

# HEALTH STRATEGY BUREAU

DAVIS COUNTY  
HEALTH DEPARTMENT

# 2023

IMPACT REPORT

# The Health Strategy Bureau's

## Mission

Pursue health equity with a commitment to address the causes and conditions leading to health inequities and, in turn, reduce health disparities.

## Vision

All Davis County residents can achieve their full potential for health and well-being.

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# 2023 At-A-Glance

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## Build Internal Infrastructure to Advance Health Equity

Provided **4** internal staff trainings supporting the Davis County Health Department's strategic plan

Created the **DCHD Health Equity Lens**, a tool for incorporating health equity into our work

## Assess and Share Data

Completed **6** community assessments, including the 3rd **Davis4Health Community Health Assessment**

Hosted the **Utah Healthy Index Webinar**

Created **22** videos summarizing the Davis4Health Community Health Assessment

Presented at the **Utah Public Health Association Conference** on strategies for collecting community voice

## Engage Community Partners

**90** unique partners engaged

Coordinated and lead **12** community coalitions and collaboratives

Selected **2** new community priorities to be included in the 2024-2029 Davis4Health Community Improvement Plan

# Introduction

The Health Strategy Bureau is a multidisciplinary team working on emerging issues, broad cross-cutting topics, and community priorities. The Bureau, which was formed in 2021, works to address community needs and gaps not addressed by other areas of Davis County Health Department (DCHD). We use a teamwork approach as our standard practice for complex public health issues. Each project and initiative benefits from the expertise of community health educators, community outreach planners, and epidemiologists in consultation with public health system partners and community groups.

The Health Strategy Bureau is responsible for coordinating efforts to advance health equity, which is accomplished in three ways:

1. **Build** employee, department, and community infrastructure and capacity to advance health equity
2. **Assess** and share data
  - a. Lead the *Davis4Health Community Health Assessment (CHA)*
  - b. Incorporate community voice and lived experience of residents
3. **Engage** and convene community members and partners
  - a. Lead Davis4Health, the county's health and equity improvement collaborative, which guides community health improvement processes including the *CHA* and *Community Health Improvement Plan (CHIP)*

In June of this year, an organizational change moved the community health workers out of the Bureau to facilitate more internal support for DCHD. Our Bureau continues to work closely with community health workers, who are frontline advocates with cultural expertise, to reach historically underserved and underrepresented community groups.

This year we worked to complete and publish the *2023 Davis4Health CHA*, which describes the health status of the Davis County community and identifies health disparities. Twenty-two brief videos were created to highlight the content of the *CHA* in an accessible format. The *CHA* helped guide the selection of community priorities to be included in the *2024-2028 Davis4Health CHIP*. The priorities are to strengthen protective factors by (1) improving mental, emotional, and social well-being, and (2) improving access to resources and services. Our team leads 12 community collaborations to strategically align the work of health and human services organizations throughout the county.

We also finalized the health department's *Health Equity Lens*, a tool to support employees as they incorporate health equity into their work.

It's our pleasure to support the Department and the community through these efforts.



**Isa Perry, MPH, CHES®**  
*Health Strategy Bureau Manager*



Visit us at our website: [daviscountyutah.gov/health/strategy](https://daviscountyutah.gov/health/strategy).

# Definitions

The Health Strategy Bureau is responsible for coordinating efforts to advance health equity. Below are some key equity-related terms used in this report. In 2022, the image to the right was chosen by Davis4Health, Davis County's community health and equity improvement collaborative, to convey what equity means.

