



Saint Louis Forces of Change Assessment

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Prepared by the Illinois Public Health Institute

Contents

Introduction	2
MAPP Framework	2
FOCA Overview	2
Assessment Methodology.....	3
Executive Summary.....	4
Cross-Cutting Forces of Change	5
Policy Change (ACA).....	5
Funding for Critical Programs	5
Violent Crime	6
Social Justice	6
Population Shifts.....	7
Conclusion.....	9
Appendix A: Narrative by Category.....	10
Social	10
Economic.....	10
Political.....	11
Technological	12
Environmental.....	13
Medical/Scientific	14
Legal and/or Ethical	15
Religion/Spirituality	15
Appendix B: FOCA Tables.....	17

Introduction

MAPP Framework

In 2017, the St. Louis Partnership for a Healthy Community (herein referred to as “the Partnership”) conducted a comprehensive community health assessment (CHA) using the Mobilizing for Action through Planning and Partnerships (MAPP) process. MAPP is a community-driven strategic planning framework that assists communities in developing and implementing efforts around the prioritization of public health issues and the identification of resources to address them. The MAPP process, as shown in Figure 1 below, includes four types of assessment to create a more comprehensive picture of the needs and assets in a given community. The community defined for this assessment and planning process is St. Louis city and county.



Figure 1: MAPP Process (NACCHO, 2013)

- The **Community Health Status Assessment (CHSA)** provides quantitative information on community health conditions.
- The **Community Themes and Strengths Assessment (CTSA)** identifies assets in the community and issues that are important to community members.
- The **Local Public Health System Assessment (LPHSA)** measures how well different local public health system partners work together to deliver the Essential Public Health Services.
- The **Forces of Change Assessment (FOCA)** identifies forces that may affect a community and the opportunities and threats associated with those forces.

FOCA Overview

Of the four assessments, this report focuses on the findings of the Forces of Change Assessment (FOCA). The FOCA identifies forces – such as trends, factors, or events – that are or may influence the health and quality of life of the community and the effectiveness of the local public health system.

- **Trends** are patterns over time, such as migration in and out of a community or a growing disillusionment with government.
- **Factors** are discrete elements, such as a community’s large ethnic population, an urban setting, or the jurisdiction’s proximity to a particular community resource.
- **Events** are one-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.

During the FOCA, participants answer the following questions:

- What is occurring or might occur that affects the health of our community or the local public health system?
- What specific threats or opportunities are generated by these occurrences?

Forces are considered from a diverse set of categories such as social, technological, political, legal, and beyond.

Assessment Methodology

On February 14, 2017 the Community Health Advisory Team (CHAT)¹ completed the FOCA during their monthly meeting. A neutral facilitator from the Illinois Public Health Institute (IPHI) guided participants through the FOCA. The facilitator provided a brief overview of the MAPP process and honed in on the definitions and components of the FOCA process. The facilitator introduced the following eight categories as the framework for the assessment:

- Social
- Economic
- Political
- Technological
- Environmental
- Medical/Scientific
- Legal and/or ethical
- Religion/spirituality

Groups of three to five individuals were assigned a category and discussed potential forces. For each force of change, the CHAT members were asked to identify potential threats posed to the Local Public Health System (LPHS) or community; potential opportunities created for the LPHS or community; and any questions or information needed. Group members passed their category and list of forces, opportunities, and threats to another table to review and add to the work of the previous group. Small group members then identified the top three priority forces of change for the category and reported out to the full group. IPHI summarized the common themes from the report out.

Following the FOCA, the CHAT and Partnership members were given the opportunity to review the compilation of notes from the small group charts, the cross-cutting themes that surfaced from the discussion, and the draft FOCA report summarizing the core issues that emerged from the assessment process. Partnership members provided recommended edits to finalize this report.

¹ The CHAT is the advisory body for the St. Louis Regional CHA. As of December 2017, the CHAT had representatives from 52 different organizations.

Executive Summary

The forces of change identified in this assessment represent important issues affecting St. Louis and their potential implications on the health and quality of life of community members and the local public health system. The Forces of Change Assessment (FOCA) is one of four distinct assessments used as part of the MAPP process to create a Community Health Assessment (CHA) that is data-driven and supported by the community. The Community Health Advisory Team (CHAT)¹ members gathered in February 2017 to think strategically about potential forces of change and their corresponding threats and opportunities. Members looked to the future to anticipate forces in addition to looking at current forces. Participants engaged in rich dialogue and identified many forces of change along with related threats and opportunities for the community and public health system. Analysis of the information compiled from all the discussions yielded the following cross-cutting themes (see Figure 2):



Figure 2: FOCA Cross-Cutting Themes

The participants recognized the uncertainty and instability associated with potential changes to federal policy. There was particular concern regarding the repeal and/or replacement of the Affordable Care Act (ACA) and the impact it will have on regulations, funding for public health, and access to care. Another theme was lack of funding for programs due to budget cuts at federal, state, and local levels. The group pointed to reduced tax revenue due to population loss, shifts in political priorities, macroeconomic trends, and inequitable allocation as the drivers behind loss of funding for critical programs and services. Violent crime was a common theme across categories, including gun violence and violence directed towards communities of color. Violence is not only a threat to residents' safety but also affects access to opportunity and investment. Social justice surfaced as a cross-cutting theme, in relation to economic inequity (e.g. the impact of tax abatements), citizen-law enforcement relations, and environmental inequity. Finally, population shifts and urban renewal influence tax revenue, economic development, and social cohesion.

The cross-cutting themes are described in-depth within the body of this report. In addition to these five cross-cutting themes, CHAT members defined several other important forces within the categories of influence. A full narrative of the forces identified by CHAT members in February 2017 can be found in [Appendix A](#). [Appendix B](#) contains a table listing all forces, threats, opportunities, and follow-up discussion. The descriptions in the report represent the perceptions and opinions shared by the CHAT participants during the FOCA exercise. Where possible, participant statements are substantiated by research and sourced in footnotes.

Cross-Cutting Forces of Change

Policy Change (ACA)

The participants recognized the uncertainty and instability associated with potential changes to federal policy. While the political landscape is always changing, the 2016 election and subsequent months have been particularly volatile. There was concern regarding the repeal and/or replacement of the Affordable Care Act (ACA) and the impact it will have on regulations, funding for public health, and access to care.

Threats from repeal or replacement of the Affordable Care Act include:

- Reduced or eliminated health insurance coverage;
- Reduced access to care;
- Lower worker productivity due to lost days at work;
- A decline in health and quality of life for certain populations; and
- Reduced funding for public health.

However, participants noted this policy change may be an opportunity for more prevention focused on public health (rather than disease treatment); advocacy for a more developed healthcare plan or universal health coverage; and increased efforts to equalize costs to all insured.

