Forces of Change Assessment

Results Report for Tarrant County
December 2012

About Tarrant County Voices for Health:
We are representatives from health and human services organizations, neighborhoods, businesses, and local government working together to develop a strategic community health improvement plan for Tarrant County.
BACKGROUND

Using the Mobilizing for Action through Planning and Partnership (MAPP) approach, over 60 community organizations, citizen groups and community leaders began working in 2012 to improve the health of Tarrant County. Entitled Tarrant County Voices for Health, this community-wide, strategic planning initiative will conclude in 2013 and will help prioritize public health issues, identify resources for addressing them and set a realistic action plan. Part of the process includes conducting four types of assessments:

1. **Community Themes & Strengths** assessment to identify issues that interest our community, perceptions about quality of life, and community assets.
2. **Local Public Health System** assessment measuring the capacity and performance of the local public health system. This encompasses all organizations and entities that contribute to our public’s health.
3. **Community Health Status** assessment of data about health status, quality of life, and risk factors in our community.
4. **Forces of Change** assessment to identify forces that are or will be affecting our community or our local public health system.

About the Forces of Change Assessment

Our health is determined by much more than traditional medical care. Many factors including economic, environmental, politics, social, and technological all play a role in determining our health. The Forces of Change Assessment assessed trends in these areas seeking to answer the following two questions:

1. **What is occurring or might occur that affects the health of our community or the local public health system?**
2. **What specific threats or opportunities are generated by these forces?**

The assessment provided an opportunity for participants in Tarrant County Voices for Health and people from the larger community to learn from experts about changes that will occur over the next 10 years and the accompanying threats and opportunities, and to provide input on the priorities.

PLANNING THE FORCES OF CHANGE ASSESSMENT

In May 2012, a number of the Tarrant County Voices for Change steering committee members volunteered to form the Forces of Change Assessment subcommittee. The subcommittee met several times during May, June, and July to plan the Forces of Change Assessment process.
Table 1: Forces of Change Subcommittee Membership

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Fulmer (Chair)</td>
<td>Healthy Tarrant County Collaboration</td>
</tr>
<tr>
<td>Patricia Baughman</td>
<td>JPS Health Network</td>
</tr>
<tr>
<td>Jean Carmichael</td>
<td>YMCA of Metropolitan Fort Worth</td>
</tr>
<tr>
<td>Kathie Eddleman</td>
<td>Fort Worth Independent School District</td>
</tr>
<tr>
<td>Belinda Hampton</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Ginny Hickman</td>
<td>Cook Children’s Health Care System</td>
</tr>
<tr>
<td>Joyce Hood</td>
<td>Cook Children’s Health Care System</td>
</tr>
<tr>
<td>Yvette M. Jones (MAPP Coordinator)</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Shirley Little</td>
<td>City of Fort Worth</td>
</tr>
<tr>
<td>Eric Niedermayer</td>
<td>Recovery Resource Council</td>
</tr>
<tr>
<td>Vicki Niedermayer</td>
<td>Helping Restore Ability</td>
</tr>
<tr>
<td>C. Jan Parker</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Ann Rice</td>
<td>United Way of Tarrant County</td>
</tr>
<tr>
<td>Georgi Roberts</td>
<td>Fort Worth Independent School District</td>
</tr>
<tr>
<td>Margarita Trevino</td>
<td>College of Nursing, University of Texas at Arlington</td>
</tr>
<tr>
<td>Arcario Viveros</td>
<td>North Texas Area Community Health Centers</td>
</tr>
</tbody>
</table>

Selecting Topics

The subcommittee brainstormed a list of topics to include in the assessment, taking care to cast a wide net to assure that the topics were inclusive of the local public health system.

After finalizing the list of topics, the subcommittee grouped them as follows:

- **Economic**: Socio-economic factors and culture; Economic forces and trends; Clinical health care trends
- **Environment**: Social impact of environmental/climate change; Infrastructure (utilities, transportation, built environment), and Public/community safety
Forces of Change Assessment – 2012 Results Report for Tarrant County

- **Political**: Regulatory issues; Local, state, and federal regulations and funding
- **Social**: Faith community and spirituality; K – 12 education and higher education; Prevention and healthy habits; Philanthropy
- **Technology**: Information media; Health care research and technology

**Recruiting Presenters and Moderators**

As the resulting list of topics included many areas of expertise beyond those of the Tarrant County Voices for Health steering committee members, the subcommittee chose to recruit subject matter experts to provide a brief, high-level overview on each topic. The subcommittee brainstormed to identify a list of prospective experts and moderators. Because subcommittee did not have a budget for honorariums, the aim was to recruit the best possible local expertise that would be willing to serve *pro bono*.

Several of the people initially approached were not able to help. Some had scheduling conflicts, while others required fees for speaking. Each time a prospective expert declined to participate, we asked them to recommend someone else who shared their expertise. Persistence paid off. Due to a variety of factors, plans to have a political forces of change panel was unsuccessful, but the other panels were filled. In the end, a total of 14 subject matter experts and 3 moderators agreed to participate.

**Table 2: Forces of Change Assessment Experts and Moderators**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENVIRONMENTAL FORCES</strong></td>
<td></td>
</tr>
<tr>
<td>Moderator: Bob Ray Sanders, Columnist, <em>Star-Telegram</em></td>
<td></td>
</tr>
<tr>
<td>Infrastructure, such as utilities, transportation, housing, and the built environment</td>
<td>Fernando Costa, Assistant City Manager, City of Fort Worth</td>
</tr>
<tr>
<td>Air quality</td>
<td>Chris Klaus, Senior Program Manager, Air Quality Planning &amp; Operations, North Central Texas Council of Governments</td>
</tr>
<tr>
<td>Water supply</td>
<td>Mark Olson, Tarrant Regional Water District</td>
</tr>
<tr>
<td>Public and community safety</td>
<td>Honorables Ken Shetter, Executive Director Safe City Commission</td>
</tr>
<tr>
<td><strong>SOCIAL FORCES</strong></td>
<td></td>
</tr>
<tr>
<td>Moderator: Libby Watson, Chair, Public Health and Prevention Civic Council</td>
<td></td>
</tr>
<tr>
<td>UNT Health Science Center School of Public Health</td>
<td></td>
</tr>
<tr>
<td>Faith community and spirituality</td>
<td>Cheryl Kimberling, Ph.D., President The Multicultural Alliance</td>
</tr>
<tr>
<td>K – 12 and higher education</td>
<td>Christopher T. Ray, Ph.D., Associate Professor Director, Center for Healthy Living &amp; Longevity College of Education and Health Professions University of Texas at Arlington</td>
</tr>
<tr>
<td>Prevention of chronic disease and health behaviors</td>
<td>Richard Kurz, Ph.D., Dean School of Public Health</td>
</tr>
</tbody>
</table>
Table 2: Forces of Change Assessment Experts and Moderators