## Health Equity:

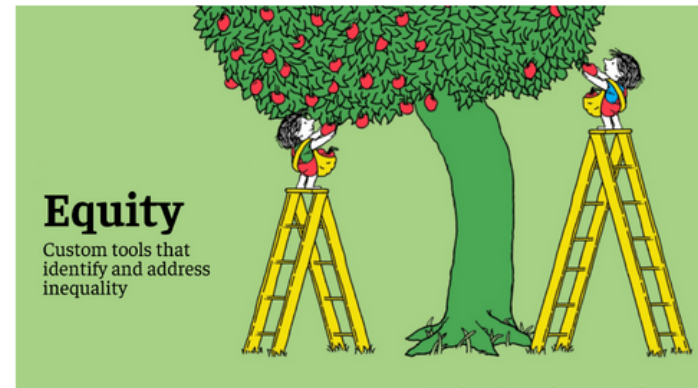
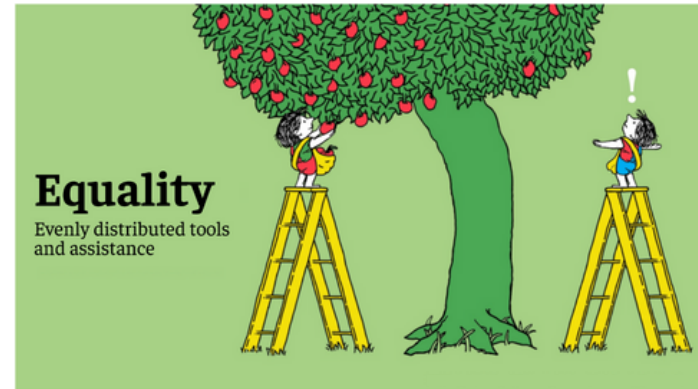
When every individual has a fair and just opportunity to live their healthiest life. It doesn't matter who they are, where they live, or how much money they have.

## Health Inequity:

The uneven distribution of resources; barriers that limit access to community resources and opportunities. Inequities lead to, and are reflected in, disparities.

## Health Disparities:

Avoidable, unfair, and unjust differences in health outcomes.



# Values & Guiding Statements

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These values guide the Health Strategy Bureau's health equity work. They do not have simple definitions. They are broad, complex concepts which can be understood and practiced in different ways. They are high ideals that require continual development as we strive to live them.

## Compassion

We believe in our shared humanity and treat ourselves and others with kindness.

## Hope

We approach our work with patience, perseverance, and optimism for the future.

## Humility

We commit to continuous learning with and from each other.

## Integrity

We hold ourselves accountable to the community we serve and represent.

## Respect

We recognize the human rights, perspectives, and experiences of others.

# Members of the Health Strategy Bureau



**Isa Perry**  
*MPH, CHES®*  
Bureau Manager

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Community Engagement  
Davis4Health Coordinator  
Prevention Science  
Strategic Planning



**Marcie Clark**  
*BS, CHES®*  
Community Outreach Planner

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ACEs & Trauma  
Housing  
Human Services



**Teresa Smith**  
*BS, CHES®*  
Community Outreach Planner

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Mental Health  
Suicide Prevention



**Travis Olsen**  
*BS, MCHES®*  
Community Outreach Planner

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Accessibility  
Davis Links Resource Forum  
Food Environment  
Spanish Speaker



**Logan Hyder**  
*MPH*  
Lead Epidemiologist

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Community Health  
Assessment (CHA)  
Data Modernization  
GIS Mapping



**Cody Mayer**  
*MPH*  
Epidemiologist

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Equity Data Specialist  
GIS Mapping  
Qualitative Data Analysis



**Lori Greene**  
*BS, CHES®*  
Community  
Health Educator

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Bureau Collaboration &  
Logistics



**Claire Shiple**  
*BA, BS*  
Community  
Health Educator

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Equity Evaluator  
Project Management  
French and Spanish Speaker





Lori Greene and Claire Shiple

## Community Health Educators

Community health educators work with individuals, families, communities, and organizations to create, implement, and analyze strategies that promote health and well-being.

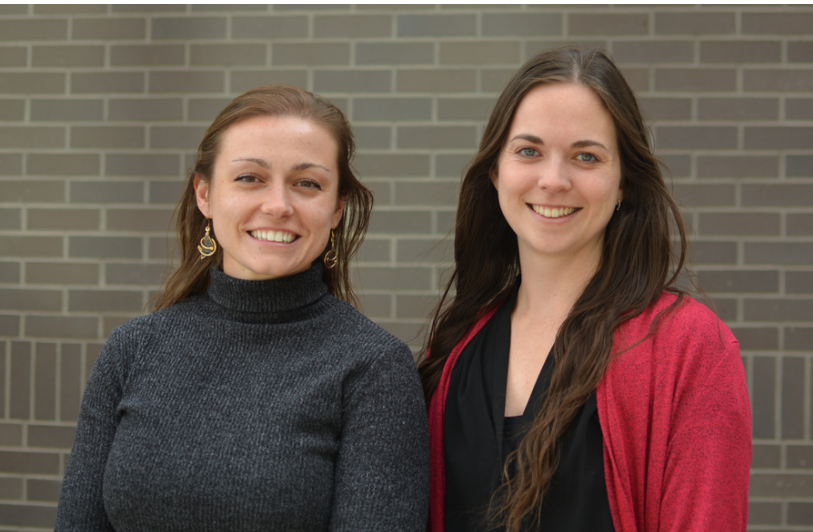
The National Commission for Health Education Credentialing lists *Eight Areas of Responsibility* that define the role of a health education specialist:

