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Citation

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Introduction

Mission: To improve the health of the people and communities we serve.

Communities Served

Linn County is one of the three counties that comprise the Cedar Rapids Metropolitan Statistical Area, along with Benton and Jones counties. Cedar Rapids, the county seat, is the largest city in Linn County, and part of the Cedar Rapids-Iowa City Corridor.

St. Luke’s Hospital has eight counties in its service area (Linn, Jones, Benton, Buchanan, Cedar, Delaware, Iowa and northern Johnson Counties). Within St. Luke’s service area approximately 60 percent of residents are between the ages of 18 and 64, with 15 percent of residents age 65 or older. The average cost of health care per year for an individual living in St. Luke’s service area is $7,705, slightly less than the state average. Linn and Johnson Counties are considered urban, with only 16 percent of residents living in rural areas.

Implementation Overview

In January 2018, Linn County began the process of conducting another iteration of the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) process. The CHA and CHIP were led by Linn County Public Health and conducted in partnership with a multitude of community partners, including both Linn County hospitals, Mercy Medical Center and UnityPoint-St. Luke’s Hospital / Jones Regional Medical Center, and Eastern Iowa Health Center, Linn County’s Federally Qualified Health Center. This process engaged 1,589 residents and 112 community partners from 53 organizations, working through the six-phase Mobilizing for Action through Planning and Partnerships (MAPP) framework.

---

Through this assessment and planning process, several health issues emerged, and three were selected as priorities to address during the next three-year implementation period. They are:

- Mental Health
- Obesity
- Safety

Several themes were identified across the Community Health Assessments that were fundamental to the development of this Community Health Improvement Plan. These cross-cutting themes include policy, systems, and environmental change; health equity; education and awareness; and transportation.

The 2019-2021 CHIP is a community-wide action plan for addressing strategic issues identified in the CHA over the next three years.

**MAPP Framework**

The MAPP framework was selected due to the emphasis on engaging local public health system partners and community members in a collaborative assessment and planning process. Additionally, the MAPP framework allows for the community to consider social determinants of health and health equity as important factors which influence the overall health of the community.

The six phases of the MAPP framework include:
1. Organize for Success and Partnership Development
2. Visioning
3. Conduct the four MAPP assessments
4. Identify strategic issues
5. Formulate goals and strategies
6. The action cycle

![Figure 1 MAPP Academic Model](image-url)
Information on 1-3 can be found in the St. Luke’s Community Health Assessment linked here.

Strategic Issue Identification
Strategic issues are defined as issues that must be addressed in order for Together! Healthy Linn to achieve its vision. To assist with strategic issue identification, the MAPP core group synthesized the findings of the assessments and categorized them into 13 potential strategic issue categories. A one to two-page summary of the related assessment data for each category was created and provided to the steering committee prior to the strategic issue prioritization session. The categories were:

- Access to Healthcare
- Access to Healthy Food
- Access to Mental Health Services
- Affordable Housing
- Built Environment
- Chronic Disease
- Mental Health
- Natural Environment
- Obesity
- Safety and Violence
- Sexual Health
- Substance Use
- Transportation

The themes for policy, systems and environmental change and health equity closely align with the bottom two tiers of the Health Impact Pyramid (Figure 2).² The Health Impact Pyramid shows different types of interventions and the associated impact on the individual or the population. As you move toward the base of the pyramid, the impact to the entire population increases, which also means health equity is increased. As you move toward the top of the pyramid, an increasing amount of effort is needed by an individual to change a health related behavior, which may or may not be possible, depending on the individual’s environment or social situation. To maximize the impact to the entire population, reduce health inequities, and influence social determinants of health, interventions focused on the bottom two tiers of the pyramid are prioritized.