<table>
<thead>
<tr>
<th>Topic</th>
<th>Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Philanthropy</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>UNT Health Science Center</td>
</tr>
<tr>
<td></td>
<td>John H. Robinson, Executive Vice President – Grant Administration</td>
</tr>
<tr>
<td></td>
<td>Amon G. Carter Foundation</td>
</tr>
<tr>
<td><strong>ECONOMIC FORCES</strong></td>
<td></td>
</tr>
<tr>
<td>Moderator: Paul K. Harral, Executive Editor, <em>Fort Worth, Texas</em> magazine</td>
<td></td>
</tr>
<tr>
<td>Socioeconomic factors</td>
<td>Barbara Becker, Ph.D., Dean</td>
</tr>
<tr>
<td></td>
<td>School of Urban and Public Affairs</td>
</tr>
<tr>
<td></td>
<td>University of Texas at Arlington</td>
</tr>
<tr>
<td>Economic factors</td>
<td>Roger E. Meiners, Ph.D., Chairman</td>
</tr>
<tr>
<td></td>
<td>Department of Economics, College of Business, University of Texas at Arlington</td>
</tr>
<tr>
<td>Clinical health care</td>
<td>Barclay E. Berdan, FACHE</td>
</tr>
<tr>
<td></td>
<td>Chief Operating Officer and Senior Executive Vice President, Texas Health Resources</td>
</tr>
<tr>
<td><strong>TECHNOLOGICAL FORCES</strong></td>
<td></td>
</tr>
<tr>
<td>Moderator: Paul K. Harral, Executive Editor, <em>Fort Worth, Texas</em> magazine</td>
<td></td>
</tr>
<tr>
<td>Information media</td>
<td>Andrew Chavez, Director of Digital Media</td>
</tr>
<tr>
<td></td>
<td>Schieffer School of Journalism</td>
</tr>
<tr>
<td></td>
<td>Texas Christian University</td>
</tr>
<tr>
<td>The ascendance of health informatics</td>
<td>Dean Lampman, Regional Biosurveillance Coordinator</td>
</tr>
<tr>
<td></td>
<td>Southwest Center for Advanced Health Practice</td>
</tr>
<tr>
<td></td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Big Data: Size matters</td>
<td>Patrick Miller, Registrar and Director of Enrollment Management</td>
</tr>
<tr>
<td>So do speed and assortment</td>
<td>Texas Christian University</td>
</tr>
</tbody>
</table>

Each panelist prepared a 15 to 20-minute high-level overview that identified relevant forces of change that will affect Tarrant County in the next 10 years, along with the threats and opportunities that will accompany the changes.

**Session Format**

The subcommittee elected to conduct the Forces of Change Assessment through four work sessions lasting two to three hours in September and October 2012. Because the group did not have a budget to pay for meeting spaces, the group sought community venues that could accommodate an audience of 50 to 100 people, with the technological capabilities to allow PowerPoint slide show presentations and live internet screens to be projected. Two locations provided space for the sessions, with scheduling dependent on the availability of the spaces.
Table 3: Forces of Change Assessment Venues and Dates

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Forces</td>
<td>Tuesday, 11 September 2012</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Social Forces</td>
<td>Wednesday, 12 September 2012</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Economic Forces</td>
<td>Wednesday, 17 October 2012</td>
<td>Resource Connection of Tarrant County</td>
</tr>
<tr>
<td>Technological Forces</td>
<td>Wednesday, 31 October 2012</td>
<td>Tarrant County Public Health</td>
</tr>
</tbody>
</table>

To facilitate a smooth process, a script and timeline were prepared and given to the moderator that spelled out everything from set-up through clean-up. The sessions began with each of the panelists providing a 15 to 20-minute presentation. During the presentations, the audience was encouraged to write questions on note cards. After the presentations concluded, then the moderator facilitated a brief panel discussion, using the questions collected from the audience. The sessions concluded with an opportunity for the audience to rank the forces, threats, and opportunities.

Data Collection

After considering several methods for collecting input from the audiences, the subcommittee selected a cell phone audience response system provided by Poll Everywhere (www.PollEverywhere.com). The advantages of this method included:

1. Audience members can see the impact of their votes live during the session.
2. Audience members can vote from their seats.
3. No additional hardware, software, or equipment is required to use the system, making it very portable.
4. The program automatically tabulates the results, providing tables suitable for inserting into reports and presentations.

To accommodate participants unable to send text messages, volunteers were recruited to text votes for them.
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What is Poll Everywhere?

Poll Everywhere makes it easy to create dynamic, real-time experiences for events using mobile devices.

Who uses Poll Everywhere?

Poll Everywhere is used by organizations, politicians, educators, businesses, and more.

Google, McDonald’s, Coca-Cola, K-Mart, Home Depot, the U.S. Census,

What is the most important environmental issue to address over the next 10 years?

- FOCE1
- FOCE2
- FOCE3
- FOCE4
- FOCE5
- FOCE6
- FOCE7
IMPLEMENTATION

Outreach and Promotion
The subcommittee promoted the sessions by sending invitation fliers to email groups, and making announcements at meetings. This allowed promotion to many of the interested stakeholders without requiring a budget for printing, mailing, and advertising.

Outreach included a number of groups:
1. City of Fort Worth’s neighborhood database
2. Coalition of Aging and Disability Services
3. Fort Worth Chamber of Commerce
4. Fort Worth League of Neighborhoods
5. Forces of Change Assessment Subcommittee members’ personal lists
6. Healthy Tarrant County Collaboration board and steering committee
7. Leadership Fort Worth’s current class and alums
8. Mental Health Connection
9. Tarrant County Obesity Prevention Policy Council
10. Tarrant County Voices for Health steering committee and community partners
11. Tarrant County elected officials
12. United Way of Tarrant County’s lists of community organizations and public policy stakeholders
13. City of Fort Worth officials and employees

Set-up and Staffing
The subcommittee provided the majority of the manpower and resources to support the process. This allowed the sessions to take place without raising large amounts of funding.

<table>
<thead>
<tr>
<th>Invitation flier design</th>
<th>Jan Parker, Tarrant County Public Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracking RSVPs</td>
<td>Jan Parker, Tarrant County Public Health</td>
</tr>
<tr>
<td>Program design and printing</td>
<td>Kathie Eddleman and Georgi Roberts, Fort Worth Independent School District</td>
</tr>
<tr>
<td>Online polling</td>
<td>Joyce Hood, Cook Children’s Health Care System</td>
</tr>
<tr>
<td>Refreshments</td>
<td>Cook Children’s Health Care System</td>
</tr>
<tr>
<td></td>
<td>Helping Restore Ability</td>
</tr>
<tr>
<td></td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td></td>
<td>United Way of Tarrant County</td>
</tr>
</tbody>
</table>
During the registration period prior to each session, a slide show informing the audience about the MAPP process and the Forces of Change Assessment was shown. Also, to keep each session running smoothly, a detailed timeline and script was prepared for each session and provided to the moderator and key support staff.

**Participation**
A total of 220 people participated in one or more of the sessions. Of those, 18% also participate on the Tarrant County Voices for Health Steering Committee. Eight people attended all four of the Forces of Change Assessment sessions, seven attended three sessions, and 36 attended two sessions.

Participants represented 74 organizations, plus seven community volunteers.
## Table 6: Participating Organizations

