MCDPH) and the Kingman Regional Medical Center (KRMC). Participants can choose to join with one of the two county-wide CHIP work groups (see Appendix 1) or they can form their own local groups. Resources are scarce and over-stretched for all groups, especially during a pandemic.

Frequent communications with all the organizations and individuals involved will promote efficiency, diminish work in “silos”, and yield the best CHIP action results. Occasional monitoring and evaluation of progress toward the health goals is important because it can take time to see measurable progress. Participants are encouraged to celebrate small steps and communicate achievements.

A healthy Mohave County is...
“A safe community, drug free with health and social services available to those in need. A caring and compassionate community.”

~ Mohave County Resident



Photo: Jim Sumler, Dolan Springs Trail System

Acknowledgements

Many thanks to all the community members, organizations, and others who contributed to the success of the Live Well Mohave (LWM) project. Please see the list of hosts for community meetings, the guest speakers at the LWM Kick-off, plus many more organizations invited to participate in the LWM project as shown in Appendix 3.

ADVISORY COMMITTEE (MOHAVE COUNTY BOARD OF HEALTH)

Board of Supervisors	Supervisor Jean Bishop
Physician:	Dr. Dat Nguyen
District 1	Hunter Adams
District 2	Kathy Bruck
District 3	Vacant
District 4	Marianne Salem
District 5	Nancy Mongeau
Citizen Members	Allyson Fair of Fort Mohave Marlie Lucas of Kingman Cal Sheehy, Mayor, Lake Havasu City Sandra Thomas of Fort Mohave

COUNTY-WIDE CHIP WORK GROUPS (see Appendix 1 for details)

- MSTEPP – Mohave Substance Treatment Education & Prevention Partnership
- MHRT – Mental Health Resource Team

GUEST SPEAKERS AT LWM KICK-OFF

- Supervisor Jean Bishop, Mohave Board of Supervisors and Mohave Board of Health, Chair
- Sue Blayre-White, MHRT
- Bob DeVries, MSTEPP
- Dr. Sarah Knievel, MSTEPP
- Will McConnell, CEO Kingman Regional Medical Center

THANKS TO OUR HOSTS AND HELP FOR COMMUNITY MEETINGS

- **Colorado City** – Deidre Barlow (MCDPH Public Health Nurse); Shauna Hammon (principal), El Capitan High School.
- **Beaver Dam/Littlefield** – Kevin Boyer and Sheree Goessman, Littlefield Unified School District.
- **Bullhead City** – Tom Brady, Mayor of Bullhead City; Toby Cotter, City Manager; Dave Heath, Parks and Recreation; Larry Gonzalez, Suddenlink Community Center.
- **Golden Shores/Topock** – Golden Shores Community Center; Al Fuller (President, Senior Center).
- **Kingman** – Kingman Regional Medical Center, Teri Williams (KRMC Communications & Marketing Director, Public Relations Department)
- **Dolan Springs** – Dolan Springs Community Center, Susan De Lara, President
- **Lake Havasu City** – Mayor Cal Sheehy and Jerri Bracamonte, Administrative Assistant.

PROJECT TEAM, LIVE WELL MOHAVE

- Denise Burley, Director, Mohave County Department of Public Health (MCDPH)
- Eve Ford, Consultant, Eve Ford Consulting
- Barbara Chromchak, Special Programs Analyst, MCDPH
- Melissa Palmer, Assistant Health Director, MCDPH
- Mare Schumacher, Epidemiologist, MCDPH
- Julya Walters-Koalska, Communications Specialist, Public Relations, KRMC
- Teri Williams, Communications & Marketing Director, Public Relations, KRMC

SPECIAL THANKS TO:

- Kingman Regional Medical Center (KRMC) for funding the Live Well Mohave project and providing communications support.
- Mohave County Department of Public Health (MCDPH) for staffing the community meetings, managing communications, and supporting the project in many ways.
- Eve Ford (Eve Ford Consulting) designed, managed the Live Well Mohave project, and wrote final CHIP report in collaboration with Mare Schumacher, KRMC and MCDPH.
- Mare Schumacher (MCDPH Epidemiologist) for epidemiology expertise, graphics, lay-out and production of the final CHIP document.