Participants noted a challenging political environment at the federal, state, and local levels. The groups discussed other federal/state policy implications such as:

- Possible tariffs on Mexican imports
- Uncertainty about immigration policy
- Repeal or weakening of Dodd-Frank Wall Street Reform and Consumer Protection Act
- Delayed implementation of the Department of Labor's Fiduciary Rule
- Efforts to roll back reproductive rights
- Weakening of environmental regulations
- Potential legalization of marijuana
- Right to Work legislation in Missouri
- Gun control or repeal of gun laws

Funding for Critical Programs

A major cross-cutting theme was lack of funding for programs and services due to budget cuts at federal, state, and local levels. The group pointed to reduced tax revenue due to population loss, shifts in political priorities, macroeconomic forces, and inequitable allocation as the drivers behind loss of funding for critical programs and services. Key programs impacted by the funding cuts include foreclosure prevention programs; Planned Parenthood; arts programming; parks/recreation; the state health department; and higher education.

Potential threats from funding loss include:

- Decreased funding for communities;
- Lack of support for programs and services;
- Lack of equity in support across communities;
- Decreased level of services or denial of services;
- Fewer prevention programs (which may contribute to poor public health);
- Reduced access to higher education (which may reduce economic mobility); and

- Limited infrastructure to respond to new and emerging infectious diseases and vectors for disease.

Although budget cuts and lack of funding is a general trend for public health, the participants recognized potential opportunities, including:

- Increased advocacy to assist individuals who cannot represent themselves;
- Restructuring, reorganizing, and consolidating programs to prevent duplication; and
- Opportunities to seek advice from experts and creativity to solve problems in new ways.

Violent Crime

Violent crime was a common theme across categories, including gun violence and violence directed towards communities of color. Violence disproportionately affects communities of color and is not only a threat to residents' safety but also affects access to opportunity and investment in the community. The participants also noted greater incidence of violence against the Muslim community and other immigrant groups.

Threats from violent crime include:

- Loss of personal safety;
- Anarchy and disengagement;
- Death, injury, fear, and trauma; and
- Negative perceptions of the community, which may affect whether people choose to visit or invest.

The group suggested that there are opportunities for law enforcement reform. However, efforts should be focused on "upstream" preventions, such as promoting racial equity and education reform. Participants noted that street cameras are more prevalent and potentially reduce crime and violence, though they also raise ethical concerns and heighten demand for real time response to issues.

Social Justice

Social justice surfaced as a cross-cutting theme, in relation to economic inequity (e.g. the impact of tax abatements), citizen-law enforcement relations, and environmental inequity. The legacy of structural racism produced patterns of segregation, disinvestment, and injustice that have proven difficult to reverse.

Two examples of economic inequity noted by the group were higher interest rates for communities of color and lack of tax abatements for low-income areas of the city. Threats from this include:

- Lower rates of home ownership;
- Less economic mobility;
- Less investment and development in areas of need; and
- Higher crime rates in disinvested communities.

Addressing the interest rates and tax abatements could potentially reduce disparity in wealth distribution across all communities. The group saw the tax abatement issue as an opportunity to apply an equity lens to all budget decisions to have a fairer allocation of resources.

The death of Michael Brown in Ferguson, Missouri and its underscoring of ongoing social injustices deeply affected not only St. Louis but the entire nation. The participants identified threats from this

event as continued violence and civil unrest. However, participants noted there is opportunity to build racial and economic harmony through the work of the Ferguson Commission, which was created to study the underlying social and economic conditions and make specific, practical recommendations to improve equity and social cohesion in the region, and beyond.

The group noted that St. Louis has large disparities in terms of environmental quality. Changes to food production and distribution have profoundly affected local communities. Dismantling of the Environmental Protection Agency and the increased focus on coal and oil will negatively affect air and water quality. Regarding built environment, disinvested neighborhoods have a higher prevalence of abandoned buildings and less infrastructure to support healthy lifestyles (transit, safe green spaces, etc.)

Threats include:

- Increased pollution, which may lead to health issues such as asthma and heart disease;
- Increase in food deserts, which affect food access and nutrition; and
- Increased prevalence of obesity and other chronic diseases.

Opportunities to address environmental equity include:

- Instilling community pride and ownership to improve the built environment;
- Double down on local level legislation and use less conventional partnerships across industries to address environmental regulations; and
- Improve food access through fresh mobile markets, farmers' markets, and additional funding and support.

Population Shifts

The possibility of merging St. Louis County with the City of St. Louis is a point of contention in the community. The merger would result in a larger land area and larger population and could potentially reverse the effects of fragmentation, particularly the city-county division, population loss, and the economic consequences of those problems.² However, with development also comes displacement, either through acquisition and demolition of existing communities or pricing out low-income residents in communities that are being gentrified.

Potential threats associated with population shifts include:

- Loss of earnings tax if there is a city/county merger;
- Loss of population results in fewer tax dollars for education;
- Population dispersion contributes to declining membership at religious institutions;
- Religious leaders are not living in the neighborhoods they serve;
- Loss of community anchor institutions due to population loss may reduce community cohesion.

Potential opportunities that arise from population shifts include:

- New economic development projects such as the National Geospatial-Intelligence Agency, Cortex Innovation Community, and BJC HealthCare;

² Between 1950 and 2000, the City of St. Louis lost 59% of its population, from a peak of 856,796 in 1950 to 348,189 in 2000. (Source: "[U.S. Urban Decline and Growth, 1950 to 2000.](#)") The City lost an additional 8% of its population between 2000 and 2010 while suburban St. Charles County grew by 27% in the same period. St. Charles County now has a bigger population (~360,000) than the City (~319,000). (Source: [Mapping Decline: St. Louis and the American City.](#)) In 2016, St. Louis County dropped below 1 million for the first time since 2011, largely due to a rise in net domestic out-migration. (Source: [United States Census Bureau, Press Release Number CB17-44.](#))

- Expansion of local universities and medical centers;
- Congregations changing the way they do business or operate; and
- Religious leaders to create new, intentional relationships based on other factors besides proximity.

Conclusion

The forces of change identified by the CHAT represent key issues that will have important implications for the local public health system and the health and quality of life for residents in St. Louis. As leaders of the community, CHAT members are keenly aware of the forces of change at the local, state, and federal level and they bring vital insight to this assessment. The FOCA themes included policy change; funding cuts; violence; social justice; and population shifts (see Figure 3).



Figure 3: FOCA Cross-Cutting Themes

The participants recognized the uncertainty and instability associated with potential changes to federal policy. There was particular concern regarding the repeal and/or replacement of the Affordable Care Act (ACA) and the impact it will have on regulations, funding for public health, and access to care. Another theme was lack of funding for programs due to budget cuts at federal, state, and local levels. The group pointed to reduced tax revenue due to population loss, shifts in political priorities, macroeconomic trends, and inequitable allocation as the drivers behind loss of funding for critical programs and services. Violent crime was a common theme across categories, including gun violence and violence directed towards communities of color. Violence is not only a threat to residents' safety but also affects access to opportunity and investment. Social justice surfaced as a cross-cutting theme, in relation to economic inequity (e.g. the impact of tax abatements), citizen-law enforcement relations, and environmental inequity. Finally, population shifts and urban renewal influence tax revenue, economic development, and social cohesion.