<table>
<thead>
<tr>
<th>ACH Child &amp; Family Services</th>
<th>Mental Health Connection</th>
</tr>
</thead>
<tbody>
<tr>
<td>AJConsulting / UTA</td>
<td>MHMR of Tarrant County</td>
</tr>
<tr>
<td>American Cancer Society</td>
<td>National Cowgirl Museum &amp; Hall of Fame</td>
</tr>
<tr>
<td>American College for Healthcare Executives of North TX</td>
<td>North Central Texas Council of Governments Profiles</td>
</tr>
<tr>
<td>Amerigroup</td>
<td>Quorum Architects</td>
</tr>
<tr>
<td>Amon G. Carter Foundation</td>
<td>Radio Disney</td>
</tr>
<tr>
<td>Catholic Charities</td>
<td>Recovery Resource Council</td>
</tr>
<tr>
<td>CFB</td>
<td>Safe City Commission</td>
</tr>
<tr>
<td>City of Fort Worth</td>
<td>Samaritan House</td>
</tr>
<tr>
<td>Community Food Bank</td>
<td>Santa Fe Youth Services</td>
</tr>
<tr>
<td>Cook Children’s Health Care System</td>
<td>Senior Citizen Services of Tarrant County</td>
</tr>
<tr>
<td>Cornerstone</td>
<td>St. Andrew Catholic Church</td>
</tr>
<tr>
<td>DFW Hospital Council Foundation</td>
<td>Star-Telegram</td>
</tr>
<tr>
<td>Diamond Distribution International</td>
<td>Tarrant County</td>
</tr>
<tr>
<td>Downwinders At Risk</td>
<td>Tarrant County Homeless Coalition</td>
</tr>
<tr>
<td>Federal Bureau of Investigations</td>
<td>Tarrant County Juvenile Services</td>
</tr>
<tr>
<td>Fort Worth Chamber of Commerce</td>
<td>Tarrant County Master Gardner Assn</td>
</tr>
<tr>
<td>Fort Worth Fire Department</td>
<td>Tarrant County Medical Society</td>
</tr>
<tr>
<td>Fort Worth ISD</td>
<td>Tarrant Regional Water District</td>
</tr>
<tr>
<td>Fort Worth League of Neighborhood Associations</td>
<td>Tarrant County College</td>
</tr>
<tr>
<td>Fort Worth Police Department</td>
<td>Tarrant County Public Health</td>
</tr>
<tr>
<td>Fort Worth Water</td>
<td>Texas Christian University</td>
</tr>
<tr>
<td>Fort Worth, Texas magazine</td>
<td>TCU College of Nursing</td>
</tr>
<tr>
<td>Funding Information Center</td>
<td>TCU Schieffer School of Journalism</td>
</tr>
<tr>
<td>Hampton Place Homeowners Association</td>
<td>Texas Department of State Health Services</td>
</tr>
<tr>
<td>Hand in Hand</td>
<td>Texas AgriLife Extension</td>
</tr>
<tr>
<td>Health Dynamics</td>
<td>Texas Health Harris Methodist Hospital Fort Worth</td>
</tr>
<tr>
<td>Health Industry Council</td>
<td>Texas Health Resources</td>
</tr>
<tr>
<td>Healthy Tarrant County Collaboration</td>
<td>The Multicultural Alliance</td>
</tr>
<tr>
<td>Helping Restore Ability</td>
<td>The Parenting Center</td>
</tr>
<tr>
<td>Hispanic Wellness Coalition</td>
<td>Undiscovered Abilities</td>
</tr>
<tr>
<td>Huguley Hospital</td>
<td>United Way of Tarrant County</td>
</tr>
<tr>
<td>JPS Health Network</td>
<td>UNT Health Science Center</td>
</tr>
<tr>
<td>Lena Pope Home</td>
<td>University of Texas Southwestern</td>
</tr>
<tr>
<td>Mass, Inc.</td>
<td>University of Texas at Arlington</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>YMCA of Metropolitan Fort Worth</td>
</tr>
<tr>
<td>MedStar</td>
<td></td>
</tr>
</tbody>
</table>
RESULTS

Each session closed with audience response polling to prioritize the forces of change, threats, and opportunities presented. The following table shows the full list of forces, threats, and opportunities identified. Those highlighted in red were ranked as having highest importance by the audience, and those highlighted in green were ranked as having the lowest level of urgency.

<table>
<thead>
<tr>
<th>Force of Change</th>
<th>Threats</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMICS AND EMPLOYMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Rapid population and employment growth; Financial realities;</td>
<td>• Shrinking middle class</td>
<td>• Engagement of local business leaders and public officials in public health issues</td>
</tr>
<tr>
<td>• Lack of stable employment with benefits</td>
<td>• Lack of growth in employment opportunities</td>
<td>• Social entrepreneurship</td>
</tr>
<tr>
<td>• US labor market to have greater inequity</td>
<td>• Decreased productivity of the American worker</td>
<td>• New jobs to support new technologies</td>
</tr>
<tr>
<td>• Increased hunger &amp; homelessness</td>
<td>• Low levels of family wealth</td>
<td>• Pay down current debt</td>
</tr>
<tr>
<td>• Service sector becomes largest employer</td>
<td>• Tax base contracting and not expanding</td>
<td></td>
</tr>
<tr>
<td>• Economic recession</td>
<td>• Greater proportion of lower paying jobs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Force of Change</th>
<th>Threats</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEMOGRAPHICS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Aging population (baby boomers hit 65);</td>
<td>• Unhealthy lifestyles</td>
<td>• Partnerships to promote regional collaboration</td>
</tr>
<tr>
<td>• Older workers unemployed;</td>
<td>• Social isolation</td>
<td></td>
</tr>
<tr>
<td>• Infrastructure built for Baby Boomers will not be needed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Unwillingness to put aside biases</td>
<td>• Religious illiteracy</td>
<td>• Collaboration with CPE staff, chaplains, and faith community</td>
</tr>
<tr>
<td>• Level of social distance</td>
<td>• Assumptions about religious spokes persons</td>
<td>• The Multicultural Alliance</td>
</tr>
<tr>
<td>• Assumptions about religious spokes persons</td>
<td>• Lack of language skills for good jobs</td>
<td></td>
</tr>
<tr>
<td>• Public school demographics; Rising illiteracy</td>
<td>• Growing class of unemployable young people</td>
<td>• Additional education and enrichment</td>
</tr>
<tr>
<td></td>
<td>• Demand for additional social services</td>
<td></td>
</tr>
<tr>
<td>Force of Change</td>
<td>Threats</td>
<td>Opportunities</td>
</tr>
<tr>
<td>----------------</td>
<td>---------</td>
<td>---------------</td>
</tr>
<tr>
<td>Ascendance of health informatics (electronic health records and health information exchanges)</td>
<td>Risks associated with securing sensitive health data across the system</td>
<td>Technology</td>
</tr>
<tr>
<td>Ascendance of faster and faster supercomputing capabilities</td>
<td>Intrusion or redefinition of personal privacy</td>
<td>Innovation</td>
</tr>
<tr>
<td>Technological and scientific advancements</td>
<td>No longer rely purely on professionally produced local journalism to disseminate important information</td>
<td>New ways to communicate with and educate the public and potential donors</td>
</tr>
<tr>
<td>Shrinkage of local media</td>
<td>Resistance due to increased provider competition and accountability for the quality of care</td>
<td>Greater demand for college educated workers</td>
</tr>
</tbody>
</table>

**BUILT ENVIRONMENT AND NATURAL RESOURCES**

<table>
<thead>
<tr>
<th>Force of Change</th>
<th>Threats</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rapid expansion of urbanized area</td>
<td>Suburban sprawl</td>
<td>Revitalization of central-city neighborhoods and commercial districts</td>
</tr>
<tr>
<td></td>
<td>Traffic congestion</td>
<td>Sustainable development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased interest in walking, bicycling, commuter rail, and other transportation options</td>
</tr>
<tr>
<td>Natural resource supply (water in particular)</td>
<td>Potential water shortages</td>
<td>Programs and policies for better air quality</td>
</tr>
<tr>
<td></td>
<td>Air pollution</td>
<td>Extended term, comprehensive conservation programs</td>
</tr>
<tr>
<td></td>
<td>Water shortages / drought</td>
<td>Postpone expensive infrastructure projects</td>
</tr>
<tr>
<td></td>
<td>Lack of water conservation in time to prevent shortages</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Limited water reservoir locations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Impact of water shortages on economy and quality of life</td>
<td></td>
</tr>
</tbody>
</table>
### Table 7: Forces of Change, Threats, and Opportunities

<table>
<thead>
<tr>
<th>Force of Change</th>
<th>Threats</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HEALTH AND HUMAN SERVICES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Emphasis on social determinants of health and state and national level</td>
<td>• Traditional medicine becomes more involved in health care and prevention</td>
<td>• More individualized monitoring of high risk behaviors</td>
</tr>
<tr>
<td>• Fragmented governments</td>
<td>• Community stakeholders work to build healthier communities</td>
<td></td>
</tr>
<tr>
<td>• Governmental involvement and regulation</td>
<td>• Reallocation of public health expenditures to mass prevention programs</td>
<td></td>
</tr>
<tr>
<td>• Increased health care costs beyond what families can afford</td>
<td>• Rising healthcare costs result in focus on prevention</td>
<td></td>
</tr>
<tr>
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<td>• Health care costs increase beyond what employers can support</td>
<td>• Better coordination of health monitoring</td>
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<td>• Two-tiered public health and healthcare delivery system</td>
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<td></td>
<td>• Hospital and medical providers continuing status-quo business models</td>
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<td>• Insurance companies continuing status-quo business models</td>
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<td>• Limited capacity of most public health agencies to receive and effectively use the forthcoming mountain of information</td>
<td>• Increased public health funding</td>
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<td>• The professionalization of public health activities (e.g. certification, accreditation)</td>
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<tr>
<td>• Violence (domestic, neighborhood, child, etc.)</td>
<td>• Increased exposure of children to violence</td>
<td>• Development of Family Justice Centers</td>
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<td>• Increased domestic violence</td>
<td>• Fort Worth Police Department</td>
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<tr>
<td>• Proliferation of nonprofit organizations</td>
<td>• Increased competition for charitable dollars</td>
<td>• Long and deep history of giving</td>
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APPENDIX A:

ENVIRONMENTAL FORCES OF CHANGE
Forces of Change Assessment – 2012 Results Report for Tarrant County

PROMOTIONAL FLIER

Tarrant County Voices for Health
Forces of Change Assessment

Please join us for an interactive work session examining:

ENVIRONMENTAL FORCES of Change

Learn about the environmental forces of change that will affect the health of our community over the next 10 years. Learn what the experts know, and then add your voice to others in determining what will matter most to our community’s health.