Appendices

COUNTYWIDE CHIP WORK GROUPS
EFFECTIVE CONVERSATIONS ABOUT SOCIAL
DETERMINANTS OF HEALTH AND HEALTH
EQUITY
COMMUNITY HEALTH PARTNERS AND
COMMUNICATIONS LIST
HEALTH “VISIONING”

APPENDIX 1

COUNTYWIDE CHIP WORK GROUPS

At this time, there are two CHIP work groups that cover all of Mohave County: Mohave Substance Treatment Education & Prevention Partnership (MSTEPP) and Mental Health Resource Team (MHRT). The following information was provided by each of the groups.

Mohave Substance Treatment Education & Prevention Partnership (MSTEPP)

MSTEPP was established in 2007 to unite citizens throughout Mohave County in finding solutions to the substance use disorders epidemic pervasive throughout our communities. The group's mission statement is **to decrease substance use disorders and ensure adequate and accessible substance use disorders treatment services in Mohave County. MSTEPP's general purpose is** to work with organizations and individuals throughout Mohave County who endeavor to decrease substance use disorders in our communities and improve treatment options and outcomes for our citizens.

MSTEPP is a community coalition focused on the efforts towards substance use disorders and on the statewide strategies that were created to combat the opioid epidemic.

- 1) Enhance assessment and referral to treatment.
- 2) Promote responsible prescribing and dispensing policies and practices.
- 3) Enhance prescription drug practice and policies in law enforcement.
- 4) Increase public awareness and patient education about prescription drug misuse.

MSTEPP Success Stories

1. All substance use disorders organizations joined under MSTEPP.
2. Achieved 100% participation in the PDMP (Prescription Drug Monitoring Program).
3. Mohave County dropped from the #1 overdose death rate in Arizona to #3.
4. Achieved county-wide drug drop boxes in all law enforcement agencies in the county and have destroyed thousands of pounds of unused or expired medications.

5. Kingman Police Department was the first law enforcement agency to train and equip officers with Naloxone.
6. Entered an Inter-Governmental Agreement with Arizona Youth Partnership to serve as the Kingman Naloxone distribution center.
7. Kingman was the first rural community in Arizona to implement a harm reduction program.
8. Kingman was the first community in Arizona to pilot the ODMAP (Overdose Mapping Application Program) – now expanding county wide by end of 2021.
9. Developed the Mohave County Overdose Fatality Review Team.
10. Developed an early intervention program in partnership with the Kingman Justice Court to address first time or low-level offenders in the Quality of Life Court.
11. Placed a caseworker in the Mohave County Jail to help identify SUD (Substance Use Disorder) and OUD (Opioid Use Disorder) inmates for referral for treatment.
12. Hosting the 15th Annual Walk Away from Drugs on October 20th. Listed as the largest and longest lasting drug prevention event in Arizona.

For more information about MSTEPP, see their web site: <https://mstepp.org/> or email LiveWellMohave@mohave.gov.

Mental Health Resources Team (MHRT)

The MHRT (Mental Health Resource Team) is a coalition of local stakeholders to address community need for mental health resources. Formed in 2013, MHRT has grown steadily from about 15 members to over 40 county-wide agency representatives and community members in 2021.

MHRT meets monthly on the third Thursday of the month. Coalition members continue to focus on a variety of initiatives to meet mental health resource needs throughout Mohave County. Some past accomplishments include developing a community resource guide, offering Mental Health First Aid training to community stakeholders, providing education and community outreach to reduce mental health stigma, and aligning activities to reduce duplication of effort among pertinent organizations providing types of mental health services.

