



# 2013-2020 Jackson County Health Improvement Organization Community Action Plan

Jackson, Michigan





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## Executive Summary

To Our Community,

As a leader and supporter of our local Health Improvement Organization (HIO) initiative, it with great pleasure that Jackson County presents this summary version of the HIO Community Action Plan highlighting the activities Jackson County is championing to improve health and well-being of Jackson County residents. This plan reflects significant work of many dedicated organizations and individuals:

- Over 1200 Jackson County residents responded to the HIO's second Community Health Assessment phone survey or participated in focus group discussions to provide insight about local health status, attitudes, beliefs, behaviors and opportunities.
- More than 30 HIO Coordinating Council representatives from local government, public health, health care, school districts, mental health, employers and other human service sectors spent months reviewing local data, best practice research and community input to create our new Goals and Objectives for 2013-2020.
- Six new Health Action Teams were established to engage partners across the community to identify strategies that best leverage our community's strengths and address our needs/gaps.
- Over 20 organizations and individuals stepped up to lead Health Action Teams and champion specific strategies.

In addition to topic-specific Action Teams around Nutrition, Physical Activity, Smoke-Free lifestyles and Behavioral Health, the updated Community Action Plan includes two new teams that focus on the systems level issues that are integral to the success of our efforts. The Community Collaboration Health Action Team is committed to enhancing community capacity to achieve improved population health by expanding collaborative strategic planning, resource alignment, and integration of clinical and social service systems. The Community Engagement and Awareness Health Action Team promotes community and individual-level activation strategies to build public will around health improvement across our priority areas.

Jackson County is committed to the advancement of the health of our community and is proud to be a key stakeholder in the development and execution of this shared community-wide action plan. This ambitious plan would not be feasible without the time, expertise and commitment of our many constituents, partners and contributors; the progressive capacity of community leaders and funders to understand the immense potential of collective impact; and the partnership of Allegiance Health in support of the HIO's 'backbone organization'. For this work to be successful, we now need each of YOU to become champions of health improvement in your homes, neighborhoods, schools and worksites. As part of the broader Jackson 2020 initiative, we look forward to working together to transform Jackson County into a healthier place to live, work and play!

Jackson County Commissioners





## About the Health Improvement Organization

The Health Improvement Organization Coordinating Council, is a collaborative of community stakeholders committed to improving the health status of the community through an integrated health improvement infrastructure that addresses Jackson's priority health issues. The HIO Coordinating Council serves as the stakeholder planning committee for Allegiance's Board HIO Committee, Jackson County's Healthy Community initiative, the United Way of Jackson County's Community Solutions Team on Health, and the 'Health Strand' of the Jackson 2020 initiative. The scope of responsibility includes monitoring community level indicators, identifying specific health priorities, and developing community action plans to address common goals.

## Jackson County's Commitment to Collective Impact

Collective Impact is an evidence-based model of diverse organizations working together to effectively solve complex social problems.

The goals, objectives, and strategies detailed in the HIO Community Action Plan serve as a guide for Jackson County and the other participating organizations. Due to strong alignment of community health goals, leadership across Jackson's health and human service continuum have committed to the successful implementation of the HIO Community Action Plan. Jackson County leadership, Allegiance Health, Jackson County Health Department, United Way of Jackson County, as well as 35 other community organizations, have each devoted significant human and/or financial resources to this process to date and are committed to these efforts over the long term. Successful implementation of the plan can only be achieved through the combined activities of various stakeholder groups. Everyone involved in the work will focus their various strengths, resources, areas of expertise and target populations to achieving specific strategies of the action plan.

In addition to acting as a strong collaborative partner in the HIO process, Jackson County supports the leadership of the HIO Coordinating Council by contracting with Allegiance Health for part-time services of the HIO CC Chair, Amy Schultz as Medical Director for Jackson County Health Department (JCHD). Jackson County also serves the leader for two of the HIO's Action Teams (Nutrition and Smoke-Free) and as the champion organization for several strategies within the plan, and has representation on 5 of the 6 Health Action Teams. The Jackson County Health Department has designated staff, including a Healthy Communities Coordinator and Health Educator, with primary responsibility for execution of several Community Action Plan strategies.