The Together! Healthy Linn Steering Committee used a series of prioritization tools in combination with data reflection at an individual level, asset and community mapping, small and large group discussion, and an agreed upon set of prioritization criteria to determine which three issues needed to be addressed before the community vision could be realized. The steering committee was limited to the top three issues to maintain a realistic, focused scope of work. The prioritization criteria for strategic issues were:

- The issue is data driven, appearing in two or more of the assessments
- Addressing the issue requires a collaborative, multi-sector approach
- Alignment with the Together! Healthy Linn Vision
- Assets are available within the local public health system to impact the issue
- The issue reflects a need that Together! Healthy Linn has the ability to influence
- The size and significance of the issue has large impact

At the end of the prioritization session, three broad issues were identified, in rank order: Mental Health, Obesity, and Safety. Steering committee members were asked to identify community members or partners to be invited to the next phase, formulating goals and strategies.
Formulate Goals and Strategies
From October through December 2018, community meetings were held for each strategic issue in order to identify goals and strategies (Table 1).

### Table 1 Summary of CHIP Development Activities

<table>
<thead>
<tr>
<th>Phase 4: Identify Strategic Issues</th>
<th>Activity: Together! Healthy Linn Steering Committee reviewed data from 13 potential strategic issue categories and prioritized three issues which must be addressed in order to achieve the Together! Healthy Linn vision.</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 10, 2018</td>
<td>Purpose: To identify the issues critical to the success of the local public health system</td>
</tr>
<tr>
<td></td>
<td>Participants: 13 steering committee members</td>
</tr>
<tr>
<td>Phase 5: Formulate Goals and Strategies – Mental Health</td>
<td>Activity: Community partners reviewed assessment data related to mental health and identified a goal and strategies through small and large group discussion and multi-voting.</td>
</tr>
<tr>
<td>October 23, 2018</td>
<td>Purpose: To identify long-term results associated with the mental health strategic issue and identify strategies the community can take to reach those goals.</td>
</tr>
<tr>
<td></td>
<td>Participants: 31 community partners</td>
</tr>
<tr>
<td>Phase 5: Formulate Goals and Strategies – Obesity</td>
<td>Activity: Community partners reviewed assessment data related to obesity and identified a goal and strategies through small and large group discussion and multi-voting.</td>
</tr>
<tr>
<td>October 31, 2018</td>
<td>Purpose: To identify long-term results associated with the obesity strategic issue and identify strategies the community can take to reach those goals.</td>
</tr>
<tr>
<td></td>
<td>Participants: 25 community partners</td>
</tr>
<tr>
<td>Phase 5: Formulate Goals and Strategies – Safety</td>
<td>Activity: Community partners reviewed assessment data related to safety and identified a goal and strategies through small and large group discussion, multi-voting, and an affinity diagram.</td>
</tr>
<tr>
<td>November 8 and December 19, 2018</td>
<td>Purpose: To identify long-term results associated with the safety strategic issue and identify strategies the community can take to reach those goals.</td>
</tr>
<tr>
<td></td>
<td>Participants: 20 community partners</td>
</tr>
</tbody>
</table>

The Action Cycle
During the last phase of the MAPP framework is when the planning, development, implementation, and evaluation of the CHIP occurs. Action teams convene to adopt strategic issue action plans and implement activities. Action teams incorporate evidence-based strategies for impacting the health priorities and consider health disparities and social determinants of health when developing the action plan. Together, action plans for each strategic issue complete the CHIP. Activities for each strategic issue are planned through 2021.

St. Luke’s Hospital Alignment of Strategic Issues
Following the work of the communitywide action plans being developed, St. Luke’s reviewed these priorities and action plans and identified areas where we could contribute and/or advance the impact. In addition, we reviewed priorities from other public health community health improvement plans in our primary and secondary service area. A St. Luke’s Community Health Improvement Plan was developed to augment the Together! Health Linn priorities and action plans. In addition, St. Luke’s leaders participate in the Together! Healthy Linn ongoing action planning meetings to advance the health priorities of the community.
Community Health Improvement Plan

Strategic Priority: Mental Health

Overview
Mental health is an important part of overall health, and well-being is a vital component for healthy communities. Mental Health includes emotional, psychological, and social well-being. Mental Health occurs on a continuum, much like physical health, and the two are closely interrelated. Physical health conditions can influence mental health status, and vice versa.