MHRT efforts have also resulted in the formation of the following subgroups:

- **Loved Ones Stolen by Suicide (L.O.S.S.)**

Two MHRT members created LOSS, a peer run weekly grief support group for individuals and families who have experienced a loss to suicide. The group meets weekly to provide a supportive environment where survivors of suicide can share experiences, emotions, questions, and coping mechanisms. The group gives survivors the opportunity to create connections within the community where they can move through the different stages of grief together.

- **“Futures Without Fear” — Mohave County Human Trafficking/Domestic Violence Coalition**

Several county-wide public and agency members created the Domestic Violence/Human Trafficking Coalition 'Futures without Fear.' The mission of the coalition is to “Create a community environment of safety against human trafficking and domestic violence with collaborative services for survivors.” Its vision is to: “Engage, educate and empower communities to change social conditions that enable domestic violence, sexual violence assault, and human trafficking by raising community awareness, educating citizens, coordinating comprehensive victim's services and empowering survivors.”

APPENDIX 2

EFFECTIVE CONVERSATIONS ABOUT SOCIAL DETERMINANTS OF HEALTH AND HEALTH EQUITY

Does your choice of words matter when you talk with others about community health? According to the Robert Wood Johnson Foundation (RWJF), the answer is yes. the choice of words in a conversation about health can make a big difference in effective communication.¹

“There is no silver bullet, no single word or fact that will suddenly transform how people think about health. It is an intensely personal issue that carries with it complex beliefs, conflicted values and a deeply divided electorate about what leads to better health.”² This means if the goal is to build common ground for future collaborations on public policy, conversations about improving public health must use the words and phrases that are acceptable and hold positive meaning for everyone in the discussion.

Social determinants of Health (SDOH) are the things that can affect health where people live, play, go to school, and work. According to Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion, there are five main SDOH categories:

- Economic stability
- Education (access and quality)
- Health care (access and quality)
- Neighborhood and built environment
- Social and community context

Conversations about SDOHs can create health disparities and inequities, topics that can be uncomfortable to talk about and difficult to resolve. An example is people who don't have access to grocery stores with healthy foods are less likely to have good nutrition, and that raises their risk of health conditions such as obesity, heart disease, and diabetes. Housing and transportation are other examples of SDOHs, especially influential on health in both urban cities and rural towns. In the RWJF study cited, six health “messages” were successful in a conversation about health improvement:

1. Health starts – long before illness—in our homes, schools and jobs.
2. All Americans should have the opportunity to make the choices that allow them to live a long, healthy life, regardless of their income, education or ethnic background.

3. Your neighborhood or job shouldn't be hazardous to your health.
4. Your opportunity for health starts long before you need medical care.
5. Health begins where we live, learn, work and play.
6. The opportunity for health begins in our families, neighborhoods, schools and jobs.³

Using phrases to build common ground when talking about health equity includes focus on fairness and choice, such as:

- Fair chance for good health
- Opportunities for better health choices
- Giving a fair shot in all communities
- Enabling people to choose the right path
- Giving tools to make better decision⁴

In summary, the RWJF study recommends that to be successful, health conversations should be focused on helping individuals to have the opportunity and tools to make good choices in their health journey.⁵

Why is health equity important to the people of Mohave County, Arizona? Compelling examples of healthy equity that affect community health outcomes are listed below.

- Affects early childhood development
- Education (access and quality)
- Get and keep a job
- Food security
- Access to health services and the quality of those services
- Housing status, clean water and pollution
- Individual income and household income
- Social support
- Language and literacy
- Jail or prison rates
- Culture (general customs and beliefs of a particular group of people)
- Access to media and technology (cell phones, internet, and social media)

Improving the health of all individuals and groups is an overarching goal for Healthy People 2030 and a top priority for the Centers for Disease Control and Prevention (CDC).⁶

The health needs and priorities shown in this CHIP document indicate that the participants in the Live Well Mohave project share this goal.