## The Plan/Process

The Health Improvement Organization's work over the past year has culminated in the creation of a new HIO Community Action Plan, which includes goals, objectives and strategies to address the needs in Jackson County based on the following data-driven processes:

- Collection and review of data on local disease and risk prevalence, access barriers, health experience and disparities
- Collection and review of data from the 2008 and 2011 Community Health Assessments
- Evaluation of existing strategies, gaps and best practice approaches
- Input from target populations on the usefulness of proposed strategies

In this model, community stakeholders worked to develop and complete a Community Health Assessment for Jackson County. This assessment aligns efforts among community partners and creates a more strategic framework for local health improvement activities. The most recent Community Health Assessment was conducted from May 2011 to July 2011. A total of 1150 Jackson County residents ages 18 and older responded to a 180 question phone survey asking about their health status, insurance coverage, personal health habits and health care experiences. Below are some selected findings from the 2011 Community Health Assessment. Additional findings are presented throughout the document.

- Only 12% of Jackson County residents know the national guidelines for physical activity and nutrition.
- Approximately 22% of all Jackson County residents smoke cigarettes. Among residents who live in the City of Jackson, the percent increases to 35%. Both rates are higher than the State of Michigan rate of 20% (2009).
- Among Jackson County residents, 37% are classified as obese, which is higher than the State of Michigan rate of 32%. When asked to describe their own weight, only 22% of residents stated that they were "very overweight."
- Only 54% of Jackson County residents meet the national guidelines for physical activity. Just 31% meet the national guidelines for fruit and vegetable consumption.

After reviewing the data, priority health issues were identified and a plan was created detailing the ways that organizations and community members can address these issues to improve the health of Jackson County. This included feedback from several community-based focus groups that targeted parents, government officials, employers and other community residents.

The Community Action Plan's detailed strategies are built on evidence-based activities and input from experts within each respective field. In an effort to combine resources and promote collaboration, these experts were brought together into groups respective to their fields of practice or interests. These groups are referred to as Health Action Teams (HATs). The Health Action Teams were created in response to specific areas of concern or areas in need of enhancement in the community. These priority areas set the basis for the goals of the Community Action Plan. Ultimately, Health Action Teams were responsible for the creation of the objectives and strategies detailed within the Community Action Plan. Using process and outcomes measures, each Health Action Team is responsible for monitoring and evaluating the success of their strategies.





## Current Health Improvement Organization Partners

AARP of Michigan  
Allegiance Health  
AstraZeneca  
AWARE, Inc.  
Community Action Agency  
CareLink  
Catholic Charities of Jackson  
Center for Family Health  
Community Members  
Family Service & Children's Aid  
Fitness Council of Jackson  
Great Lakes Industry, Inc.  
Green Market at Allegiance Health  
Jackson Chamber of Commerce  
Jackson City Parks and Recreation  
Jackson Community College  
Jackson Community Foundation  
Jackson County Administration  
Jackson County Youth Center  
Jackson County Health Department  
Jackson County Intermediate School District  
Jackson District Library  
Jackson Health Network  
Jackson TV  
Jackson 2020  
Juvenile Justice Coalition  
LifeWays  
Marriage Matters  
Michigan State University Extension  
Meridian Health Plan  
Michigan Purchasers Health Alliance  
Partnership Park Downtown Neighborhood Association  
United Way of Jackson County  
YMCA of Jackson County  
YMCA Storer Camps



## Strategic Action Plan

### Goal One: Improve the knowledge, attitudes and behaviors of residents of Jackson County related to behavioral health, physical activity, nutrition, and smoke-free lifestyles

The focus of this goal reflects a desire to improve the health literacy of Jackson residents related to public health messages, improve local perception of opportunities to participate in healthy lifestyles, and increase residents' self-efficacy and belief that they can achieve health improvements.