In Linn County, diagnosis of mental health conditions are increasing among youth and adults. Suicide rates are increasing, and suicide is the eighth leading cause of death in Linn County.

In 2016, 13.2% of Linn County youth reported suicidal thoughts. Mental Health was the top health concern voiced among all demographic groups and across all assessment methods in the Community Themes and Strengths assessment. Anxiety was also noted as a concern among residents participating in the assessments.

Access to mental health services and supports were also identified as a need in Linn County. The Community Health Assessment findings reflect a need for more providers who accept Medicaid, the availability of timely appointments, and a need for more mental health care facilities. However, the increasing number of providers offering a trauma-informed care approach and telehealth services offers opportunities to increase access to mental health services.

Goal
Improved mental health through increased community awareness and equal access to mental health, substance abuse, & prevention services

Connection to Vision: The local public health system is collaborative, focused on prevention, and creates access for all.

Objective
Reduce the rate of mental illness-related visits to the emergency rooms in Linn County by 10% prior to December 31, 2022.

Measure
Baseline Year: 2016 Value: 162 per 10K Goal Year: 2022 Value: 145.8 per 10K Source: Linn County Outpatient

Strategy 1: Promote well-being through providing a timely and appropriate continuum of mental health care

Actions
Tasks Anticipated Product or Result

Sources
2. Linn County Hospital Discharge Data, 2016
3. Linn County Outpatient Hospital Dataset, 2019
4. CDC WONDER, 2015-2017

| Identify ideal continuum | • Participate in Linn County communitywide continuum planning.  
• Provide leadership to and services within the mental health access center planning and implementation.  
• Finalize and implement St. Luke’s, Abbe and UnityPoint joint children’s mental health services plan including partnerships with community agencies to create seamless care coordination.  
• Increase ease of accessing services through implementation of One Call to employers and community members.  
• Ensure ongoing access of therapy and psychiatry services through completion and implementation of our workforce planning.  
• Increase access/convenience to therapy services for employers by piloting virtual therapy with one employer. |
|---|---|
| Increase participation in best practice training | • Partner with middle and high schools in service area to implement Everfi online mental wellness curriculum to 500 students per year.  
• Implement Make It Ok Campaign to reduce mental illness stigma with all St. Luke’s employees.  
• Support implementation of Make It OK Campaign with 12 area employers.  
• Further mental health awareness through implementation of Mental Health First Aid at 4 area employers.  
• Examine the HealthPartners Loneliness Project for feasibility in our community. |
| Utilization of data and strengthen care coordination | • Participate in Linn County Public Health efforts to create a shared de-identified data platform for ongoing planning for mental health services.  
• Optimize EPIC reports and referrals to promote care coordination and timely follow-up. |

<table>
<thead>
<tr>
<th><strong>Strategy 2:</strong></th>
<th>Advocate for a fully funded comprehensive array of services for children and adults</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions</strong></td>
<td><strong>Tasks</strong></td>
</tr>
<tr>
<td>Advocate for resources</td>
<td>• Maintain UnityPoint Cedar Rapids presence on the Governor appointed Children’s Mental Health Services Council.</td>
</tr>
<tr>
<td>Educate the community</td>
<td>• Provide bi-annual updates to the St. Luke’s Hospital Board of Directors of community impact including our focus on mental health.</td>
</tr>
<tr>
<td>Define and share funding mechanisms</td>
<td>• Promote annual UnityPoint Health Community Benefits funding opportunity to area community agencies and schools.</td>
</tr>
</tbody>
</table>
Strategic Priority: Obesity

Overview
Obesity is a significant health concern in Linn County. Among adults, 63% are overweight or obese (32.2% obese, 31.3% overweight). In the Cedar Rapids Community School District, the largest district in Linn County, 31.8% of kindergarteners are reported to be overweight or obese (12.3% obese, 19.5% overweight) and 35% of 5th grade students are reported as overweight or obese (16.5% obese, 18.5% overweight). The state of Iowa ranks fourth in the nation for obesity, with 36.4% of adults obese.