APPENDIX 3

COMMUNITY HEALTH PARTNERS AND COMMUNICATIONS LIST

The following is a list of organizations in Kingman, Bullhead City, Lake Havasu City and the rural areas of Mohave County that were invited to the Live Well Mohave (LWM) meetings and were sent communications about the LWM project activities. This list is intended to show LWM outreach efforts and does not reflect individual attendance or participation.

KINGMAN

AZ Youth Partnership	Kingman Field Office BLM
Calvary Baptist Church	Kingman Regional Medical Center
Canyon Community Church	Kingman Unified School District
Care1st Health Plan of Arizona	Living Faith Ministries
Catholic Charities	Mohave Accelerated Learning Center
City of Kingman	Mohave Community College
City of Kingman Parks & Recreation	Mohave Community College
City of Kingman Police Department	Mohave County
Calvary Chapel of Kingman	Mohave County Board of Health
College Park Baptist	Mohave County Board of Supervisors
Community Medical Services	Mohave County Clerk of the Board
Connection Point Church	Mohave County Community Services
Cornerstone Baptist Church	Mohave County Public Health
Cornerstone Mission	Mohave County Sheriff
Creative Care	Mohave County Sheriff's Office Jail
Cross of Christ Lutheran Church	Mohave Mental Health Clinic, Inc.
Divine Savior Independent Catholic Church	Mohave Valley School District
First Assembly of God aka Hope City Church	Northern Arizona University
First Southern Baptist Church	Peach Springs Unified School District
Good Shepherd Lutheran Church	Pentecostal Church of God aka Kingman Family Worship Center
Heritage Resources	Praise Chapel Christian Fellowship aka New Life Church
Hilltop Foursquare Church	River Cities United Way
Hospice of Havasu - Ft. Mohave Office	Sonoran Prevention Works

Hospital District Board (Kingman Healthcare Inc.)	Southwest Behavioral
Hualapai Tribe	St Mary Parish
Jerry Ambrose Veterans Council	Terros Health
KAAP (Kingman Aid to Abused People)	Tops Club Inc.
KHI Board of Directors	Tracie Padilla Ministries
Kingman Academy of Learning	Trinity Episcopal Church
Kingman Academy of Learning	Western Arizona Council of Governments (WACOG)
Kingman Apostolic Church	Walmart
Kingman area	Wave JTED (Western Arizona Vocational Education District)
Kingman Bible Church	
Kingman Christian Church	
Kingman Daily Miner	

BULLHEAD CITY

Amazing Grace Fellowship	First Baptist Church of Fort Mohave
Anointed Word International Church	Home Depot
BHC Parks & Recreation	Hope United Methodist Church
BHHS Legacy Foundation	Hospice of Havasu - Ft. Mohave
Bullhead Area Transit System (BATS)	Legacy Foundation & Attorney
Bullhead City Bee	Meals on Wheels
Bullhead City Elementary School District	Mohave County Board of Supervisors
Bullhead City Fire Dept.	Mohave Daily News
Bullhead City First Baptist Church	Our Town Newspaper
Bullhead City Police Department	Praise Chapel
Bullhead Fire Department	River Chapel Assembly of God
City Bible Church	Saint John Lutheran Church LCMS
City of Bullhead	Sam's Club
City of Bullhead	Southwest Behavioral & Health Services
Colorado River Pediatrics	Spirit Life Foursquare Church
Community Lutheran Church	Trinity Baptist Church
Coyote Canyon School	Tuna Consulting
Crossroad's Family Dental	Valley View Medical Center
Desert Palms Medical Associates	Westcare
Desert Shores Community Baptist Church	Western Area Regional Medical Center