#### Relevant Community Health Assessment statistics

- Approximately 10% of Jackson residents report at least some sort of difficulty finding a place to exercise
- When asked a series of questions concerning the symptoms of depression, only 66% of respondents recognized at least 7 symptoms of depression

Objectives	Source	Current	Target
<b>1.1:</b> Increase by at least 10% the proportion of Jackson adults who understand the national guidelines for recommended physical activity and nutrition	Community Health Assessment	12.4%	13.6%
<b>1.2:</b> Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for physical activity	Community Health Assessment	72.5%	79.8%
<b>1.3:</b> Increase by at least 10% the proportion of Jackson adults who have a positive perception of Jackson residents' access to opportunities for healthy eating	Community Health Assessment	83.2%	91.5%
<b>1.4:</b> Increase by at least 10% the proportion of Jackson adults who recognize the symptoms of depression	Community Health Assessment	66.4%	73.0%
<b>1.5:</b> Establish baseline and increase by at least 10% the proportion of adults who identify community resources for behavioral health services	TBD	TBD	TBD
<b>1.6:</b> Establish baseline and increase by at least 10% the proportion of Jackson adults who identify community resources for smoking cessation	TBD	TBD	TBD



Jackson County Health Department is an active member of the Community Engagement and Awareness Action Team and is particularly engaged in strategies that help residents identify healthy options and opportunities in Jackson County.



## Strategies

## Champions

**1.a:** Promote the Step by Step social marketing campaign/community challenge, including personal testimonials from community leaders and an individual Step by Step pledge

- Allegiance Health

**1.b:** Identify opportunities for individuals to volunteer with HIO

- Allegiance Health
- United Way of Jackson

**1.c:** Publish HIO 'small steps' recommendations/pledges for employers, schools, restaurants, and recognize organizations that take steps

- Great Lakes Industry
- Allegiance Health

**1.d:** Create/adopt systems to label healthier low cost options (i.e., "this not that" or "10 minute walk to xx) in a positive way

- CAE Health Action Team

**1.e:** Develop/promote tools that catalog or highlight local healthy events/activities

- Experience Jackson
- Allegiance Health

**1.f:** Train key community members/partners (people who people turn to for help) on healthy messages & resources

- Partnership Park Downtown Neighborhood Association
- Community Member
- Allegiance Health

**1.g:** Promote healthy lifestyle support and self-management programs

- Jackson Health Network





## Goal 2: Reduce the obesity rate amongst Jackson County residents to be at or lower than the national average

Obesity is a national epidemic. Seven out of ten Jackson residents are overweight or obese. Additionally, the obesity rate for Jackson County (37%) is greater than the State of Michigan rate (32%) and the United States rate (36%).

Being obese can lead to negative health consequences such as heart disease, type 2 diabetes, high blood pressure, and osteoarthritis. To reduce the prevalence of obesity, the HIO strives to create and implement policy, system and environmental changes that support and sustain overall health improvement for all Jackson County residents.

### Relevant Community Health Assessment statistics

- Only 54% of Jackson County residents meet the national guidelines for physical activity
- Only 31% of Jackson County residents meet the national guidelines for fruit and vegetable consumption
- According to the 2011-2012 Michigan Profile for Healthy Youth (MIPHY), 66% of middle school and 59% of high school students in Jackson County meet the national guidelines for physical activity
- According to the 2011-2012 MIPHY, 39% of middle school and 27% of high school students in Jackson County meet the national guidelines for nutrition

Objectives	Source	Current	Target
<b>2.1:</b> Increase by 10% the average daily fruit and vegetable consumption among Jackson adults	Community Health Assessment	4.2 servings	4.6 servings
<b>2.2:</b> Increase by 10% of Jackson middle/high school students who meet recommendations for fruit and vegetable intake	MIPHY (MS)	39.1%	43.0%
	MIPHY (HS)	26.6%	29.3%
<b>2.3:</b> Decrease by 10% the proportion of Jackson residents with low access to fresh foods	Community Health Assessment	19,000 residents	17,000 residents
<b>2.4:</b> Reduce by 10% the proportion of enrolled children (ages 2-4) in Women, Infants and Children program (WIC) with age/gender body mass index above 85th percentile	WIC	28.0%	25.0%
<b>2.5:</b> Increase by 10% the proportion of Jackson adults and middle/high school students who meet federal recommendations for physical activity	Community Health Assessment	53.8%	59.2%
	MIPHY (MS)	65.8%	72.4%
	MIPHY (HS)	59.2%	65.1%
<b>2.6:</b> Increase by 10% the quality and availability of physical activity opportunities in Jackson County	National Citizen Survey	48.0%	52.8%
	Community Health Assessment	72.5%	79.8%
	Community Health Assessment	24.8%	27.3%
<b>2.7:</b> Increase by 10% the utilization of opportunities for physical activity in Jackson County	National Citizen Survey	50.0%	55.0%
	National Citizen Survey	40.0%	44.0%
	National Citizen Survey	85.0%	93.5%
	Community Health	32.1%	35.3%