Obesity increases the risk of chronic diseases such as diabetes, hypertension, heart disease, arthritis, and some types of cancer. The primary contributors to obesity are lack of physical activity and unhealthy eating. In Linn County, 11.1% of all residents are food insecure, and 14.5% of children are food insecure. Residents report barriers to accessing healthy food options. Only 29% of adolescents get at least 1 hour of physical activity per day. Barriers exist for all residents to engage in exercise, especially individuals who are low-income, have a disability, chronic pain, or existing medical condition. However, many Linn County organizations are working on increasing access to healthy, affordable, and/or locally grown food, which is one strategy for reducing obesity for everyone.

Goal
Increase opportunities for healthy eating and physical activity to reduce the risk of obesity-related chronic disease for all residents

Connection to Vision: The local public health system is responsive to community needs, focused on prevention, and creates access for all. The system is designed for a culture of health and promotes an active community.

Objective
By December 31, 2022, the percentage of adults who report being obese on the Behavioral Risk Factor Surveillance Survey (BRFSS) will decrease by 2%.

Measure
Baseline Year: 2016 Value: 31.3%  
Goal Year: 2022 Value: 29.3%  
Source: BRFSS

Strategy 1: Increase access to healthy food and access to nutrition and food preparation education

Actions
Tasks

---

<table>
<thead>
<tr>
<th>Assess and identify gaps in available resources and services</th>
<th>• Assess food insecurity of high risk patients through UnityPoint’s Common Care Plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an advocacy plan</td>
<td>• Participate with Together! Health Linn steering committee to develop a communitywide advocacy plan.</td>
</tr>
<tr>
<td>Increase access to fresh produce</td>
<td>• Donate overproduction of food items from our food services to local shelters.</td>
</tr>
<tr>
<td>Align and promote outreach services</td>
<td>• TAV Referrals to HACAP (WIC and Adult).</td>
</tr>
</tbody>
</table>
| Increase access to nutrition information and food preparation education | • Continue to provide Cooking with the Cardiologist classes for the community.  
• Referrals to UnityPoint Weight Loss Program  
• Diabetes continuing education courses for providers.  
• Provide brochures in the cafeteria on healthy cooking and eating options for customers. |

<table>
<thead>
<tr>
<th><strong>Strategy 2:</strong> Develop and utilize consistent messages around healthy living</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions</strong></td>
</tr>
<tr>
<td>Messaging and 5-2-1-0 promotion</td>
</tr>
</tbody>
</table>
Strategic Priority: Safety

Overview
Safety is a broad term for a variety of concerns, including domestic and interpersonal abuse, bullying, and violence within the community. In Linn County, child maltreatment rates are increasing, particularly related to child neglect. Over one third of youth (34.1%) reported being bullied in the last 30 days. Youth reporting bullying are more likely to be younger (in 6th grade vs. 9th or 11th grade). Youth report social media use as a form of youth on youth bullying and to instigate violent activities.

Community violence emerged as a perceived need in the Community Health Assessment. While there is a general feeling of safety in Linn County; there is an increased concern of gang activity, homelessness, human trafficking, and shootings that reduces the feeling of safety. In Linn County, several grassroots efforts have developed and formed partnerships with established programs or organizations to increase safety in Linn County. An example of such efforts is the Safe, Equitable, and Thriving (SET) task force, which includes county, city, and school district collaboration, among others.

Goal
Increase the effectiveness of community partnerships to change social norms and attitudes to reduce violence.

Connection to Vision: The local public health system is collaborative, engaged in the community, responsive to community needs, and focused on prevention. The system promotes a safe, empowered, resilient, and connected community that embraces diversity and equity.

Objective
By December 31, 2022 there will be a 10% decrease in the combined violent crime rate for the cities of Cedar Rapids, Hiawatha, and Marion.