Date & Time: Tuesday, 11 September 2012, 2:00 – 4:00 p.m.
Location: Tarrant County Public Health
1101 S. Main Street, Fort Worth, Texas 76104
Moderator: Bob Ray Sanders
Columnist, Star-Telegram
Panelists: Fernando Costa
Assistant City Manager,
City of Fort Worth
Mark Olson
Conservation and Creative Manager,
Tarrant Regional Water District
The Honorable Ken Shetter
Executive Director,
Safe Cities Commission

What changes will occur over the next 10 years impacting:

- Our built environment and infrastructure?
- Water, our access, and how we will use it?
- Public and community safety?

Please bring your cell phone or iPad to this session!

RSVP to: Jan Parker, cinarker@tarrantcounty.com, 817-321-5315

About Tarrant County Community Voices for Health: We are representatives from health and human services organizations, neighborhoods, businesses, and local government working together to develop a strategic community health improvement plan for Tarrant County. For more information about who we are and what we are doing, please visit:
http://www.tarrantcounty.com/healthcomm
MODERATOR AND PANELIST BIOS

**Moderator: Bob Ray Sanders, Columnist, Star-Telegram**

Bob Ray Sanders, is often criticized for writing about things he could not have experienced because, some readers say, "he can't be that old." The truth is Bob Ray has been a professional journalist for 40 years and in three media: newspaper, television and radio. A Fort Worth native who knows and cares about his community, and those with whom he shares this planet, this is a columnist who is not afraid to speak out on behalf of downtrodden people or the abused Earth.

**Panelist: Fernando Costa, Assistant City Manager, City of Fort Worth**

Fernando Costa serves as Assistant City Manager for the City of Fort Worth, overseeing a group of five departments that deal with infrastructure and development. He also chairs the management committee for Vision North Texas, a public/private partnership that promotes sustainable development in the Dallas-Fort Worth metropolitan area.

Before moving to the City Manager’s Office four years ago, he worked for ten years as Fort Worth’s planning director, eleven years as planning director for Atlanta, and eleven years as a planner and planning director for a regional commission in Georgia.

Fernando is involved in so many professional and community activities and he serves as a part-time faculty member at the University of Oklahoma.

**Panelist: Chris Klaus, Senior Program Manager, Air Quality Planning & Operations, Transportation Department, North Central Texas Council of Governments**

Chris Klaus has been on staff in the Transportation Department of the North Central Texas Council of Governments (NCTCOG), the Metropolitan Planning Organization for the Dallas-Fort Worth area, since July 1994. He is a Senior Program Manager managing the department’s Air Quality Planning and Operations activities, which respond to federal air quality requirements and work towards reaching attainment of the National Ambient Air Quality Standards.

Chris received his Bachelors Degree in Civil Engineering from the University of Massachusetts at Amherst in 1994, and his Masters Degree in Civil Engineering from the University of Texas at Arlington in 2003.

**Panelist: Mark Olson, Conservation & Creative Manager, Tarrant Regional Water District**

Mark Olson is the Conservation and Creative Manager for the Tarrant Regional Water District. He holds an undergraduate degree in Radio, Television, and Film from the University of North Texas. He also has a background in environmental science after spending some time at the Institute of Applied Sciences at UNT.

Today, water is his life. Mark has been with the Tarrant Regional Water District since 2002, where he has mainly focused on community relations and water conservation education. His video, photography, and writing skills have allowed the district to broaden its public outreach efforts over the years. He has received several communications awards for some of his work.

Mark helped revise the Water District’s Water Conservation and Drought Contingency Plans - which after the drought in 2011 - are undergoing more revisions. The plans and other water district endeavors are reshaping the area’s approach to water conservation into more of a regional effort. Mark now
manages the water district’s involvement with the Lawn Whisperer campaign, which is conducted jointly with the City of Dallas. Hopefully, you have heard more than a whisper about the campaign...

Panelist: Honorable Ken Shetter, Executive Director, Safe City Commission, Inc.

Ken Shetter began his tenure as the first Executive Director of the Safe City Commission in 2005. Under his leadership, the Commission has established a highly successful training and education program, developed one of the most innovative and successful Crime Stoppers programs in the world, expanded the highly successful Imagine No Violence initiative and created important programs for at-risk children and youth. Currently, the Commission is working collaboratively with dozens of other agencies to build One Safe Place, a family justice center for Tarrant County.

Mr. Shetter earned a Bachelor of Science in Education from Baylor University in 1994 and a Master of Arts in Applied Sociology from The American University in Washington, D.C. in 1995. While attending The American University, Mr. Shetter was a Dean’s Scholar and a Sociology Department Fellow. In May, 1998, he earned a degree of Juris Doctor from Baylor Law School where he was a member of the mock trial team.

In addition to his Safe City Commission duties, Mr. Shetter is the Mayor of Burleson, Texas where he has championed sustainable development and the expansion of educational opportunities. Under his leadership Burleson has experienced tremendous economic and population growth and was recognized by America’s Promise Alliance as one of the top 100 communities for young people in America.
PROGRAM

Tarrant County Voice for Health: Forces of Change Subcommittee

Linda Fuller (Chair), Healthy Tarrant County Collaboration
Patrick Hageman, JPCH Health Network
Joan Cornelius, YWCA of Metropolitan Fort Worth
Kathie Rishel, Fort Worth Independent School District
Belinda Hamilton, Tarrant County Public Health
Olivey McKinnon, COPE Children’s Health Care System
Jayde Hoo, COPE Children’s Health Care System
Sherry Little, City of Fort Worth
Eric Niedermeier, Recovery Resource Council
Vicki Niedermeier, Helping to Restore Ability
C. Jon Wolter, Tarrant County Mental Health
Ann Rice, United Way of Tarrant County
George Roberts, Director of Health & Physical Education, Ft Worth ISD
Margaret Trevino, College of Nursing, University of TX at Arlington
Arends Scott, North Texas Area Community Health Centers

Mark your calendar for our other sessions

Wednesday, 12 September 2012, 2:00 – 5:00 p.m.
Tarrant County Public Health, 1111 S. Main, Fort Worth
SOCIAL FORCES OF CHANGE

Wednesday, 17 October 2012, 2:00 – 5:00 p.m.
Magnolia Room, Resource Conservation of Tarrant County
2200 Clinch Dr., Fort Worth
ECONOMIC FORCES OF CHANGE

Wednesday, 31 October 2012, 2:00 – 5:00 p.m.
Tarrant County Public Health, 1111 S. Main, Fort Worth
TECHNOLOGICAL FORCES OF CHANGE

Monday, 12 November 2012, 2:00 – 5:00 p.m.
Fort Worth City Council Chambers,
1600 Pennsylvania Street, Fort Worth
POLITICAL FORCES OF CHANGE

About Tarrant County Voices for Health: We are a group of educators, health and human service organizations, neighborhoods, businesses, and local government working together to develop a strategic community health improvement plan for Tarrant County. For more information about who we are and what we are doing, please visit: http://www.tarrantcountyvoicesforhealth.com/

OUR SPEAKERS

Moderator
Bob Ray Sanders - Columnist, Fort Worth Star-Telegram

Panel
Fernando Costa - Assistant City Manager, City of Fort Worth

Chris Klaus - Senior Program Manager, Air Quality Planning & Operations, North Central Texas Council of Governments

Mark Olston - Conservation and Creative Manager, Tarrant Regional Water District

The Honorable Ken Sheeter - Executive Director, Safe City Commission

AGENDA

1:30 p.m. Registration
2:00 p.m. Welcome & Introductions
2:05 p.m. Panel Presentation
3:25 p.m. Moderated Discussion
3:45 p.m. Ranking Forces, Threats, and Opportunities
3:55 p.m. Closing Comments

Notes

Tarrant County Voices for Health
What is the most important environmental FOC to address over the next 10 years?