The cross-cutting themes identified in the FOCA will be considered during the regional CHA process, along with the findings from three other MAPP assessments (see page 2 for explanation). The CHA will inform a comprehensive Community Health Improvement Plan (CHIP) to address current health priorities as well as support increased resilience and preparedness for the future.

Appendix A: Narrative by Category

Below is a narrative of all the forces that participants discussed in the eight FOCA categories.

Social

Participants identified several political forces that have social impact. Participants noted a challenging political environment at the federal, state, and local levels. Potential threats from elected officials include decreased funding for communities, lack of support for programs and services, and lack of equity in support across communities. However, with encouraging officials, potential opportunities could be increased advocacy to assist individuals who cannot represent themselves, continuing education, and equality in education. Participants emphasized change in local leadership as a separate force because it can result in a shift in priorities, which can be interpreted as both a threat and opportunity. Another force with social impact is the defunding of programs such as foreclosure prevention programs, Planned Parenthood, arts programming, and parks/recreation. City funds also can be significantly reduced. On the other hand, defunding can stimulate restructuring, reorganizing, and consolidating programs to prevent duplication.

In addition to politics, the economy has a direct social impact. Economic downturns affect funding and level of services; can result in denial of services; and may increase divisiveness, lack of empathy, and threats to public safety. Despite these threats, this force offers opportunities to seek advice from experts and necessitates creativity to solve problems in new ways.

The death of Michael Brown in Ferguson, Missouri and its underscoring of ongoing social injustices deeply affected not only St. Louis but the entire nation. The participants identified threats from this event as continued violence and civil unrest. However, participants noted there is opportunity to build racial and economic harmony through the work of the Ferguson Commission, which was created to study the underlying social and economic conditions and make specific, practical recommendations to improve equity and social cohesion in the region, and beyond.

Participants discussed how changing diversity may result in anger, hostility, and reduced inclusiveness. It can also decrease the sense of community and the feeling of having common ground. Despite these threats, this is an opportunity to mobilize individuals within the community to work together and talk with each other.

The group brought up certain health issues as social forces of change. Opioid abuse is a force that has resulted, and can continue to result, in death, family strife, and loss of income. However, there is an opportunity to decriminalize addiction and treat it as a health condition. In addition, increased prevalence of sexually transmitted infections (STIs) can result in further spread of disease if not properly addressed. That said, increased awareness and education about STI prevention and treatment can reduce the spread of disease and result in better treatment and greater quality of life within the community.

Economic

Participants considered several public health and healthcare related topics to be economic forces of change. Lack of affordable healthcare has the potential to affect worker productivity due to lost days at work. However, this may be an opportunity for more prevention focused on public health. Participants stated that budget cuts for the state public health department would lead to fewer prevention

programs, and thus, poor public health, which in turn presents an opportunity for pharmaceutical companies to make more money. The group also discussed the repeal of the Affordable Care Act (ACA) as an economic force of change that could reduce health insurance coverage and funding for public health. It could also limit insurance benefits. Respondents noted that this force is an opportunity to advocate for a more developed healthcare plan and to equalize costs to all insured.

In addition to healthcare related issues, participants noted inequity in interest rates for communities of color as a force of change, which contributes to lower home ownership and less economic mobility among these communities. Addressing this trend could potentially eliminate disparity in wealth distribution across all communities.

Participants also talked about several forces that only led to potential threats and did not have any opportunity. The passage of Right to Work legislation in Missouri weakens workers' rights and benefits, and decreases access to healthcare. Possible tariffs on Mexican imports would decrease access to affordable healthy food. Uncertainty about immigration policy could result in economic downturn in all sectors and increase costs for businesses and consumers. A decrease in funding for higher education directly results in less access to higher education and also impacts economic mobility.

Political

The possibility of merging St. Louis County with the City of St. Louis is a point of contention in the community. The group identified the loss of earning tax as a threat because City residents and those who work and earn money in the City pay earnings tax and those who live in St. Louis County and do not work and earn money in the City do not pay earnings tax. The merger would result in a larger land area and larger population, which may consolidate resources. The merger could potentially reverse the effects of fragmentation, particularly the city-county division, population loss, and the economic consequences of those problems. The dwindling population in the City is a force of change, because it has resulted in a loss of revenue. The population shift could provide opportunities for urban renewal, as exemplified by changes in neighborhoods like Mill Creek Valley and Lafayette Square, or developments such as the National Geospatial-Intelligence Agency, Cortex Innovation Community, and BJC HealthCare.

Participants also discussed violent crime, especially gun violence, as a political force of change. Threats are loss of personal safety, anarchy, and disengagement. This force has an impact on how people see the community, and whether they choose to visit or invest, which has political, social, and economic consequences. For example, media coverage often reinforces negative characterizations of the area. Opportunities are present in "upstream" preventions, such as promoting racial equity, law enforcement reform, and education reform.

Budgetary constraints are a force of change that can result in the loss of critical services. However, it could also prompt reallocation of resources and reduction of duplicate services. Changes in all levels of political leadership can shift values and priorities, which is both a threat and an opportunity. Depending on the shift, it can result in weaker communities, or give hope for new ways of dealing with problems.

Another issue the group highlighted is the degree of equity in tax abatements. For example, the central corridor receives tax abatements, but that same level of attention is not directed toward the northern part of the city. This impacts the level of investment, development, and crime rates. Overall, the group saw this issue as an opportunity to apply an equity lens to all budget decisions to have a fairer allocation of resources.

The increase in hidden populations, such as people struggling with substance abuse, mental illness, and/or homelessness is a force that has resulted in fear, loss of compassion, and loss of diversity in the community. With increased awareness of the struggles of others, individuals can realize that everyone is affected by these issues and can work to mitigate these threats. In addition, there should be an evaluation of organizations that work on behalf of refugees and immigrants that are experiencing these challenges.

For a long time, community and government agencies have been silos, which can result in a lack of information sharing. There is an opportunity to enhance communication and share more information and data among agencies to become more efficient and achieve better outcomes.

Technological

The threats associated with new communications methods (such as social media) included an inability to document reach; the spread of false or inaccurate information; frequent software changes or upgrades; reduced interpersonal skills from lack of face-to-face interaction; increased cyber-bullying; and development of new “addictions” to technology. The potential opportunities included faster community engagement; new educational methods; less use of paper; wider reach to different audiences; and faster communication about public health threats such as natural disasters or crime.