Measure
Baseline Year: 2016 Value: 269.5 per 100K
Goal Year: 2022 Value: 242.6 per 100K
Source: Uniform Crime Report

Strategy 1: Align community partnerships

Actions
Identify all partners and foster participation

Tasks
Maintain ongoing regular meetings with law enforcement, emergency department, leadership, and key stakeholders; now including Mercy Medical Center and PCI
Identify and sustain evidence-based initiatives

Implement of recommendations from Homeland Security walk through.

**Strategy 2:** Promote prevention and awareness

<table>
<thead>
<tr>
<th>Actions</th>
<th>Task</th>
</tr>
</thead>
</table>
| Increase awareness and support resources to decrease workplace violence | • Support and reinforce all team members to report verbal and physical abuse; tracking through RL events.  
• Implement a house-wide Disruptive Patient and Visitor policy.  
• Resiliency efforts; Proactive and emotional training / support for team members in the moment.  
• De-escalation training.                                                                 |
| Increase awareness and prevention and safe ways to report domestic violence | • Disseminate monthly violence awareness education topic learnings from St. Luke’s S.A.F.E committee to departments.  
• Implement Human Trafficking awareness training in remaining four St. Luke’s departments.  
• Ongoing training, implementation of the algorithm and monitoring of the Blue Dot program for patients/community members to safely alert team members if they are experiencing domestic violence.  
• Donation drive to support Waypoint’s Domestic Violence program. |

**Additional Strategic Priority: Aging**

Rate of deaths related to unintentional injuries has been on a rise, continuing to be the second leading cause of years of potential life lost among individuals younger than 65 years of age. Mortality rates among individuals 75 years of age and older have significantly increased over time. The rate among individuals 85 years and over is more than 2 times greater than the next highest rate, among people 80 to 84 years of age. (Linn County Community Health Needs Assessment, 2018)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Create community awareness in recognizing the vital role the aging population contributes to the overall health of the communities we serve.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>By revitalizing aging awareness, perceptions, advocacy, services, workforce, and sense of connectedness; we honor and strengthen the contributions of our aging population in our community.</td>
</tr>
<tr>
<td>Measure</td>
<td>Developing</td>
</tr>
</tbody>
</table>
### Strategy 1: Provide awareness and easily accessible aging services.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| Integrate St. Luke's and Abbe Aging services for seamless community facing navigation. | • Coordinated website of available UnityPoint aging services.  
• Provide interactive video on the web to show services and how to navigate.  
• Cross educate staff on available aging services to facilitate easy navigation. |

### Strategy 2: Promote honoring wishes by assisting individuals and their families with completing a personal emergency checklist.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote ease of mind through upfront emergency planning.</td>
<td>• Complete and implement a personal emergency checklist and campaign.</td>
</tr>
</tbody>
</table>

### Strategy 3: Promote prevention to help keep people healthy while aging in place.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess individuals for falls risk.</td>
<td>• Support implementation of system-wide Falls Risk Identification and Prevention initiative.</td>
</tr>
</tbody>
</table>

### Next Steps

**Action Teams**

During the action phase, action teams convene to develop collaborative action plans related to each strategic issue. Action teams consist of experts in the field, community-based organizations, and community residents. Action teams will align action plans with current community initiatives as much as possible, or form new groups if necessary. Together! Healthy Linn will work together with other regional and state partners to implement common strategies as they align with regional and state health improvement efforts.

**Monitoring progress**

The MAPP Core Group monitors action plan progress and publishes performance dashboards annually. During the action phase, continued engagement and communication with community partners will continue. The CHIP will be revised as appropriate. Action plan updates and progress reports will be available at [http://www.linncounty.org/753/Together-Healthy-Linn](http://www.linncounty.org/753/Together-Healthy-Linn).
Part 3: Together! Healthy Linn

About Together! Healthy Linn
Together! Healthy Linn is a community collaborative that informs and oversees the CHA-CHIP process for all of Linn County. Together! Healthy Linn is made up of many different organizations, including hospitals and clinics, not-for-profit agencies, and governmental organizations. Figure 4 depicts the relationship of Together! Healthy Linn efforts within the broader Linn County community.