- Rapid population and employment growth: 33%
- Aging population: 22%
- Greater racial and ethnic diversity: 4%
- Rapid expansion of urbanized area: 12%
- Technological advances: 6%
- Violence (domestic/neighborhood/child): 8%
- Natural resource supply (water in particular): 14%
Which environmental FOC opportunity will produce the greatest benefit to Tarrant County?

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Central-city revitalization</td>
<td>20%</td>
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<tr>
<td>Increased development/support of alternate transportation options</td>
<td>20%</td>
</tr>
<tr>
<td>Engagement of business and public officials in public health issues</td>
<td>20%</td>
</tr>
<tr>
<td>Regional partnerships/collaborations</td>
<td>28%</td>
</tr>
<tr>
<td>Sustainable development</td>
<td>13%</td>
</tr>
<tr>
<td>Programs and policies for better air quality</td>
<td>7%</td>
</tr>
<tr>
<td>Extended-term and comprehensive conservation programs</td>
<td>2%</td>
</tr>
<tr>
<td>Development of Family Justice Centers</td>
<td>11%</td>
</tr>
<tr>
<td>Postpone expensive infrastructure projects</td>
<td>0%</td>
</tr>
<tr>
<td>Pay down current debt</td>
<td>0%</td>
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</tbody>
</table>
Which environmental FOC threat is most critical for Tarrant County to address over the next 10 years?

- Unhealthy lifestyles: 40%
- Suburban sprawl: 5%
- Traffic congestion: 7%
- Air pollution: 5%
- Water shortages/droughts: 15%
- Economic recession: 5%
- Population growth: 5%
- Growth in employment opportunities: 2%
- Lack of water conservation programs (long-term): 9%
- Limited water reservoir locations: 9%
- Economic and quality of life impacts of water shortages: 9%
- Increased exposure of children to violence: 9%
- Increase in domestic violence: 2%
APPENDIX B:

SOCIAL FORCES OF CHANGE
Forces of Change Assessment – 2012 Results Report for Tarrant County

PROMOTIONAL FLIER

Tarrant County Voices for Health Forces of Change Assessment

Please join us for an interactive work session examining:

SOCIAL FORCES of CHANGE

Learn about the social forces of change that will affect the health of our community over the next 10 years. Learn what the experts know, and then add your voice to others in determining what will matter most to our community's health.

Date & Time: Wednesday, 12 September 2012, 2:00 – 4:30 p.m.
Location: Tarrant County Public Health
1101 S. Main Street, Fort Worth, Texas 76104
Moderator: Ms. Libby Watson,
Chair, Public Health and Prevention Civic Council, UNT Health Science Center School of Public Health
Panellists:
Dr. Christopher Ray
Associate Professor, College of Education
University of Texas at Arlington
Dr. Cheryl Kimberling
President, The Multicultural Alliance
Dr. Richard Kurz
Dean, School of Public Health
UNT Health Science Center
Mr. John Robinson
Executive Vice President, Grant Administration
Amon G. Carter Foundation

What changes will occur over the next 10 years impacting:

- Public education K – 12 and higher education?
- Our faith community and spirituality?
- Promotion of good health and prevention of chronic disease?
- Our philanthropic community?

Please bring your cell phone or iPad to this session!

RSVP to: Jan Parker, cjparker@tarrantcounty.com, 817-321-5315

About Tarrant County Community Voices for Health: We are representatives from health and human services organizations, neighborhoods, businesses, and local government working together to develop a strategic community health improvement plan for Tarrant County. For more information about who we are and what we are doing, please visit:

http://www.tarrantcounty.com/HealthOverview.aspx?ea=7636cm=1&0=461127

Tarrant County Public Health
MODERATOR AND PANELIST BIOS

Moderator:  Libby Watson, Chair, Public Health and Prevention Civic Council, School of Public Health, University of North Texas Health Science Center

Libby Watson, held the position of Assistant City Manager of the City of Fort Worth from January 1991 through January 2008. Prior to assuming this position, she served in the City of Austin, Texas as an Assistant City Manager and the City of San Diego, California as the Director of Financial Management.

While with the City of Fort Worth, her responsibilities included Public Art, Library, Parks and Community Services, Code Compliance, Environmental Management and Community Relations. In this role, she was vitally interested in the well-being of all Fort Worth neighborhoods. Libby spent many years focusing on Public Health and Safety. She oversaw the work of the Fort Worth Police and Fire Departments and directed the City’s Emergency Management efforts as well as the Public Health Department, Municipal Court, and Environmental Management.

By helping to foster collaborative relationships among all City departments, other governmental and private sector agencies that respond to disasters she played an important role in building a truly outstanding disaster response capability. In recognition of this expertise, she was invited to testify before the Congressional Democratic Caucus in Washington, D.C. on the Homeland Security needs of municipalities.

Libby is also passionate about the needs of our youngest citizens. She has worked for eighteen years with the First Texas Council of Campfire Boys and Girls to improve the quality of childcare both in our community and on a state and federal level. She was instrumental in the creation and implementation of Fort Worth After School, a collaboration between the City of Fort Worth and FWISD to provide safe, fun, nurturing places for children after school. She is active in Girl Scouts Texas, Oklahoma Plains Council, currently serving on the Board of Directors.

She is Chair of the University of North Texas Health Science Center Public Health and Prevention Civic Council, and is an active member of Fort Worth Rotary. Her education includes a Bachelors of Science in Social Science from California Polytechnic State University in San Louis Obispo and a Masters Degree in Public Administration from San Diego State University. Libby is a native Texan, born in Fort Worth.

Panelist:  Cheryl Kimberling, PhD, President, The Multicultural Alliance

Dr. Cheryl Gray Kimberling is President of The Multicultural Alliance, an organization whose mission is to promote inclusion, diversity and understanding while working toward eliminating bias, bigotry and oppression in our community. Since 1951, The Multicultural Alliance has provided programming and educational forums that illuminate the opportunities and challenges of living in a pluralist and harmonious society.

She earned a Bachelors of Science and Masters of Education from the University of Memphis, and a Masters of Religious Education from Southwestern Seminary. She received her Ph.D. from the University of North Texas in 1988. Dr. Kimberling has been teaching sociology at the university level since 1976 and currently teaches in the sociology program at Texas Christian University.

Through The Multicultural Alliance, she is active in promoting the importance of interfaith understanding in our community, is frequently invited to speak to a wide range of audiences, and is
extensively involved in public service in the Tarrant County. Dr. Kimberling has received numerous awards and recognition of her achievements throughout the years and continues to be involved with many local and national professional and civic organizations.

**Panelist: Christopher Ray, PhD, Associate Professor, College of Education, University of Texas at Arlington**

First and foremost, Dr. Christopher Ray is a father of Nathaniel (5), Callie (2) and he is the lucky husband of Julie Ray.