Transportation innovations, such as ride-sharing applications and self-driving cars, are having an impact on how community members travel. The participants noted that this could be a threat to the auto industry, which depends on individuals purchasing and driving personal vehicles. The participants also noted safety concerns with self-driving cars, such as the ability to hack into car computers and possible failure of car computer systems. On the other hand, ride shares are often cheaper, quicker, and more reliable than other forms of transportation, and they go to areas of the community where taxis or public transit are not always available. Competition between ride sharing companies could spur improvement in quality and price. Ride sharing may also be better for the environment, if it reduces overall gasoline consumption and emissions. Self-driving cars, if realized, may lead to fewer accidents from drunk or distracted driving.

The participants reported that new laboratory methods producing faster lab results will result in quicker client investment³, disease investigation, and treatment, though a possible threat is lower accuracy. Tele-medicine for check-ups and follow-ups is becoming more widely available. The opportunities are easier connection to clients; better community between providers; better relationships with clients; and ability to address gaps in access to care through technology. Tele-medicine does pose challenges to obtaining patient consent, however, and may affect the rate of no-shows on the part of providers and patients.

In general, the higher degree of automation and integration of technology into everyday life has its benefits and drawbacks. The group noted an increased threat of information breaches or hacking, and less personal interaction as a result of “becoming tech heavy.” The noted opportunities are increased speed, convenience, and larger reach for both the individual and organizations/companies. Street cameras are more prevalent and potentially reduce crime and violence, though they also raise ethical concerns and heighten demand for real time response to issues. Healthy living apps and devices have

³ “Client investment” was the term used by FOCA participants and was interpreted to mean that the client becomes “invested” in their health more quickly if they receive lab results in a timely manner, when the health issue is at the forefront of their minds.

become more popular and encourage physical activity, healthy eating, and other healthy habits, though if users are misguided these tools can lead to a false sense of wellness. The gradual change in shopping patterns, most notably from brick and mortar retail to online shopping, has impacted the retail industry and has led to the loss of retail and sales jobs locally. The participants thought this trend could be an opportunity to retrain the workforce to secure higher paying jobs.

Environmental

Participants discussed climate change as a major environmental force of change. Climate change has been linked to re-emerging diseases and migration of diseases, such as Dengue fever and Zika. The biggest threat is increased morbidity and mortality. There is also an opportunity for education and awareness to diminish the threat. If new diseases emerge locally and other communities are accustomed to dealing with them, there is an opportunity for collaboration and new partnerships. Participants noted there will be limited infrastructure to respond to new and emerging infectious diseases and vectors for disease if we disinvest in science. If more funding occurs, new innovations could occur in this field. Participants also noted the increased instances and severity of natural disasters due to climate instability and the resulting health challenges. They saw this as an opportunity to increase preparedness and to rethink how the community develops land.

The group noted that St. Louis has large disparities in terms of environmental quality. Poor management of the built environment could lead to brownfields and other pollution. Poor built environment has also been linked to higher rates of obesity and chronic disease. The zoning process is highly politicized and impacts the built environment. The participants thought that community pride and ownership could inspire collaboration to improve the built environment. Participants noted increased attention to the connection between health and the built environment, and the need for safe, quality green spaces.

Participants referred to several forces related to regulations on smoking, pollution, water, and energy. Threats to smoking regulations are non-compliance, tension, and exploitation of loopholes. There is an opportunity to increase education and prevention efforts to decrease tobacco use. Weakened environmental regulations at the state and federal level have led to increased pollution, which may lead to increased health issues such as asthma and heart disease. This provides an opportunity to double down on local level legislation and to use less conventional partnerships across industries. Examples include connecting community action agencies or connecting energy efficiency services with community benefits services. The City of St. Louis has begun a building initiative to decrease water and energy usage to a baseline level. It is possible that the state will overturn this initiative. Additionally, the business community may take time to adopt these standards, especially if there is increased expense to make necessary changes for more efficient use. Should this initiative be successful, it could move beyond the city and could influence regional, state, or national actions regarding buildings and air pollution. The dismantling of the Environmental Protection Agency due to political and economic interests and the increased focus on coal and oil will negatively affect air and water quality.

Changes to food production and distribution have profoundly affected local communities. Food deserts result in poor food access, high costs to maintain markets, and increased difficulty reaching people in need. Opportunities to improve food access include fresh mobile markets, farmer's markets, and additional funding and support. The increased production of organic foods has positively influenced the way people farm and results in less chemical use and run off into water sources. However, organic foods tend to be more expensive and could exacerbate existing disparities related to food access and nutrition.

Medical/Scientific

Participants identified the legalization of marijuana as a force of change. Potential threats from legalizing marijuana include addiction challenges and impacts on existing medical protocols. Opportunities from legalization would be increased tax revenues put towards initiatives such as healthy schools; and potential use of marijuana as a pain management drug, which may reduce over-prescription and abuse of opioids.

The increasing prevalence of personalized medicine and pharmacogenomics has multiple threats and opportunities.⁴ Potential threats include the learning curve for providers; changes in resistance to drugs and treatments; and potentially harmful experimentation. Increased instances of drug resistant pathogens could contribute to outbreaks and emerging diseases. Decreased medical errors, decreased costs, reduced harm, and an increase in impact of medications are opportunities.

Participants noted the strong connection between mental and physical health, especially the impact of trauma on mental health. Stigma associated with mental health issues is a threat. However, there are opportunities to de-stigmatize these issues, especially when a more holistic approach to health and wellness is developed.

The trend toward the population health approach and population management is another force of change. Although we are able to identify underlying social issues that affect health, the lack of capacity and resources (e.g. community service providers) prevents these issues from being addressed fully. The group discussed FitBit and other personalized health devices that are part of the population health and Big Data trend. A potential problem with these devices is that people might not seek medical or expert opinions and may believe they can self-diagnose and treat. However, these devices could provide the basis for seeking treatment, or at least further diagnosis.

The current national and political environment has fostered distrust in the field of science. It is possible that this will carry over into distrust of the medical community and a loss of value of professional expertise, especially with the rise of medical websites such as WebMD. A potential opportunity is to identify and initiate collaborations between experts and community members. In addition, the political climate has introduced potential changes to the Affordable Care Act (ACA) and Medicare/Medicaid, which are causing confusion and uncertainty. Loss of services could result in a decline in health status for many people.

Participants noted the importance of research in science and medicine for St. Louis by discussing three related forces of change. Local universities and medical centers are research hubs that provide resources and require individuals to analyze data. Interns help fulfill these research needs. Sunshine requests are another opportunity to assist local research efforts. The Cortex Innovation Community is a hub of bioscience and technology research, development, and commercialization. Likewise, the Donald Danforth Plant Science Center focuses on environmental and agricultural research. These research institutions give St. Louis the opportunity to become an economic and scientific engine and increase knowledge in bioscience and technology.

