
Appendix 6

Forces of Change Assessment

Forces of Change Category: Political/Legal/Ethical

Opportunities Created	Force	Threats Posed
<p>Creation of the Local Health Authority Create a Council of Government to access regional funding opportunities Educate elected officials about health issues and opportunities</p>	<p>Local Health Policy</p>	<p>Local resistance to health policy Inconsistent policy adoption and implementation across communities Limited communication about policy adoption Cost of implementing health policies Special interest groups</p>
<p>Development of a system/clearing house to collect and disseminate information to maximize collaboration, leverage capability and implement initiatives</p>	<p>Health Equity</p>	<p>Lack of coordination, limited communication and linkage with efforts, initiatives and organizations</p>
<p>Leverage funding and quality initiatives for healthcare system development New funding sources</p>	<p>Healthcare Reform</p>	<p>HIPAA Lack of providers and specialty care</p>
<p>Increased binational collaboration (state, federal, local) Ability to work with nontraditional and expanded partners Regional opportunities within the local healthcare system</p>	<p>Binational</p>	<p>Complex binational priorities and healthcare systems</p>

Forces of Change Category: People

Opportunities Created	Force	Threats Posed
Increase cultural/linguistic competency	Culture	Territorialism - remaining in the Valley, restricting education opportunities Place bound culture View chronic health conditions as acute/episodic Self-treatment and pharmacy use in Mexico
Educational opportunities and pathways to success with continued education	Education	Limited education opportunities Limited % of high school graduates to continue higher education
Bilingual culture Build trained/certified translators	Language	Monolingual language skills limit job opportunities
Increasing family literacy	Literacy	Illiteracy in both languages Limited health literacy
Strong generational ties Family oriented	Relationships	Limited collaboration in county
Young population Funding priorities for Hispanic demographics	Population and Age	Lack of opportunities Limits of healthcare
Establishment of Crisis Unit programs Changes in funding for drug use interventions Local coordinated efforts to give youth education (Friday Night Lights, Fifth Quarter)	Family and Social	Family traditions may not promote health Lack of drug/alcohol services Limited value of higher education

Forces of Change Category: Economics

Opportunities Created	Force	Threats Posed
Opportunity for better data collection	Mobility (county and individual home)	Seasonality of work impacting healthcare continuity
Maximize HUD and low income housing opportunities	Housing	Insufficient low income housing
Diversifying economy	Employment	Lack of diversity and mobility in new job creation
Opportunity to increase collaboration with the Local Health Authority Improve chronic disease and preventive care	Rising Healthcare Costs	Increased costs of health plans on the exchange Reduced options for coverage on the exchange Prescription medications not taken due to cost of medication
Leverage status to obtain funding	Household Income	Vulnerability of local economy to changes in the exchange rate Food insecurity and food choices Housing insecurity and affordability of utilities Decreased school performance
Community college and university campus	Education Pathways and School Systems	Limits to post secondary education
Increased healthcare coverage options and improved education about coverage Increased quality of care Uniformity in standards of care	Access to Care	Project sustainability post funding

Forces of Change Category: Place

Opportunities Created	Force	Threats Posed
	Climate	Decreased outdoor activities during the summer
Binational Healthcare system Agricultural industry Renewable energy industry International trade Access to regional healthcare system (San Diego, Yuma, Riverside and Mexicali) Tourism Large federal and state presence	Geographic Location	Binational healthcare system Health threats from shrinking Salton Sea and insecure funding for restoration/mitigation
	Climate/Environmental Changes	Increasing harsh seasonal climate Increased allergies Increasing vector borne diseases Water shortage
Minimal commute times Open space Low crime rate	Rural	Traffic crashes on rural roads Transportation for outlying communities Limited main roads in and out of county Difficult to recruit medical providers
Improvements in the built environment (bike lanes, pavilion in El Centro, County Parks)	Build Environment	Gaps in sidewalks and walkability in communities Limited walkable access to parks

Forces of Change Category: Technological and Scientific

Opportunities Created	Force	Threats Posed
Increased ability for providers to provide patient education	Telemedicine	Lack of connection with patient centered medical home
Alerts for both patient and provider	Internet/Social Media	Unreasonable patient expectations vs appropriate provider intervention Increased threat for misinformation/self diagnosis/confusion Sensationalism and conflicting information
Real-time data	Universal Electronic Medical Records	Fraud and HIPAA issues
Less invasive testing and treatment options Improved recovery, less cost	Healthcare Technology	Unreasonable patient expectations vs appropriate provider intervention
Initiatives to improve medical home capability Improved continuity of care	Patient Centered Medical Home	
Increased capability to replicate models	Clinical Pathways	Challenges for providers and patients when patient is "atypical"
Increased efficacy and specificity	Pharmacology	Unregulated/fluctuating cost of medications Antibiotic abuse and development of resistance
Access and increased timeliness to care	Hospital Partnerships with Tertiary Centers	
Increased opportunity to leverage existing programs (evidenced-based; best practices; best practice models)	Quality Initiatives	Fragmented and/or divergent mandates and objectives Lack of coordination across local system No forum for local discussion
Create computer centers for rural areas Public/private partnerships for broadband access	Communication	Lack of broadband infrastructure Aging Regional Communication System (800mhz) Funding to maintain and expand 211 as a resource