District Supervisor	Young Scholars Academy
Dr. London	

LAKE HAVASU CITY

Abundant Grace Assembly of God	Lake Havasu City First Southern Baptist Church
Arizona State University - LHC	Lake Havasu City Seventh Day Adventist Church
AZ Youth Partnership	Lake Havasu Unified School District
Bethany Bible Church	Lakeview Community Church
Calvary Baptist Church	Lamb of God Lutheran Church
Calvary Chapel Lake Havasu City aka Redemption Hill	LH Health & Fitness
City of LHC	LHC Community Services Dept.
Community Presbyterian Church	LHC Fire Department
Covenant Church	Living Word Family Church Lake Havasu City
Creason Counseling Center	Mohave Community College
Department of Economic Service - Adult Protective Services - Yuma	Mohave County - Board of Supervisors
First Things First - LaPaz/Mohave	Mohave County - Clerk of Board
Fort Mojave Indian Tribe	Mohave County Board of Health
Grace Episcopal Church	Mount Olive Lutheran Church
Havasus Chamber of Commerce	Our Lady of the Lake Roman Catholic Parish
Havasus Christian Church	Regional Center for Border Health, Inc.
Havasus Community Health Foundation	Saint Michaels United Methodist Church
Havasus Preparatory Academy	Solid Rock Christian Center
Havasus Regional Medical Center	Telesis Preparatory Academy
Healthy Compass	The Sanctuary United Pentecostal Church
Hilltop Community Church	Victory Chapel
Hospice of Havasu	Western Arizona Council of Governments (WACOG)
Inspire the Church	
Lake Havasu Church of the Nazarene	
Lake Havasu City Consolidated Court	

**BEAVER DAM/CHLORIDE/ COLORADO CITY/DOLAN SPRINGS/GOLDEN
SHORES/HACKBERRY/LITTLEFIELD/MEADVIEW/OATMAN/TOPOCK**

Kaibab Band of Paiute Indians	Emmanuel Christian Academy
Beaver Dam Elementary School	Hackberry Elementary School District
Beaver Dam Jr/Sr High School	Lake Mohave Rancho Fire Department
Canyonlands Healthcare	Littlefield Unified School District
Chamber of Commerce	Meadview Chamber of Commerce
Cherish Families	Meadview COM (Community Org of Meadview)
Chloride Historical Society	Mohave County Department of Public Health
City of Colorado City	Mount Tipton Elementary School
Colorado City Police Department	Oatman Chamber of Commerce
Colorado City Unified	Owens Whitney Elementary School District
Colorado River Union High School District	Senior Citizen Center
Creek Valley Medical Center	Topock Elementary School District
Desert Star Academy	Valentine Elementary School District
Dolan Springs Chamber of Commerce	Women, Infants, & Children (WIC)
Dolan Springs Community Center	Young Scholar's Academy
Dolan Springs Community Council	Yucca Elementary School District
El Capitan High School	

APPENDIX 4

HEALTH “VISIONING”

An important part of the Mobilizing for Action through Planning and Partnerships (MAPP) planning process was to ask Mohave County residents and the participants of Live Well Mohave (LWM) meetings for their input on three important health “visioning” questions:

- 1) What does a healthy Mohave County mean to you?
- 2) What are the important characteristics of a healthy community for all who live, work, and play here?
- 3) What can we do together to improve community health?

Mohave County Department of Public Health invited responses to these three questions via survey with links on their website and Facebook page. Paper copies of these questions were handed out at each community meeting to make sure people without internet access could provide input. The following is a list of responses to all three questions.

Responses below are verbatim as written by participants.

Question #1 -- What does a healthy Mohave County mean to you?

- More new residents moving in than moving out and having resources to support them and provide welcome non-discriminatory environment.
- Access to effective health care when it's needed and appropriate follow up care to include mental health. productive and functional community members.
- Health, Pro-social activities/opportunities for children and families. Safe Schools, Community safety, educational opportunities for children/adults
- Our citizens should have less preventable diseases and disorders, most of which are tied to poverty and lack of affordable and efficient preventative physical and mental health care.
- all people having equitable access to the resources that they need to maintain a high level of health
- Families having a Voice and a Choice
- A healthy Mohave means opportunity for one to live their best life
- An environment that supports individual autonomy by creating community supports encouraging healthy choices and behaviors
- In home Care Way to get to doctors
- A happier community