⁴ For more discussion, refer to the Centers for Disease Control and Prevention Genomics and Health Impact Blog Post: "[Medication for the Masses? Pharmacogenomics is an Important Public Health Issue.](#)"

Participants discussed patient portals and how the presence of multiple, unlinked systems result in inefficient care coordination. Opportunities include virtual visits that could result in efficiency and savings; better, simpler screening; and patient control and participation.

The divide between St. Louis County and the City of St. Louis skews health data when conducting comparisons among cities and counties and concentrates impacts on population and services. Because poverty is concentrated in portions of the City and largely in North County without the concomitant wealth and resources (which are concentrated in those areas that have less poverty) the social determinants of health are worse in those areas where poverty is concentrated and services are less.⁵ However, a merger could be an opportunity to improve health data provision.

Legal and/or Ethical

Participants discussed several laws that potentially may be repealed. The threats from the repeal of gun laws are death, injury, fear, and trauma. The opportunity is protection. The threats from the repeal of the ACA include reduced healthcare coverage (or loss of coverage) and reduced funding of prevention programs. There is an opportunity to fix the ACA through universal coverage. The repeal of Dodd-Frank would result in fewer consumer protections (for example, against predatory lending), but the opportunity is less regulation. Related to this is the delayed implementation of the Department of Labor's Fiduciary Rule, which requires financial advisors to act in the best interests of their clients, and to put their clients' interests above their own. The delay or repeal of the rule may reduce consumer protections. Increased awareness of this issue may result in more cautious financial decisions among consumers.

The Right to Work legislation threatens the balance of power between workers' and owners' capital, though some argue it creates opportunity for economic development. The threat associated with the Earnings Tax (in the city) is less general revenue due to a declining population. Potential opportunities include budget reform and diversifying sources of city revenue.

Increasingly restrictive immigration regulations are problematic because they can lead to increased xenophobia (particularly Islamophobia), and loss of competent workforce. However, there is opportunity to initiate fact-based reform on the immigration vetting process.

As government officials make the effort to roll back reproductive rights, threats include decreased health services for women, such as mammograms and an increase in unwanted pregnancies, which have potential social implications. There is an opportunity for advocacy and education to mitigate these changes.

Religion/Spirituality

Decreasing membership at religious congregations is a national trend. Participants also mentioned that religious leaders are not living in the neighborhoods they serve and the connections between neighbors and institutions are frayed. The potential threats resulting from the loss of community anchor institutions include more fear and less community cohesion. However, there is an opportunity for congregations to change the way they do business or operate. Population dispersion contributes to declining membership as people begin to live away from their congregations. As people become more physically distant from their places of worship, they will naturally be less connected to each other. In

⁵ For more information about the connection between poverty and health outcomes, see Chapter 3, Place Matters: Neighborhood Resources and Health, from [For the Sake of All](#).

addition, as people move away, the area loses tax dollars, which will have a negative impact on education. This shift is an opportunity for religious leaders to create new, intentional relationships based on other factors besides proximity.

Changes in technology often result in cultural shifts between generations. These shifts sometimes cause tension between generations, which prompts younger people to actively seek out other communities. Ultimately, such tension holds the entire community back.

The increased popularity of non-traditional spiritual practices such as yoga, meditation, and martial arts may arouse fear and suspicion of such practices by outsiders. However, new practices can be an opportunity to explore the link between spirituality and health. Similarly, as the Muslim population grows and as diversity increases in general, there is a greater prevalence of violence against the Muslim community and other groups. As diversity increases, there is more isolation among different groups and communities due to fear of the “other”. However, growing diversity is an opportunity to stretch assumptions and gain an understanding of different communities, which can eliminate fear. As there is increased understanding, acceptance, and creativity between different communities, everyone can embrace a more positive future.

Appendix B: FOCA Tables



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



** Indicates a force of change that was identified as a priority by the CHAT

Contents

MEDICAL/SCIENTIFIC	1
ENVIRONMENTAL	4
POLITICAL	6
SOCIAL	7
TECHNOLOGICAL	8
ECONOMIC	9
SPIRITUAL/RELIGIOUS	10
LEGAL/ETHICAL	11

MEDICAL/SCIENTIFIC

Forces of Change	Potential Threats	Potential Opportunities	Discussion
Legalization of marijuana	<ul style="list-style-type: none"> Impacts on existing medical protocols Addiction challenges 	<ul style="list-style-type: none"> Tax revenue towards healthy schools, etc. Impact on opioid issue, e.g. move pain management drug of choice 	Marijuana could be a better option to pain management than opioids.
Personalized medicine and pharmacogenomics	<ul style="list-style-type: none"> Learning curve for providers “Testing” perception on people Change in resistance 	<ul style="list-style-type: none"> Decrease medical errors Decrease cost Decrease harm Increase impact of medications 	“Personalized medicine and pharmacogenomics”: Our group thought this could seem threatening – like harmful or potentially harmful experimentation rather than something helpful.
**Connection between mental and physical health, e.g. impact of trauma	<ul style="list-style-type: none"> Stigma associated with mental health issues 	<ul style="list-style-type: none"> More holistic approach to health and wellness 	It is important to note the connection between mental and physical health, especially the impact of trauma. There are opportunities to de-stigmatize mental health issues. We need a more holistic approach to health and wellness.



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



			<p>More holistic approach: The more we look at mental health as part of physical health, the less stigmatized it will become. It's all connected and should be treated that way. Going in for a physical is pretty well accepted in most cultures in our country. Going to a psychiatrist seems not to be as universally acceptable across cultures in our country. Bringing them together is helpful for reducing the possibility of stigma and, so far as I can tell, it is also beneficial in treatment to look at the whole person (body/mind/spirit).</p>
<p>Trend toward population health and population management</p>	<ul style="list-style-type: none"> Identify social issues and lack the community service providers/ capacity to address 	<ul style="list-style-type: none"> Better management of transitions of care Opportunity to identify and address socioeconomic status 	<p>Identify social issues and lack of capacity to address: I think that it means that we know the social determinants of public health (adverse and protective factors), but it's frustrating, because now that we know what they are and the community expects us to do something about them, what do we do when there isn't enough capacity to address them? I would argue that the same frustration exists in the context of substance use disorder -- not enough treatment available. And, private health care resources are often limited by the lack of insurance coverage or personal wealth to pay for them. Not much difference in the population health (I would call it public health) sphere with the lack of resources for those who have the greatest need of them.</p>
<p>National/ political environment creating distrust of science</p>	<ul style="list-style-type: none"> Will carry over into distrust of medical community Loss of value of professional expertise (e.g. WebMD) 	<ul style="list-style-type: none"> Identify collaborations between experts and community members 	<p>Identify collaborations: I think that often the medical and scientific experts are seen as positioning themselves as "other than the community", because they have all of this knowledge and expertise. However, if that which seems to separate them from the community -- their scientific and medical knowledge -- is no longer something that gives them greater stature in the community, then, if we (those who value science, medicine, data) want to accomplish anything, we need to figure out how to connect with the community, gain their trust, and demonstrate that we are one of them and somehow there are benefits to science, medicine and data. Necessity is the mother of invention. If the value of science and medicine are not a given, we have to work together with the community to see how we can continue to improve society.</p>
<p>**Universities</p>		<ul style="list-style-type: none"> Research help 	<p>Local universities and medical centers provide resources and</p>