	Assessment		
	Community Health Assessment	30.2%	33.2%

Jackson County is providing leadership for the Nutrition Action Team, chaired by Julie Weisbrod, MA, Healthy Communities Coordinator, Jackson County Health Department (JCHD). The Nutrition Health Action Team is committed to improving the nutrition of all Jackson County residents to help reduce obesity and chronic diseases. As a workgroup of the Health Improvement Organization, the Nutrition Health Action Team works with health care providers, schools, after-school programs and others to increase awareness of the need for access to proper nutrition. Such initiatives include promoting gardening and the use of locally grown produce to ensure access to fresh, affordable produce by all Jackson County residents. JCHD also serves as the champion organization responsible for execution of several of the Nutrition Action Team’s strategies aimed at reducing obesity in Jackson County.



### Strategies

### Champions

**2.a:** Adopt Michigan Nutrition Standards for offerings outside of school food program by school districts

- Coordinated School Health Council

**2.b:** Expand offerings of fresh produce through food pantries

- Jackson County Health Department (JCHD)

**2.c:** Integrate nutrition education into community and school-based athletic programs and activities, including races, after school programs, and camps

- Center for Family Health
- Allegiance Health

**2.d:** Expand school activities such as gardening (i.e., raised bed, (DIY) hydroponics, (DIY) hoop houses

- MSU Extension

**2.e:** Build provider competency to address nutrition/weight issues including training such as motivational interviewing; start with pilot among WIC providers

- Jackson Health Network
- JCHD/WIC

**2.f:** Expand local farmer's market sales through increasing capacity and accessibility, including mobile market strategies, onsite markets at access points such as CFH, WIC, JTA routes/runs, and WIC EBT at farmer's markets

- Allegiance Health
- Green Market

**2.g:** Expand Healthy Corner Store conversions to more WIC approved vendors in low access areas

- Jackson County Health Department

Jackson County Health Department is an active member of the Physical Activity Action Team and is particularly engaged in strategies that help residents access opportunities for physical activity in Jackson County.



### Strategies

### Champions

**2.h:** Expansion of the use of Safe Routes to Schools and walking school buses in Jackson area school district

- Fitness Council of Jackson

**2.i:** Advocate for favorable non-motorized transportation plans and policies with Commissioners, developers and transportation authorities to enhance access and connections between bike lanes/trails to provide cross-community and neighborhood accessible non-motorized routes

- City Parks & Recreation
- Fitness Council of Jackson

**2.j:** Advocate for the implementation of policies to open school athletic facilities to the public after hours (gyms, tracks, etc.)

- Intermediate School District
- Coordinated School Health

**2.k:** Build, strengthen and maintain social networks (i.e., buddy systems, walking/biking groups) that provide supportive relationships for physical activity behavior change

- Jackson YMCA

**2.l:** Develop tools to promote local physical activity events/activities to target populations (i.e., single stop list, calendar of activities, maps, streamlined way to submit events)

- Allegiance Health

**2.m:** Support worksites in implementing physical activity friendly policies and practices

- Allegiance Health





**Goal 3: Reduce smoking rate and secondhand smoke exposure in Jackson County**

Smoking cigarettes has devastating effects on the health of those who choose to smoke, as well as individuals who passively inhale secondhand smoke. The smoke produced by the end of a cigarette, pipe, or cigar that is inhaled as secondhand smoke has thousands of chemical substances, several of which are known to cause cancer in humans and animals. For individuals with asthma, exposure to cigarette smoke can trigger asthma episodes and increase the severity of attacks. Additionally, smokers have an increased risk of heart disease and stroke compared to non-smokers.