- Mohave is home so the overall health is very important. Mental and physical, vaccinations, substance use disorders issues and abuse problems.
- Access for all to qualify for health/mental health resources
- It means not having to travel hours away for any needs, DMV, Dental, Eye Care, WIC.
- Health from inside and outside factors. What are we exposed to externally to what will take inside from food to medicine to water, etc.
- Easier access to resources, education around health problems and prevention
- House Keeping for Mental Health - pet care or laundry for example
- Better quality of life
- A healthy, safe, responsible place to live and raise families.
- Immunized children.
- Doctors that will listen to patients, and not just get them stable and discharge with the patient still scared and worried. Available pediatricians, that will STAY! Vaccines available for children, (not covid) through their primary care doctor, without a huge cost to the provider. We shouldn't have to take our children to community clinics.
- Access to services for all people including people experiencing homelessness. Housing is a public health crisis. Lack of affordable housing is the biggest barrier for those that have received housing assistance through HUD and other housing agencies. Stigma surrounding Mental health, SUD's, and homelessness creates a hostile environment within some of our local hospitals for people who are seeking help. They are treated badly and turned out.
- better access to care, less chronic illnesses
- Safety, equal access to wellness programs
- A safe community, drug free with health and social services available to those in need. A caring and compassionate community.
- A county where residents and visitors have access to resources that promote personal and community health and safety
- Access to health care, providers, recreational opportunities
- A Healthy community to me, means being able to get the health care one needs -both accessibility and cost effectiveness, affordable housing, and ability to educate/promote better wellbeing on how to take better care of their health. This should be done both by example as well as communitywide movement.
- A healthy Mohave County is one in which people have access to affordable medical care, programs to educate and support healthy lifestyle choices and habits, sufficient mental health and rehabilitation support, and available recreational facilities to promote exercise and wellness.

Question #2: What are the important characteristics of a healthy community for all who live, work, and play here?

- Housing, public safety, food options, public transportation
- Public safety, access to services, education, employment, life skills, Code enforcement, pro-social activities.
- increased collaboration/communication between service agencies/disciplines
- Acceptance and understanding of all people, regardless of race, gender, sexual orientation, wealth, age etc.. Intolerance of hate groups, and consequences for their actions and words!! The safer each citizen feels, the happier and healthier they can be. Laws to help and protect all people.
- social determinants of health: good schools, healthy environments, livable wages, affordable housing, available healthcare, healthy food.
- Access to services for mental and physical health
- A community less concerned with bureaucracy and more concerned with providing needed services.
- Safe physical environments: sidewalks, parks, crosswalks, bike lanes. Accessible Health promoters: food banks, doctor offices, farmers markets, sports clubs/teams. Community mentality: masks, vaccinations, funded schools, libraries
- Educated, driven goal oriented, means to achieve goals
- Living wages excellent health insurance quality education mental health support safe environment opportunity for all
- I think having the local clinics work together to help one another instead of drawing lines in the sand.
- Health opportunities anywhere from healthy exercise options, such as walk/bike paths, safety, clinics and ways to cover the cost. Dental health for adults is a big issue.
- Connection, education, availability of resources
- Freedom to choose clinic/doctors, Share funding
- Access to quality, affordable health care services
- Clean air, water that's safe an abundant to drink and maintain my life choices of landscape and food production. Insuring the places I go to eat are safe an food I buy is safe. The people around me safe to be around.
- Immunization access and accurate information
- Clean public restrooms. Clean roads and parks.
- Affordable housing with close access to parks, mental health providers, medical care and grocery stores.
- Less homeless, drug use, less hospitalizations
- Adequate and time sensitive treatment access; no stigma for obtaining help
- Drug Free environment, abundant recreational activities, good schools and appropriate social services for those in need.