In his professional life, Dr. Ray is the founding Director of The Center for Healthy Living and Longevity at The University of Texas Arlington. The focus of the multidisciplinary center is to provide students with hands on, real world experiences while seeking research solutions to complex issues affecting health and wellness outcomes. Dr. Ray’s personal research is focused on the development of innovative rehabilitation programs to reduce falls in older adults. He also serves in an administrative capacity in the Dean’s office of the College of Education and Health Professions assisting in faculty research productivity and shepherding young faculty in the processes of applying for and obtaining research funding.

Outside of Academia, Dr. Ray is a partner in a holding firm that includes four healthcare practices, which work to subsidize healthcare in a fifth low-cost clinic. In his free time, Dr. Ray competes in the sport of Triathlon and is currently in training for his first ironman distance (140.6 miles) triathlon on May 8, 2013.

**Panelist: Richard S. Kurz, PhD, Dean, School of Public Health, University of North Texas Health Science Center**

Dr. Richard S. Kurz is Dean of the School of Public Health at the University of North Texas Health Science Center (UNTHSC) and is professor of health management and policy. He formerly served as Dean of the Saint Louis University School of Public Health from 1993 through 2001 and as Chair of the Department of Health Management and Policy at Saint Louis University as well as in other administrative roles.

He received his Bachelors of Arts in Sociology from Washington and Lee University in Lexington, Virginia (1967) and his PhD in Sociology from the University of North Carolina at Chapel Hill (1976). In 1991, he served as Chairman of the Board of the Association of University Programs in Health Administration (AUPHA), the international consortium of accredited health administration programs, and on the Executive Committee of the Association of Schools of Public Health (ASPH) from 1996 to 2001.

For six years, he was the Editor of the *Journal of Healthcare Management*, the international journal published by the Foundation of the American College of Healthcare Executives (ACHE). He served as a Commissioner for the Commission on Accreditation for Healthcare Management Education (CAHME) from 2004 to 2010 and as Co-Chair of the Missouri Council for the Accreditation of Local Health Agencies, and is currently a member of the Public Health Accreditation Council of Texas.

Dr. Kurz has published and presented in the areas of health services organization and management, especially on the topics of leadership, access to care, and quality improvement. Recently, he was co-principal investigator of a three-year, St. Louis-based project “Managing Hypertension in African-American Males” and a co-investigator for the five-year, St. Louis site of the CDC funded, national project “Controlling Asthma in American Cities”.

He has served on advisory boards and task forces nationally for the Centers for Disease Control and Prevention, the Veterans Administration, and the Institute of Medicine as well as for the Missouri Department of Health and the Texas Department of State Health Services.

While in St. Louis, he was active locally in several civic organizations concerned with children’s health, including service as Chair of Vision for Children at Risk, a multi-county coalition of organizations serving children; as President of the St. Louis City Board of Health; as Chair of the Board of the St. Louis Regional Asthma Consortium, and a Board member of the St. Louis Material, Child, and Family Health Coalition.

In Fort Worth, he is co-chair of the Hispanic Wellness Coalition and United Way of Tarrant County Health Council and the UNTHSC representative for the Healthy Tarrant County Collaboration. He is currently leading a community collaborative effort to reduce infant mortality in Tarrant County based in the School of Public and the UNTHSC Texas Prevention Institute.

**Panelist: John Robinson, Executive Vice President, Grant Administration, Amon G. Carter Foundation**

John Robinson is a native of Fort Worth and has lived here his entire life. John graduated from Texas Christian University with a degree in accounting, became a CPA, and worked in public accounting for three years.

In 1980, he joined the Amon G. Carter Foundation as Controller. In 1997, he was named Executive Vice President and since that time has been responsible for all grant-making activity of the Foundation.

John serves on a number of community Boards including another private foundation. In the area of health, John has been associated with Carter Blood Care, its Foundation, and predecessor organizations since 1985 including two separate terms as President and Board Chairman. John is also on the University of North Texas Health Science Center Board of Visitors.

Earlier this year, he was honored by the Tarrant County Medical Society with the May Owen Award for his service to the medical community by a non-physician.
Forces of Change Assessment – 2012 Results Report for Tarrant County

PROGRAM

Tarrant County Voices for Health
Forces of Change Assessment Initiative

Linda Parker (Chair), Healthy Tarrant County Collaborative
Amber Rohtman, JPH Health Network
Jean Coleman, YWCA of Metropolitan Fort Worth
Natalie Eichman, Fort Worth Independent School District
Belinda Hargis, Tarrant County Public Health
Gerry Toler, Compass Children’s Health Care System
Joyce Hnedak, Cook Children’s Health Care System
Lois L. Little, City of Ft. Worth
Eris Neeley-May, Recovery Resource Council
Yvonne Beleghay, Healthy People Nobody
C. Jan Porter, Tarrant County Public Health
Amy Rice, United Way of Tarrant County
Dr. George Roberts, Director of Health & Physical Education, Ft. Worth ISD
Margaret Tawans, College of Nursing, University of TX at Arlington
Anastasia Vivies, South Texas Area Community Health Center

Mark your calendar for our other sessions

Wednesday, 17 October 2012, 2:00 – 4:00 p.m.
Meadowbrook - Resource Connection of Tarrant County
2300 EY Dr., Ft. Worth
ECONOMIC FORCES OF CHANGE

Wednesday, 31 October 2012, 2:00 – 4:00 p.m.
Tarrant County Public Health
TECHNOLOGICAL FORCES OF CHANGE

Monday, 19 November 2012, 2:00 – 4:00 p.m.
Fort Worth City Council Chambers,
1500 Thompson Street, Ft. Worth
POLITICAL FORCES OF CHANGE

About Tarrant County Voices for Health: We are an organization of public health and human services organizations, non-profits, businesses, and local government working together to develop a coordinated community health improvement plan for Tarrant County. For more information about who we are and what we do, visit us at https://tarrantcountyvoicesforhealth.org/

OUR SPEAKERS

Moderator
Libby Watson - Chair, Public Health and Prevention
Civic Council, UNT Health Science Center School of Public Health

Panel
Cheryl Kimberling, Ph. D. - President, The Multicultural Alliance
Christopher T. Ray, Ph. D. - Associate Professor, Director, Center for Healthy Living & Longevity, College of Education and Health Professions, University of Texas at Arlington

Richard Keuz, Ph. D. - Dean, School of Public Health, UNT Health Science Center
John H. Robinson - Executive Vice President, Grant Administration, Amon G. Carter Foundation

AGENDA

1:30 p.m. Registration
2:00 p.m. Welcome & Introductions
2:05 p.m. Panel Presentation
3:20 p.m. Moderator Discussion
3:40 p.m. Ranking Forces, Threats, and Opportunities
3:55 p.m. Closing Comments
POLLING

What is the most important social FOC to plan for and address over the next 10 years?

- Sophisticated consumers: 2%
- 24/7 society: 5%
- Science and technology—molecular and IT: 12%
- Financial realities: 23%
- Changing boundaries/shifting burden: 5%
- Emphasis on social determinants of health at state and national levels: 12%
- Ratio of expenditures for healthcare relative to improved health status: 25%
- The professionalization of public health activities (e.g., certification, accreditation): 3%
- Aging American population as Boomers reach 65: 10%
- Proliferation of nonprofit organizations: 3%
- Governmental involvement and regulation: 12%
- Public school demographics: 0%
Which social FOC opportunity will produce the greatest benefit to Tarrant County?

- Rising healthcare costs result in more focus in prevention: 35%
- Additional education and enrichment: 25%
- Collaboration with CPE staff, chaplains, and faith community:
- New economic opportunities created by seniors with expendable income: 6%
- Long and deep history of giving: 8%
- Social entrepreneurship: 8%
- New ways to communicate and educate public and potential donors: 2%
- Increased public health funding: 8%
- Push for greater efficiency in care delivery: 6%
- Supporting evidence: 2%
- Technology: 8%
- Innovation: 8%
Which social FOC threat is the most critical for Tarrant County to address over the next 10 years?