Figure 3 Together! Healthy Linn Organizational Model
Acknowledgements
The Community Health Improvement Plan, prepared and presented by Together! Healthy Linn, reflects the contributions of many of the participating groups and individuals, but does not necessarily reflect the position of any particular organization or individual. In addition to members, various boards, committees, and subject matter experts within the community also provided input on plan development activities. The following individuals and organizations have dedicated their time and expertise to the identification of strategic issues and development of the CHIP.

MAPP Core Group
The MAPP Core Group designs and plans the CHA-CHIP process according to the MAPP framework.

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaitlin Emrich*</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Amy Hockett*</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Tricia Kitzmann</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Melissa Monroe</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Robin Raijean</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Katie Reasner*</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
<tr>
<td>Rachel Schramm</td>
<td>Linn County Public Health</td>
<td></td>
</tr>
</tbody>
</table>

*Lead authors of the 2019-2021 Linn County Community Health Improvement Plan

Steering Committee
The steering committee guides and oversees the CHA-CHIP process.

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Hanson</td>
<td>Alliant Energy</td>
<td>Business</td>
</tr>
<tr>
<td>Joe McHale</td>
<td>City of Marion Police Department</td>
<td>Criminal Justice &amp; Law Enforcement</td>
</tr>
<tr>
<td>Nichelle Cline</td>
<td>Kirkwood Community College</td>
<td>Education</td>
</tr>
<tr>
<td>Stephanie Neff</td>
<td>Cedar Rapids Community School District</td>
<td>Education</td>
</tr>
<tr>
<td>Mary Tarbox</td>
<td>Mount Mercy University</td>
<td>Education</td>
</tr>
<tr>
<td>John Harris</td>
<td>Linn County Board of Supervisors</td>
<td>Elected Officials</td>
</tr>
<tr>
<td>Liz Mathis</td>
<td>State of Iowa Senator</td>
<td>Elected Officials</td>
</tr>
<tr>
<td>Dale Todd</td>
<td>Cedar Rapids City Council</td>
<td>Elected Officials</td>
</tr>
<tr>
<td>Ashley Vanorny</td>
<td>Cedar Rapids City Council</td>
<td>Elected Officials</td>
</tr>
<tr>
<td>RaeAnn Gordon</td>
<td>Iowa State University Extension &amp; Outreach</td>
<td>Environmental Organization</td>
</tr>
<tr>
<td>Ronda Anderson</td>
<td>Bethany Lutheran Church</td>
<td>Faith Community</td>
</tr>
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<td>Pramod Dwivedi</td>
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<td>Government</td>
</tr>
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<td>Sandi Fowler</td>
<td>City of Cedar Rapids</td>
<td>Government</td>
</tr>
<tr>
<td>Melissa Cullum</td>
<td>Mercy Medical Center</td>
<td>Medical Providers</td>
</tr>
<tr>
<td>Joe Lock</td>
<td>Eastern Iowa Health Center</td>
<td>Medical Providers</td>
</tr>
<tr>
<td>Lori Weih</td>
<td>UnityPoint Health: St. Lukes Hospital and Jones Regional Medical Center</td>
<td>Medical Providers</td>
</tr>
<tr>
<td>Kathy Horan</td>
<td>AbbeHealth</td>
<td>Mental Health &amp; Aging</td>
</tr>
<tr>
<td>Barb Gay</td>
<td>Area Substance Abuse Council</td>
<td>Substance Abuse</td>
</tr>
<tr>
<td>Lynda Waddington</td>
<td>The Gazette</td>
<td>Media</td>
</tr>
<tr>
<td>Karla Twedt-Ball</td>
<td>Greater Cedar Rapids Community Foundation</td>
<td>Philanthropy</td>
</tr>
<tr>
<td>Leslie Wright</td>
<td>United Way of East Central Iowa</td>
<td>Philanthropy</td>
</tr>
</tbody>
</table>
Goal and Strategy Teams
Goal and Strategy Teams were identified and invited to participate in the Formulate Goal and Strategy phase by steering committee members and the MAPP Core Group.