Relevant Community Health Assessment statistics

- Approximately 35% of city residents reported smoking compared to 22% of Jackson County residents
- Among residents who do smoke in Jackson, 51% report stopping for one day or longer within the past 12 months in an attempt to quit smoking
- Approximately 39% of the women who deliver babies at Allegiance Health report smoking during the three months prior to pregnancy

Objectives	Source	Current	Target
<b>3.1:</b> Decrease by 10% the proportion of students that report having smoked cigarettes in the past 30 days	MIPHY (MS)	3.3%	2.9%
	MIPHY (HS)	14.5%	13.0%
<b>3.2:</b> Decrease by 10% the proportion of students that report having smoked cigars, cigarillos or little cigars in the past 30 days	MIPHY (MS)	1.9%	1.7%
	MIPHY (HS)	8.0%	7.2%
<b>3.3:</b> Increase the number of local public and non-public school districts/schools with Level 4 Comprehensive 24/7 Tobacco Free School Policies in Jackson County	Intermediate School District	11	15 (100% of public schools)
<b>3.4:</b> Increase by 10% the proportion of smokers who report receiving advice from their provider to quit	Community Health Assessment	61.1%	67.2%
<b>3.5:</b> Reduce by 10% the proportion of Jackson adults and youth who report exposure to secondhand smoke	Community Health Assessment	23.4%	21.1%
	MIPHY (MS)	55.0%	49.5%
	MIPHY (HS)	58.1%	52.3%



Jackson County is providing leadership for the Smoke-Free Action Team, otherwise known as the Jackson Tobacco Reduction Coalition, chaired by Rhonda Rudolph, Health Educator and Jackson Tobacco Reduction Coalition Coordinator. The HIO and the Jackson Tobacco Reduction Coalition have joined forces to create a workgroup that strives to reduce rates of smoking and second hand smoke exposure in Jackson County. This group collaborates with the Jackson County Health Department, Allegiance Health, schools, physicians, Jackson County Substance Abuse Prevention Coalition and many other organizations and individuals interested in reducing tobacco use. The coalition advocates for smoke-free environments through policy development in areas where children play (schools, parks) and strives to educate tobacco vendors about distribution regulations. They also promote cessation resources for people looking to quit smoking. JCHD also serves as the champion organization responsible for execution of several of the Smoke-Free Action Team's strategies aimed at reducing smoking and exposure to secondhand smoke in Jackson County.



### Strategies

### Champions

**3.a:** Advocate for adoption and enforcement of Level 4 Tobacco Free School policies

- Intermediate School District
- Coordinated School Health

**3.b:** Support implementation of Most Teens Don't Campaign/Michigan Model and BreakOut programs in school settings

- Jackson County Substance Abuse Prevention Coalition
- Intermediate School District
- Coordinated School Health

**3.c:** Provide tools and competency training to support consistent screening and effective referrals for patients and families in need of services for prevention/lifestyle management

- Allegiance Health
- Jackson Health Network

**3.d:** Advocate for smoke-free policies in parks and housing units and other establishments not regulated

- JCHD/Jackson Tobacco Reduction Coalition

**3.e:** Build local capacity for teen-specific tobacco interventions, develop referral systems for use in school settings, integrate school based treatment protocols and advocate for all school districts to adopt standard policies

- Intermediate School District
- Coordinated School Health
- Jackson Tobacco Reduction Coalition

**3.f:** Educate tobacco vendors on laws and consequences and monitor ongoing compliance

- Jackson County Substance Abuse Prevention Coalition

**3.g:** Advocate for the implementation of Michigan Model curriculum on tobacco prevention into existing lesson plans

- Intermediate School District
- Coordinated School Health

**3.h:** Raise awareness of harmful effects of secondhand smoke

- JCHD/Jackson Tobacco Reduction Coalition

### Goal 4: Improve the behavioral health and emotional wellness of Jackson County residents



Behavioral health is used to describe an individual’s level of cognitive or emotional well-being. Maintaining a positive state of mind is known to enable a person to function effectively within society and improve physical health. Individuals who have good behavioral health are well-adjusted to society, are able to relate well to others, and feel satisfied with their role within their community. Breakdown of behavioral health can cause serious problems among individuals within their relationships, physical health and jobs.