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



		<ul style="list-style-type: none"> • Interns 	<p>analyze data. Interns help fulfill these research needs.</p>
**Medicare/ Medicaid/ ACA	<ul style="list-style-type: none"> • Confusion • Loss of services leads to decreased health 		<p>The potential changes to the ACA are causing confusion and uncertainty. Loss of services could mean a decline in health status for many people.</p>
FitBit = Personalized + Population/ Big Data	<ul style="list-style-type: none"> • People might not seek medical or expert opinions and believe they can self-diagnose and treat. 	<ul style="list-style-type: none"> • An opportunity is that it could provide the basis for seeking treatment, or at least further diagnosis. 	<p>FitBit and other personalized health devices are part of a “big data” trend.</p>
Patient portals	<ul style="list-style-type: none"> • Multiple systems – not linked • Insufficient understanding 	<ul style="list-style-type: none"> • Virtual visits results in efficiency and savings • Better, simpler screening • Patient control and participation 	<p>Multiple systems: Maybe it means that the "patient" could be getting divergent information because there is no primary care doctor to unify all of this.</p> <p>Insufficient understanding: The "patient" is not trained to connect all of this and may be getting information, but doesn't have the foundation to appropriately deal with it.</p>
City/ County divide	<ul style="list-style-type: none"> • Skews data • Concentrates impacts on population and services 	<ul style="list-style-type: none"> • Merger: data, provision 	<p>Skews data: It means all data. I think it only skews when we begin doing comparisons among cities and counties.</p> <p>Concentrates impacts: Because poverty is concentrated in portions of the City and largely in North County without the concomitant wealth and resources (which are concentrated in those areas that have less poverty) the social determinants of health are worse in those areas where poverty is concentrated and services are less (lack of funding).</p> <p>Merger, data, provision: I think it means there are incentives to merge corporately the City and County. But, we can also merge data. Not sure what provision means.</p>
Cortex Innovation Community		<ul style="list-style-type: none"> • Econ and science engine (?) • Convening; knowledge 	<p>This is a description from their website: Founded in 2002, Cortex is the Midwest’s premier innovation hub of bioscience and technology research, development and commercialization, serving as the anchor of St. Louis’ growing ecosystem for innovative startup programs and established companies.</p> <p>This is a major part of our burgeoning startup community. Perhaps</p>



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



			they could be a partner to help us use innovative approaches (apps, etc.) to approach public health issues. Not much of a threat unless one considers that this will cause gentrification. But, the area was largely abandoned before its arrival 20 years ago. It started as wet lab space (I cannot remember the name of it) and then converted into the Cortex development.
Sunshine Requests		<ul style="list-style-type: none"> Local research 	Local research: When we proactively present data and information we educate. But, generally sunshine requests aren't very helpful. Often they are used as a "gotcha" or they aren't used, because not seen as "newsworthy".
Drug Resistant Pathogens	<ul style="list-style-type: none"> Outbreaks Emerging diseases 		

ENVIRONMENTAL

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Re-emerging disease due to climate change, and migration of disease (like Zika, Dengue fever)	<ul style="list-style-type: none"> Morbidity and mortality 	<ul style="list-style-type: none"> Education and awareness Collaboration 	<p>We are concerned about issues related to climate change, such as reemerging diseases and migration of diseases.</p> <p>Collaboration: Any time there are new diseases for our locale, particularly if other locales are accustomed to dealing with them, an opportunity exists for collaboration. The very fact that something is beyond our experience gets us out of our comfort zone and we have an opportunity to look for new collaborations/ relationships/ partnerships.</p>
Built environment	<ul style="list-style-type: none"> Brownfields Obesity Zoning and politics 	<ul style="list-style-type: none"> Community collaboration linked to pride and ownership 	<p>Zoning and politics: Someone must view zoning and politics as potential threats. Zoning can be limiting on what one does with property, but it can also be protective by limiting risks and letting property owners know that their property will not be harmed by a problematic use locating next to them. Politics can exist as easily in an un-built environment as easily as it is located in a built environment.</p> <p>The abandonment / disinvestment that's happened in parts of our community that has led to vacant buildings, underdeveloped</p>



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



			neighborhoods, etc. is a major stressor and potential health issue. Zoning and politics directly affects this. Why don't we have more investment in North St. Louis / North St. Louis County? There are a lot of politics at play here – not to mention the underlying racism and bias that leads to the political decisions.
Smoking regulations	<ul style="list-style-type: none"> ● Non-compliance ● Tension ● Loopholes 	<ul style="list-style-type: none"> ● Prevention ● Education 	
**Environmental inequality (by area)	<ul style="list-style-type: none"> ● Reduced quality of life 	<ul style="list-style-type: none"> ● Advocacy ● Community engagement 	Environmental inequity by area is a top 3 priority.
Food deserts	<ul style="list-style-type: none"> ● Logistics ● Cost of maintaining markets ● Difficulty reaching people in need 	<ul style="list-style-type: none"> ● Fresh mobile markets ● Farmer's markets ● Non-profits ● Funding and support 	
**Pollution (weakening of regulations at the state and federal level)	<ul style="list-style-type: none"> ● Increased pollution and related diseases and health issues (asthma, heart disease, etc.) 	<ul style="list-style-type: none"> ● Double down on local level legislation ● Cross industry, less conventional partnerships (e.g. building corps/ healthcare) 	Pollution and the potential weakening of regulations may lead to increases in disease (such as asthma). This provides an opportunity to double down at the local level and to use less conventional partnerships. Examples include connecting community action agencies, or connecting energy efficiency services with community benefits services.
Increased natural disasters due to climate instability	<ul style="list-style-type: none"> ● Increased instances of more severe natural disasters and resulting health challenges 	<ul style="list-style-type: none"> ● Increased preparedness ● Rethink how we develop land 	There will be an increasing number and severity of natural disasters. There is an opportunity to increase preparedness and how we address development.
Organic foods	<ul style="list-style-type: none"> ● More expensive ● Opportunity to exacerbate existing disparities 	<ul style="list-style-type: none"> ● Positive influence on the way people are farming ● Less chemical use and run off in water sources 	
Buildings decrease water and energy usage to baseline (city only right now)	<ul style="list-style-type: none"> ● State will overturn ● Business community may take a while to adopt ● Increased expense to make necessary changes for more efficient use 	<ul style="list-style-type: none"> ● Could move beyond the city and could influence what we do to our buildings and air pollution 	This specifically refers to City of St. Louis effort requiring buildings over 50,000 square feet to benchmark and report their energy & water use annually (with the idea that they will then reduce the use of both, saving money and reducing environmental impact.) This effort in the City is a Positive thing that could potentially be expanded to the County.