- Increased healthcare costs beyond what families can afford: 43%
- Decreased productivity of American worker: 6%
- Two-tiered public health and healthcare delivery system: 9%
- Increased competition for charitable dollars: 2%
- Economic conditions: 21%
- Demand for additional social services: 2%
- Unwillingness to put aside biases: 13%
- Religious illiteracy: 4%
- Level of social distance:
- Assumptions about religious spokespersons:
APPENDIX C:

ECONOMIC FORCES OF CHANGE
PROMOTIONAL FLIER

Tarrant County Voices for Health
Forces of Change Assessment

Please join us for an interactive work session examining:

**ECONOMIC FORCES of CHANGE**

What changes will occur over the next 10 years impacting
• The local economy?
• Local socioeconomic factors?
• Our health care system?

There will be real time voting with your cell phone and you can see the results of the vote immediately!

Date & Time: Wednesday, 17 October 2012, 2:00 – 4:00 p.m.
Location: Resource Connection
2300 Circle Drive, Fort Worth, Texas 76104
Room - Gymnasium, across the hall from the Magnolia Room

Moderator: Mr. Paul Harral
Executive Editor, Fort Worth, Texas magazine

Panelists:
Dr. Barbara Becker
Dean, School of Urban and Public Affairs University of Texas at Arlington

Dr. Roger E. Melners
Chairman Department of Economics College of Business, University of Texas at Arlington

Mr. Barclay Bardan
Chief Operating Officer and Senior Executive Vice-President, Texas Health Resources

RSVP to: Jan Parker, cjiparker@tarrantcounty.com, 817-321-5315
See map to the Resource Connection below.
MODERATOR AND PANELIST BIOS

Moderator:  Paul Harral, Executive Editor, *Fort Worth, Texas magazine*
Paul Harral, has been executive editor of Fort Worth, Texas magazine since December, 2009. He left the Star-Telegram in April 2009 after 23 years at the newspaper in a variety of positions including serving as ombudsman, business columnist, managing editor for special projects and two terms as editor of the editorial page.

He’s worked for television stations in Waco, Temple and Chicago and for United Press International in Dallas, Denver (where he was news manager for Colorado and Wyoming) and in Chicago, where he was executive editor of broadcast news. He worked for newspapers in Waco and Jacksonville, Fla. as well as the Star-Telegram. He was editorial director for a Florida city magazine group with publications in Jacksonville, Orlando and Tampa.

He’s married to his college sweetheart, Dr. Harriet B. Harral, executive director of Leadership Fort Worth. They have two children and six grandchildren and are members of Broadway Baptist Church in Fort Worth.

He currently serves on the board of Circle Theatre and is the mayor’s appointment to the board of the Metropolitan Area Ambulance Authority. In addition, he facilitated the Arts Council panels on the mayor's race and one city council race in the last election cycle.

Panelist:  Barbara Becker, PhD, Dean, School of Urban and Public Affairs, University of Texas at Arlington
Dr. Becker is Dean of the School of Urban and Public Affairs at the University of Texas at Arlington. She is a Fellow of the American Institute of Certified Planners and Vice-chair of the Planning Accreditation Board. She joined UTA in summer of 2008 from the University of Arizona where she was Chair of the School of Planning.

Over the years, she has directed hundreds of students in outreach projections including a national award-winning economic development plan for the Hopi. She has been recognized for her outstanding contributions to the academy and the profession, including:

- Distinguished Professional Leadership award from the Arizona Planning Association
- Marcia Feld Academic Leadership award from the Association of Collegiate Schools of Planning

Dr. Becker co-authored a widely used book, *Community Planning: An Introduction to Comprehensive Planning*, as well as numerous journal articles. As a new professor in Missouri, Dr. Becker created the only university headed Council of Governments in the U.S.

Panelist:  Roger E. Meiners, PhD, Chairman, Department of Economics, College of Business, University of Texas at Arlington
Dr. Meiners is the Goolsby Distinguished Professor of economics and law and Chairman of the Department of Economics at UTA. His PhD in Economics is from Virginia Tech; his law degree is from the University of Miami. Meiners has also been a faculty member at Texas A&M University, Emory University and Clemson University, was a regional director for the Federal Trade Commission, and a member of the South Carolina Insurance Commission. His research focuses on common law and market
solutions to environmental issues and on the economics of higher education. Meiners has published numerous books and in various popular and scholarly economics and law journals.

Panelist: Barclay E. Berdan, FACHE, Chief Operating Officer and Senior Executive Vice President, Texas Health Resources

Barclay Berdan is chief operating officer (COO) and senior executive vice president for Texas Health Resources. As COO, he is responsible for achieving full and seamless integration of all system operations, including administrative leadership of Texas Health’s three geographical zones announced in March 2012. He also provides administrative leadership of service lines and management of joint ventures and partnerships with organizations providing services such as wellness, home health and rehabilitation.

Berdan is an industry veteran with more than 30 years of health care leadership experience. He joined Texas Health in 1986 as vice president/administrator for Harris Methodist Southwest, overseeing the construction and opening of the hospital. He served as the chief operating officer of Texas Health Harris Methodist Fort Worth Hospital from 1993 to 1999 and then served as its president from 1999 to 2007. He also served as executive vice president for Texas Health from 2005 to 2007, and as senior executive vice president for system alignment and performance from 2007 to 2012.

Under his leadership, Texas Health Resources successfully brought together three separate brands. He also influenced the creation and development of the soon-to-open Texas Health Harris Methodist Alliance Hospital and facilitated a partnership with USMD hospitals in Arlington and Fort Worth. Before joining Texas Health Resources, Berdan worked for American Medical International for nine years and held several hospital leadership positions in Florida, Arkansas and Texas. He also previously served in administrative positions at Northwestern Memorial Hospital and Jackson Park Hospital, both in Chicago.

Berdan earned a Bachelor of Science degree in Biology from Texas Christian University in Fort Worth and a Masters degree in Business Administration with a specialization in hospital administration from the University of Chicago Graduate School of Business.

Active in his community, Berdan served as chairman of the Texas Hospital Association for the 2008-09 year. He also has served in leadership positions on the board of directors for LifeGift Organ Procurement Organization, the Dallas-Fort Worth Hospital Council, Healthy Tarrant County Collaboration, Fort Worth Sister Cities International and Fort Worth South, Inc. He has been actively involved with the American Heart Association, the Boy Scouts, the American Hospital Association, and the Fort Worth Chamber of Commerce, among other organizations.
PROGRAM

Tarrant County Voices for Health
Forces of Change Assessment Subcommittee
Linda Fuller (Chair), Health Tarrant County Collaboration
Pamela Reaghen, JPH Health Network
Jean Cramichael, YMCA of Metropolitan Fort Worth
Kathie Edelman, Fort Worth Independent School District
Belinda Hackett, Tarrant County Public Health
Glory Hickman, Cook Children’s Health Care System
Joyce Head, Cook Children’s Health Care System
Sheryl Little, City of Fort Worth
Eric Niedermeier, Recovery Resource Council
Veidt Niedermeier, Helping Restore Ability
C. Jon Parker, Tarrant County Public Health
Ann Rice, United Way of Tarrant County
George Roberts, Director of Health & Physical Education, Ft Worth ISD
Margaret Trevino, College of Nursing, University of TX at Arlington
Arcadio Vizcaino, North Texas Area Community Health Centers

ECONOMIC FORCES OF CHANGE

Wednesday, 17 October 2012
2:00 p.m.
Gymnasium, Resource Connection of Tarrant County, 2300 Circle Dr., Fort Worth

Mark your calendar for our other sessions

Wednesday, 31 October 2012, 2:00 - 4:00 p.m.
Tarrant County Public Health, 1101 S. Main, Fort Worth
TECHNOLOGICAL FORCES OF CHANGE

Monday, 18 November 2013, 2:00 - 4:00 p.m.
Fort Worth City Council Chambers, 1600 Thedfordson Street, Fort Worth
POLITICAL FORCES OF CHANGE

About Tarrant County Voices for Health: We are representatives from health and human services organizations, nongovernmental organizations, and local government working together to develop a strategic community health improvement plan for Tarrant County. For more information about who we are and what we are doing, please visit http://www.tarrantvoicesfortexas.com/about

Our Speakers

Moderator
Paul Harral - Executive Editor, Fort Worth, Texas magazine

Panel
Barbara Becker, Ph. D. - Dean, School of Urban and Public Affairs, University of Texas at Arlington
Roger E. Meiners, Ph. D. - Chairman, Department of Economics, College of Business, University of Texas at Arlington
Barclay Berdan - Chief Operating Officer and Senior Executive Vice President, Texas Health Resources

AGENDA

1:30 p.m. Registration
2:00 p.m. Welcome & Introductions
2:05 p.m. Panel Presentation
3:20 p.m. Moderated Discussion
3:40 p.m. Ranking Forces, Threats, and Opportunities
3:55 p.m. Closing Comments

Notes
What do you believe is the most important economic force of change to plan for and address over the next 10 years?