**Relevant Community Health Assessment statistics**

- Among Jackson County residents, approximately 17% report having had mental health problems within the past 12 months
- Only 54% of respondents reported that they would ‘definitely’ seek help for a serious emotional problem
- According to the 2011-2012 Michigan Profile for Healthy Youth (MIPHY), 45% of middle school and 30% of high school students in Jackson County have reported being bullied on school property
- According to the 2011-2012 Michigan Profile for Healthy Youth (MIPHY), 23% of middle school and 22% of high school students in Jackson County have reported being electronically bullied

Objectives	Source	Current	Target
<b>4.1:</b> Increase by 10% the percent of adults who would ‘definitely’ seek professional help for a serious emotional problem	Community Health Assessment	54.1%	59.5%
<b>4.2:</b> Decrease by 10% the percent of students who have been bullied on school property	MIPHY (MS)	44.9%	40.4%
	MIPHY (HS)	30.0%	27.0%
<b>4.3:</b> Establish baseline and increase by 10% the percent of completed Ages and Stages questionnaires for children between ages of 0-6 in Jackson County (social/emotional development assessment)	Great Start	Need to Collect	TBD
<b>4.4:</b> Pilot a screening and referral system for trauma, chronic stress and emotional distress among youth between ages of 7-17	TBD	TBD	TBD
<b>4.5:</b> Establish baseline and increase by 10% the percent of patients aged 18 and over in Jackson Health Network who have been screened for depression (PHQ-2) in the past 2 years	Jackson Health Network	Need to Collect	TBD
<b>4.6:</b> Increase by 10% the percent of adults who report they ‘Usually’ or ‘Always’ get the social and emotional support they need	Community Health Assessment	74.3%	81.7%





## Strategies

## Champions

**4.a:** Build community capacity to provide resources and referrals for behavioral health needs

• LifeWays/211

**4.b:** Fully implement Dr. Marcia McEvoy's best practice bullying prevention model and Michigan Model Social and Emotional Health units, grades K-12 in all Jackson County Schools

• Intermediate School District

**4.c:** Develop and implement test process for adolescent screening & referral for trauma/chronic stress in targeted settings

• LifeWays

**4.d:** Build systems to support social and emotional health screening and referrals by primary care providers, including pediatricians

• Jackson Health Network

**4.e:** Work with employers to promote emotionally healthy worksite practices & policies

• Marriage Matters Jackson

**4.f:** Support integration of behavioral health social norming messages & promotion of community resources into media campaigns

• Allegiance Health



**Goal 5: Enhance collaborative action planning, resource alignment, and linkages among clinical and social systems to achieve collective population health impact**

This goal was created to address the structural issues that affect health in Jackson County. Inefficient communication, segmented service delivery, and compartmentalized strategic planning all limit the access that residents have to needed services. By working to encourage collaboration and alignment of resources, and to formalize integration with clinical care, the Health Improvement Organization strives to improve the health of Jackson County through structural change and process improvement.

<b>Objectives</b>	<b>Source</b>	<b>Current</b>	<b>Target</b>
<b>5.1:</b> Establish baseline and increase by 10% the proportion of health and human service related community partnerships that meet the criteria for 'Collective Impact'	TBD	TBD	TBD
<b>5.2:</b> Establish a baseline and increase by three the number of Jackson County funding agencies that have criteria for Collective Impact built into their grant making process	TBD	TBD	TBD
<b>5.3:</b> Establish baseline and increase by at least one the number of clinical-social service referral processes adopted by Jackson Health Network providers	TBD	TBD	TBD



Jackson County is an active member of the Community Collaboration Action Team and is proud to support several community collaboratives in addition to the HIO, including Jackson 2020, the Teen Pregnancy Prevention Initiative and the Jackson County Prenatal Task Force. Jackson County is particularly engaged in strategies that advance our ability to improve collaborative action-planning, align resources and achieve collective population health impact.



## Strategies

## Champions

**5.a:** Establish a baseline of existing collaboratives and their level of collective impact

- Allegiance Health

**5.b:** Create an integrated network of health and human service-related community partners that allows for rapid dissemination and uptake of emerging evidence-based best practice

- Allegiance Health

**5.c:** Build local leadership capacity to assist community agencies and partnerships in implementation of data-driven, collaborative community wide strategic planning

- Jackson Community Foundation

**5.d:** Develop a process to identify and monitor which funding agencies have Collective Impact criteria built into their grant making process

- Jackson Community Foundation
- United Way of Jackson

**5.e:** Create a sustainable structure to provide ongoing community education to build a common language and knowledge base around best practice social service delivery

- Allegiance Health

**5.f:** Develop community resources to share information and experiences about evidence-based work in the social service sector

- Jackson 2020

**5.g:** Build a closed-loop referral process model connecting clinical patients to social services

- Jackson Health Network

**5.h:** Implement an integrated network of clinical community services for a specific community health/social issue

- Jackson Health Network



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