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



More attention to the connection between health and the built environment. Need for more <u>safe</u> green spaces.	<ul style="list-style-type: none"> • Connection between industries could be better 		We recognize the connection between access to green space and health. We have a lot of green space but is it quality space and safe for everyone?
**Dismantling of EPA; focus on coal/oil	<ul style="list-style-type: none"> • No clean air/H₂O 		The dismantling of the EPA and increased focus on coal and oil will lead to no clean air or water.
**New/emerging infectious diseases/vectors for disease	<ul style="list-style-type: none"> • Lack of infrastructure to respond 	<ul style="list-style-type: none"> • New innovation in service 	We lack infrastructure to respond to new and emerging infectious diseases if we disinvest in science.

POLITICAL

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**County – City Merger	<ul style="list-style-type: none"> • Loss of earning tax-c 	<ul style="list-style-type: none"> • Larger area + population – consolidation of resources 	<p>We focused on fragmentation, particularly the city county division, population loss, and the economic consequences of those problems.</p> <p>Loss of earning tax-c: The City pays earnings tax and the County does not pay earnings tax.</p>
**City has dwindling population	<ul style="list-style-type: none"> • Loss of tax revenue 	<ul style="list-style-type: none"> • Urban renewal • **Mill Creek Valley NGA, Lafayette Square, Cortex, BJC 	
**Violent Crime ‘Guns’	<ul style="list-style-type: none"> • Personal safety, anarchy, disengagement 	<ul style="list-style-type: none"> • Prevention • Social reform, law enforcement, education 	We thought the focus should be on violent crime and racial equity. It has an impact on how people see the community, and whether they choose to visit or invest. We need to focus on prevention, not just law enforcement. We need upstream approaches – like growing education and social reform.
**Budgetary Constraints	<ul style="list-style-type: none"> • Loss of critical services 	<ul style="list-style-type: none"> • Restructuring Allocation/ reducing services 	



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



**Change in Political Leadership (All levels)	<ul style="list-style-type: none"> ● Change in values and priorities ● Weaker communities 	<ul style="list-style-type: none"> ● Change in values/ maybe hope for new ways of dealing with problems 	
Media Perception	<ul style="list-style-type: none"> ● Weaken/negative characterizations 		
Equity of Tax Abatements	<ul style="list-style-type: none"> ● Areas in need do not receive it ● Changes in Equalization 	<ul style="list-style-type: none"> ● Equitable process ● Equity lens applied to budget decisions & allocation of resources 	<p>We discussed the degree of equity in tax abatements. The central corridor gets a lot of attention, but if you go to the north part of the city, there isn't the same level of attention. This impacts violent crime. Opportunities are limited based on the ability to provide equity.</p> <p>Overall the tax abatements need to allocated more equitably.</p>
Growing hidden populations (drug users-mentally ill/homelessness)	<ul style="list-style-type: none"> ● Fear ● Loss of diversity in the community ● Loss of compassion ● Founding values & principles 	<ul style="list-style-type: none"> ● Awareness of the struggles of others ● Realization that we're all in this together ● Evaluation of organizations that work for the cause of refugees and immigrants 	
**Community Agencies Are Silos	<ul style="list-style-type: none"> ● Lack of information sharing 	<ul style="list-style-type: none"> ● Enhanced communication ● Better outcomes ● Efficiency 	<p>We talked about communicating through our agency silos; in the future, we will have to share more data with each other.</p>

SOCIAL

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Political Challenges from Elected Officials: Pres. (Fed.), Gov. (State), Mayor (Local)	<ul style="list-style-type: none"> ● Decreased funding ● Lack of support ● Equity in support 	<ul style="list-style-type: none"> ● Advocacy ● Representing people who cannot represent themselves ● Continuing education ● Equality in education 	<p>The social and political forces are enmeshed at all levels. It is a challenge.</p> <p>The opportunity is for more advocacy to assist the individuals who cannot represent themselves.</p>
Economic	<ul style="list-style-type: none"> ● Direct Impact which affects funding, LOS – Environmental Quality 	<ul style="list-style-type: none"> ● Collaborate ● Creative shift (how we do things) 	<p>Collaborate: When you don't have experience with something and someone else does, that provides an opportunity for collaboration/.</p>



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



	<ul style="list-style-type: none"> ● Denial of services ● Divisiveness ● Lack of empathy ● Life safety 		
**Ferguson	<ul style="list-style-type: none"> ● Violence/Civil unrest 	<ul style="list-style-type: none"> ● Racial/Economic Harmony Ferguson Commission 	The opportunity here is racial and economic harmony.
Opioid Abuse	<ul style="list-style-type: none"> ● Death/Family strife/loss of income 	<ul style="list-style-type: none"> ● Decriminalize Addiction = Disease 	
STDs	<ul style="list-style-type: none"> ● Spread of disease 	<ul style="list-style-type: none"> ● Increase awareness ● Education 	
**Defunding of programs	<ul style="list-style-type: none"> ● Loss of programs <ul style="list-style-type: none"> ○ Foreclosure programs ○ Planned Parenthood ○ Reduction of city funds ○ Arts ○ Parks 	<ul style="list-style-type: none"> ● Restructure, reorganize, and consolidate programs to prevent duplication 	
Changing Diversity	<ul style="list-style-type: none"> ● Anger, hostility, inclusion, no sense of community & common ground 	<ul style="list-style-type: none"> ● Mobilizing, talking with others in community and working together 	
Change in local leadership	<ul style="list-style-type: none"> ● Shift in priorities 	<ul style="list-style-type: none"> ● Shift in priorities 	

TECHNOLOGICAL

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Communication (Social Media)	<ul style="list-style-type: none"> ● Documenting Reach ● False/Inaccurate info ● Software changes: Ever evolving changes that many cannot keep up with. ● New 'addiction' ● Bullying ● Lack of social skills 	<ul style="list-style-type: none"> ● Faster community engagement ● Educational method ● Less paper ● Wider reach ● Faster communication (i.e. disasters, crime) 	The threats for communication include inaccurate/false information, bullying, and lack of social skills because people don't talk face to face anymore. The benefits include more opportunities for community engagement, and it is easier to share news (natural disasters and crime).
Lab Methods	<ul style="list-style-type: none"> ● Accuracy 	<ul style="list-style-type: none"> ● Client invested faster 	