- Characteristics include variety of exercise options for every age and stage of life and have access to low-cost healthy food options. It also includes places where families can enjoy outdoor activities together to encourage life-long healthy behaviors
- Parks, recreation, choices for healthcare options, access to healthcare providers
- Affordable Housing, treated as a patient versus a number at a doctor's office, the environment meets everyone's basic needs. • The environment promotes social harmony and actively involves everyone. There is a sustainable use of available resources for all.
- Low levels of behavioral risk factors (alcohol and other drug use, behaviors that contribute to violence (including suicide), tobacco use, unhealthy dietary behaviors, physical inactivity and sexual behaviors that contribute to unintended teen pregnancy and sexually transmitted viruses)

Question #3 -- What can we do together to improve health in Mohave County?

- Community education programs, united support from government based on hard science.
- Collaborate to be innovative and break down barriers to serve the needs of the community
- Improve/increase access to services for youth families in a rural area. Improve community awareness for existing services. Identify/reduce barriers to service
- Access to the entire spectrum of health care, for all citizens regardless of health insurance!! Free and cheap health screenings for all. Acceptance and understanding of all people, regardless of race, gender, sexual orientation, wealth, age etc. Laws to help and protect all people. Intolerance of hate groups, and consequences for their actions and words!! The safer each citizen feels, the happier and healthier they can be. Events which bring our citizens together to share their culture, stories and humanity, even if it must be through social distancing, wearing of masks, Zoom etc. We need to see each other as human beings deserving of respect and care.
- Share resources to address and improve high priority areas first.
- Larger variety of mental health facilities. Sober living, substance use disorders and domestic violence assistance. Homeless shelters low-cost housing.
- more than 2 health homes; force AHCCS to allow self-referral like it is done in Central and Southern Arizona Hold health homes accountable for Voice in Choice
- Since the county is rural and composed of older aged groups, it would be great to move resources ourselves, rather than expecting people to come to us. Mobile vaccine clinics, food/meal services, dentist clinics, etc.
- Be more informed about the community you are coming into!

- Educate residents what helps is available. Get more medical and mental health options. Get substance use disorders treatment options.
- Get mental health therapist that are not involved with Creek Valley Clinic or Cherish Family.
- Make more options available at low or no cost. Help create healthy options for exercise classes and screenings or even treatments.
- Address lack of connection for Mohave County and the Colorado City area.
- Neutral location to come get encouragement and help. Don't enable weaker health to be an out.
- Remove politics from health care
- Be proactive, enforce laws that exist to protect us. Communicate information we need to hear, fight for us against misinformation and political oppression.
- Bring education and access to support groups, and accurate information to the community
- Affordable housing is a great start! So many health care professionals cannot move to this area, because 1) they can't afford housing, 2) they can't find housing. We need qualified medical personal DESPERATELY!
- Provide more affordable housing using a housing first model. The Delta Variant of Covid-19 is very concerning, especially with school to begin next week. We need more public information addressing the issue to encourage folks to get vaccinated.
- More providers, pharmacies open longer hours, better mental health options, reduce Hep C and HIV
- Ensure via verified assessments that ALL treatment programs are truly evidence-based programs!
- Address drug problem and all the problems it brings to the community.
- Focus efforts on increasing access to low or no cost facilities where people can be active year around.
- Recruit more providers, bring educational awareness to citizens
- There is a sustainable use of available resources for all. The environment promotes social harmony and actively involves everyone. - for all groups not just what you experience in front of you. • Community members have access to varied experiences, interaction and communication. • The health services are accessible and appropriate. The community participates in identifying local solutions to local problems. - I feel we do a great job identifying, but not resolving the issues not enough follow through
- Partnering on healthy living programs; aligning messages and coordinating events regarding health and wellness; continue to promote vaccines for COVID

References

¹ Robert Wood Johnson Foundation, "A New Way to Talk About the Social Determinants of Health", copyright 2010.

² Ibid. p.4

³ Ibid, p.7

⁴ Ibid, p.19

⁵ Ibid, p.17

⁶ Centers for Disease Control and Prevention,
<https://www.cdc.gov/nchhstp/socialdeterminants/faq.html#what-is-health-equity>