Mental Health
Amy Hockett Linn County Public Health
Ann Alliger Mercy Medical Center
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Barb Gay Area Substance Abuse Council
Blake Stephenson Tanager Place
Carol Meade UnityPoint Health
Chris Kivett-Berry Early Childhood Iowa
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Katie Reasner Linn County Public Health
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Laura Columbus United Way of East Central Iowa
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Stephanie Schrader City of Cedar Rapids
Sunshine McDonald Marion Police Department
Tricia Kitzmann Linn County Public Health
Wendy Stokesbury Kingston Therapy

Obesity
Alex Schuerman Mercy Medical Center
Amy Hockett Linn County Public Health
Barbara Maring Linn County Resident
Cindy Fiester Linn County Public Health
Diana Cera Linn County Resident
Emmaly Renshaw  YMCA
Eric Holthaus  City of Cedar Rapids
Erin Raftery  Eastern Iowa Health Center
Hayley Hegland  Linn County State Innovation Model Community Care Coordination
Heather Rittgers  Whole Health by Heather
Holly White  UnityPoint Health
Joe Lock  Eastern Iowa Health Center
Kaitlin Emrich  Linn County Public Health
Katie Reasner  Linn County Public Health
Kesha Billings  City of Marion
Kristen Peyton  Linn County Early Childhood Iowa
Les Beck  Linn County Planning and Development
Melissa Cullum  Mercy Medical Center
Nancy Alderdyce  Marion Independent School District
Rebecca McDowell  Linn County Resident
Ronda Anderson  Bethany Lutheran Church
Sara Claeys  Mercy Medical Center
Stephanie Neff  Cedar Rapids Community School District
Stephanie Schrader  City of Cedar Rapids
Tricia Kitzmann  Linn County Public Health

Safety
Amy Hockett  Linn County Public Health
Ashley Balius  Linn County Community Services
Bernard Clayton  1Strong
Chad Colston  Linn County Sheriff’s Office
Chris Dyer  Marion Independent School District
Christine Lehman-Engleow  Moms Demand Action
Joe McHale  Marion Police Department
Kaitlin Emrich  Linn County Public Health
Karen Thornton  Linn County Public Health
Karla Twedt-Ball  Greater Cedar Rapids Community Foundation
Katie Reasner  Linn County Public Health
Linda Topinka  1Strong
Melissa Cullum  Mercy Medical Center
Nancy Alderdyce  Marion Independent School District
Robin Raijean  Linn County Public Health
Sandi Fowler  City of Cedar Rapids
Sunshine McDonald  Marion Police Department
Tony Robinson  Cedar Rapids Police Department
Tricia Kitzmann  Linn County Public Health
Wayne Jerman  Cedar Rapids Police Department
Part 4: Appendices

Glossary

Health Equity
Promoting the opportunity for each person to achieve full health potential, regardless of social position or other social circumstances.

Policy, Systems, and Environmental Change
Incorporating efforts to change public policies, procedures, and practices, and fostering community environments that support healthy living.

Populations Disproportionately Impacted
Inequities or differences in incidence, prevalence, mortality, burden of disease, or other health conditions among certain populations.

Sector
An area of the community or economy which share a related product or service or which share similar operating characteristics.

Social Determinants of Health
Conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes.

Violent Crime Rate
Composed of four offenses including murder and non-negligent manslaughter, rape, robbery, and aggravated assault.

Additional Resources
Healthy People 2020
https://www.healthypeople.gov/

- 2015 Local Public Health System Assessment
- 2018 Forces of Change Assessment
- 2018 Community Themes and Strengths Assessment
- 2018 Community Health Status Assessment

Mobilizing for Action through Planning and Partnerships (MAPP)

National Association of County and City Health Officials (NACCHO)
https://www.naccho.org/

National Prevention Strategy
https://www.surgeongeneral.gov/priorities/prevention/strategy/index.html

The State of Obesity
https://stateofobesity.org/

Together! Healthy Linn
http://linncounty.org/753/Together-Healthy-Linn

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