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



(faster results)		<ul style="list-style-type: none"> ● Disease investigation faster ● Treatment faster 	
Tele-Med Check-up/Follow-up	<ul style="list-style-type: none"> ● Consent ● Not available for appointment 	<ul style="list-style-type: none"> ● Easier connection to clients ● Better community between providers ● Better relationship with client 	Telemedicine offers possibilities to interact and do electronic health records. It can address gaps in access to care through technology.
Street Cameras	<ul style="list-style-type: none"> ● Ethical concerns ● Real time response to issues 	<ul style="list-style-type: none"> ● Reduce crime violence 	
Becoming Tech Heavy	<ul style="list-style-type: none"> ● More opportunity to breach info (hacking) ● Less personal interaction 	<ul style="list-style-type: none"> ● Faster ● Convenient ● Larger reach 	
Healthy living apps/devices	<ul style="list-style-type: none"> ● False sense of wellness 	<ul style="list-style-type: none"> ● Encourages physical activity, eating healthy and other wellness 	
**Transportation innovation (Ride sharing, self-driving cars)	<ul style="list-style-type: none"> ● Car industry ● Fear of safety concerns (hack/self-driving cars/computer fail) 	<ul style="list-style-type: none"> ● Competition can spur improvement in quality and price ● Quicker response ● Less accidents ● Better for environment 	Ride shares are cheaper and quicker, and they show up.
**Change/innovation in public transportation (Uber)	<ul style="list-style-type: none"> ● Competition to taxi (people losing jobs) 	<ul style="list-style-type: none"> ● Decreased drunk driving 	There has been a decrease in drunk driving because people can use shared ride apps.
Change in shopping patterns (online)	<ul style="list-style-type: none"> ● Loss of retail/sales jobs locally 	<ul style="list-style-type: none"> ● Retrain workforce for higher paying jobs 	
Increased auto migration	<ul style="list-style-type: none"> ● Loss of jobs 	<ul style="list-style-type: none"> ● Retrain workforce for higher paying jobs 	

ECONOMIC

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Lack of	<ul style="list-style-type: none"> ● Affects worker productivity 	<ul style="list-style-type: none"> ● More prevention focused 	Lack of affordable healthcare will affect worker productivity due to



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



affordable healthcare	due to less days of work	on public health	lost days of work.
Inequity in interest rates for communities of color	<ul style="list-style-type: none"> Lower home ownership & economic mobility 	<ul style="list-style-type: none"> Eliminate disparity in wealth distribution 	
**Passage of Right to Work in State of Missouri	<ul style="list-style-type: none"> Weakens worker rights, pay, & benefits 		This weakens worker' rights and benefits, and decreases access to healthcare.
Possible tariffs on Mexican imports	<ul style="list-style-type: none"> Decreases access to affordable healthy food 		
Uncertainty about immigration policies	<ul style="list-style-type: none"> Economic downturn in all sectors 		Uncertainty about immigration policy will affect many sectors and increase costs.
Decrease in funding for higher education	<ul style="list-style-type: none"> Less access to higher education. Impacts economic mobility 		Decrease in funding for higher education affects economic mobility.
**Budget cut for State Public Health Department	<ul style="list-style-type: none"> Fewer prevention programs lead to poor public health 	<ul style="list-style-type: none"> Big Pharma makes more \$ 	
**Repeal of ACA	<ul style="list-style-type: none"> Loss of healthcare coverage Limitations on benefits 	<ul style="list-style-type: none"> Advocate for a more developed healthcare plan Equalize costs to all insured 	The repeal of ACA is an important change that could reduce health insurance and funding coming to public health.

SPIRITUAL/RELIGIOUS

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Decreased numbers of congregations and members	<ul style="list-style-type: none"> Less impact More fear Less neighborhood anchor 	<ul style="list-style-type: none"> Transformation: Change the way you do business or operate. 	Congregation numbers are decreasing. Leaders are not living in the neighborhood. The connections between neighbors and institutions are frayed.
**Dispersion – Pop. Shifts live away from Cong.	<ul style="list-style-type: none"> Less connection (naturally) Impact on Education 	<ul style="list-style-type: none"> Create new, intentional relationships 	New intentional relationships: The church must figure out how to create new relationships given the lack of population around the church.



**St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)**



**Culture/ Generation Shift	<ul style="list-style-type: none"> Tension between generations holds us back 	<ul style="list-style-type: none"> New ways on horizon 	<p>Impact on education: as people move away you lose tax dollars</p> <p>Cultural and generation shift with technology.</p> <p>Tension: Younger people are finding other communities.</p>
Non-traditional: Yoga, Meditation, Marital Arts	<ul style="list-style-type: none"> Fear, Suspicion 	<ul style="list-style-type: none"> Link between spirituality & health; more inclusive 	
Growth of Islam	<ul style="list-style-type: none"> Increased violence against Muslims Isolation from each other due to fear of "other" 	<ul style="list-style-type: none"> Stretching assumptions: Get an understanding, eliminate fear. 	<p>We are becoming more isolated in the US. There is increased violence against Muslims and more isolation from each other. There is an opportunity to stretch assumptions.</p>
Increased diversity (& related fear)	<ul style="list-style-type: none"> Violence 	<ul style="list-style-type: none"> Increased acceptance, creativity; embrace the future 	

LEGAL/ETHICAL

Forces of Change	Potential Threats	Potential Opportunities	Discussion
**Gun Laws	<ul style="list-style-type: none"> Death, injury, fear, trauma, population decrease 	<ul style="list-style-type: none"> Protection 	<p>The threats from the repeal of gun laws are death, injury, fear, and trauma. The opportunity is protection.</p>
**ACA	<ul style="list-style-type: none"> Healthcare coverage: change or loss of Funding prevention 	<ul style="list-style-type: none"> Fix it Universal coverage 	<p>The threats from the repeal of the ACA include reduced healthcare coverage, prevention, and funding. There is an opportunity to fix the ACA with universal coverage.</p>
Right to Work	<ul style="list-style-type: none"> Balance of power between workers & owners' capital 	<ul style="list-style-type: none"> Economic development? 	
Earnings Tax	<ul style="list-style-type: none"> Less general revenue Declining population 	<ul style="list-style-type: none"> Reform could be living within your budget. 'Diversify' sources of revenue 	
Dodd-Frank repeal	<ul style="list-style-type: none"> No protection 	<ul style="list-style-type: none"> Less regulation 	
Fiduciary Rule	<ul style="list-style-type: none"> No protection 	<ul style="list-style-type: none"> Create more caution 	
Immigration regulations	<ul style="list-style-type: none"> Islamophobia Loss of competent workforce 	<ul style="list-style-type: none"> Fact-based reform on vetting process 	
**Effort to roll back	<ul style="list-style-type: none"> Decreased health services 	<ul style="list-style-type: none"> Advocacy, education 	<p>The threats include decreased health resources for women, such as</p>



St. Louis Community Health Assessment (CHA)
Forces of Change Assessment (FOCA)



reproductive rights	to women ● Unwanted pregnancies		mammograms. There is an opportunity for advocacy and education.
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