- Lack of stable employment with benefits: 38%
- Older workers unemployed: 5%
- US experiencing population growth: 5%
- Latinos fastest growing population in US: 10%
- US labor market will have greater inequity: 7%
- Illiteracy is on the rise in the US: 10%
- US workforce changing: 7%
- Service sector has become the biggest employer: 2%
- Increase of hunger and homelessness in America: 7%
- Infrastructure built for Baby Boomers will not be needed: 7%
- Fragmented governments: 5%
- Continued inflation in health care costs: 10%
Which economic force of change opportunity do you believe will produce the greatest benefit to Tarrant County?

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chance to re-design insurance products</td>
<td>7%</td>
</tr>
<tr>
<td>Reallocation of public health expenditures to mass prevention</td>
<td>11%</td>
</tr>
<tr>
<td>Greater demand for college educated workers</td>
<td>13%</td>
</tr>
<tr>
<td>Healthcare reform--more people insured</td>
<td>11%</td>
</tr>
<tr>
<td>Insurance companies becoming more diverse in business products</td>
<td>2%</td>
</tr>
<tr>
<td>Traditional medicine becomes more involved in health...</td>
<td>28%</td>
</tr>
<tr>
<td>Community stakeholders work on building healthier communities</td>
<td>28%</td>
</tr>
</tbody>
</table>
Which economic force of change threat is most critical for Tarrant County to address over the next 10 years?

- Lower levels of family wealth: 10%
- Tax base contracting, not expanding: 5%
- Growing class of unemployable young people: 26%
- Lack of language skills for good jobs: 2%
- Higher demands on the health care system: 5%
- Social isolation: 5%
- Growing illiteracy rate: 5%
- Shrinking middle class: 24%
- Greater proportion of lower paying jobs: 10%
- Neither employees nor employers can absorb escalating health care costs: 5%
- Insurance companies continuing business model “status quo”: 5%
- Hospitals, medical providers continuing business model “status quo”: 5%
APPENDIX D:

TECHNOLOGICAL FORCES OF CHANGE
PROMOTIONAL FLIER

Tarrant County Voices for Health Forces of Change Assessment

Please join us for an interactive work session examining:

TECHNOLOGICAL FORCES of CHANGE

Please bring your cell phone or iPad to this session - you will use them for real time voting and you can see the results of the vote immediately!

What changes will occur over the next 10 years impacting:

- Information media?
- The ascendance of health informatics?
- Big Data: Size matters . . . but so do speed and variety!

Date & Time: Wednesday, 31 October 2012, 2:00 – 4:00 p.m.
Location: Tarrant County Public Health, 1101 S. Main St., Fort Worth, Texas
Moderator: Paul Harral, Executive Editor, Fort Worth, Texas magazine
Panelists: Andrew Chavez, Director of Digital Media, Schieffer School of Journalism, Texas Christian University
Dean Lampman, Regional Biosurveillance Coordinator, Southwest Center for Advanced Health Practice, Tarrant County Public Health
Patrick Miller, Registrar and Director of Enrollment Management, Texas Christian University

RSVP to: Jan Parker, cjparker@tarrantcounty.com, 817-321-5315

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http://www.tarrantcounty.com/health/voices.html

Tarrant County Public Health
PANELIST BIOS

Panelist: **Andrew Chavez, Director of Digital Media, Schieffer School of Journalism, Texas Christian University**
Andrew Chavez serves as Director of Digital Media for the Schieffer School of Journalism in the College of Communication at Texas Christian University (TCU). He teaches a class on new media web tools, is the adviser for TCU 360 and The 109, a local news site that covers the 76109 ZIP code, and oversees the digital operations of the school’s student media. Before joining the Schieffer School, he worked at the Fort Worth Star-Telegram as a part-time night police reporter. Chavez is also the Associate Director of the Texas Center for Community Journalism, a TCU-based center that focuses on helping small rural and suburban newspapers in Texas. He is a former editor of the TCU Daily Skiff and a graduate of the Schieffer School.

Panelist: **Dean Lampman, Regional Biosurveillance Coordinator, Southwest Center for Advanced Health Practice, Tarrant County Public Health**
Dean Lampman is Regional Surveillance Coordinator at the Southwest Center for Advanced Public Health Practice, a grant-funded unit of Tarrant County Public Health. He holds a MBA from the University of Dallas and a Bachelors of Journalism from the University of Missouri. Since 2004, Tarrant County Public Health has developed a regional syndromic surveillance network that helps tracks health conditions and serves hundreds of North Texas public health and medical professionals. Dean and his colleagues also developed a School Health Surveillance System recognized as a Model Practice by the National Association of County and City Health Officials. Previously, Dean worked for six years as a Marketing Communications Manager and Web Editor at VHA, a leading healthcare cooperative. He has also worked as a computer trade journal publisher and business reporter. A Distinguished Toastmaster, he now serves as Lieutenant Governor, Education and Training, for District 25 Toastmasters.

Panelist: **Patrick Miller, Registrar and Director of Enrollment Management, Texas Christian University**
Pat Miller is Registrar and Director of Enrollment Management at TCU. Before assuming this post he led research centers at North Carolina State University and at TCU. While Registrar, he has continued his research interests, especially in areas that combine data analytics and public policy.
PROGRAM

**Forces of Change Assessment**

**Tarrant County Voices for Health**

**TECHNOLOGICAL FORCES OF CHANGE**

Wednesday, 31 October 2012
2:00 p.m.
Tarrant County Public Health

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Panel
Andrew Chavez - Director of Digital, Media, Schreiber School of Journalism, Texas Christian University

Dean Laman - Regional Biosurveillance Coordinator, Southwest Center for Advanced Health Practice, Tarrant County Public Health

Patrick Miller, Registrar and Director of Enrollment Management, Texas Christian University

**Notes**
What do you believe is the most important technological force of change to plan for and address over the next 10 years?

- Shrinkage of local media: 19%
- Ascendance of health informatics (EHRs and HIEs): 44%
- Ascendance of ever faster supercomputing capability: 38%
Which technological force of change opportunity do you believe will produce the greatest benefit to Tarrant County?

- Information distributed to public with better public health campaigns
  - 15%
- Operational efficiency by use of EHRs and HIEs
  - 4%
- Faster, broader access to patient information
  - 11%
- Better collaboration with patients, public health agencies
  - 63%
- New jobs to support new technologies
- Better coordination of health monitoring
- More individualized monitoring of high risk behaviors
  - 7%
Which technological force of change threat is most critical threat for Tarrant County to address over the next 10 years?

<table>
<thead>
<tr>
<th>Threat</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>No longer rely purely o...</td>
<td>17%</td>
</tr>
<tr>
<td>Resistance due to increased provi...</td>
<td>7%</td>
</tr>
<tr>
<td>Risk associated with securing sensit...</td>
<td>31%</td>
</tr>
<tr>
<td>Limited capacity of public health...</td>
<td>17%</td>
</tr>
<tr>
<td>Intrusion or redefinition...</td>
<td>28%</td>
</tr>
</tbody>
</table>
APPENDIX E:

PRESENTATION SLIDE SHOWS