1. Assessment of Needs and Capacity
2. Planning
3. Implementation
4. Evaluation and Research
5. Advocacy
6. Communication
7. Leadership and Management
8. Ethics and Professionalism

Community health educators are versatile and possess a range of skills. They assist in many, if not all, Health Strategy Bureau initiatives.

Highlights of this year include completing the [2023 LGBTQ+ Population Health Report](#) and the [2023 Community Resilience Assessment](#); creating and sharing the [2023 Davis4Health Community Health Assessment videos](#); and creating the [DCHD Health Equity Lens](#).

We would like to acknowledge the contributions of Kaycee Batt and Hillary Christensen, who have moved on to new opportunities!



Logan Hyder and Cody Mayer

## Epidemiologists

Epidemiologists are technical experts who collect and analyze data so community partners and leaders along with DCHD programs can make informed decisions. They help turn numbers into action and make data approachable.

Public health practice emphasizes assessment to identify the challenges and strengths that impact a population's health. Epidemiologists lead the design, collection, and analysis of data for assessment processes. They also serve as consultants to DCHD programs on data collection, protection, analysis, interpretation, and visualization.

Highlights of this year include the release of the [2023 Davis4Health Community Health Assessment](#); presenting at the Utah Public Health Association conference on "Strategies for Collecting Community Voice"; presenting the Utah Healthy Places Index webinar; training staff on data interpretation; the kick-off of the Data Modernization Initiative; and the release of the [2023 Community Equity Assessment](#).

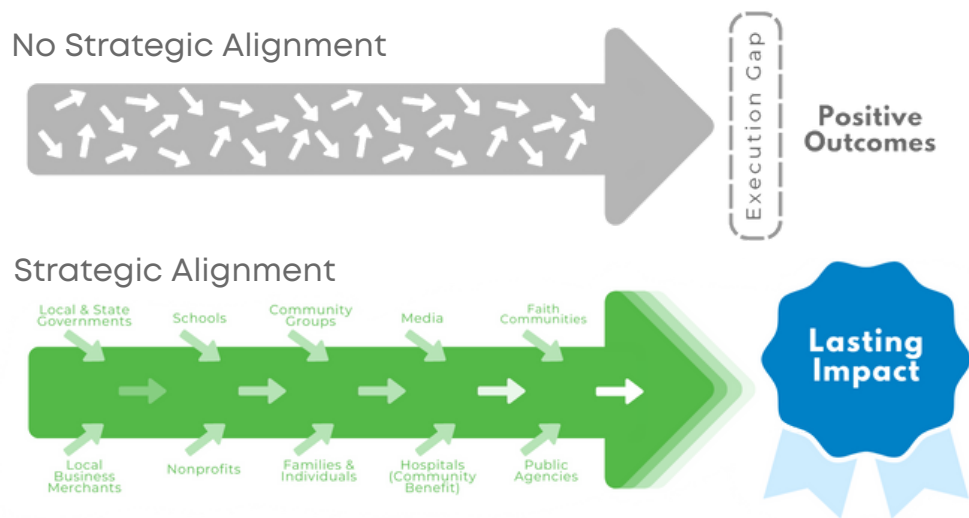
# Community Outreach Planners

Community outreach planners are community health strategists who lead collaborations across multiple sectors. They help facilitate alignment to address the county's top health improvement priorities.

Modern community health priorities are complex, rooted in the conditions in which people are born, live, work, worship, and age. They are addressed in some way by many community and public health system partners. Current public health practice emphasizes engaging these partners to strategically align (see image below) and improve health through policy, environmental, and system-level actions. Community outreach planners work with community members and partners from many organizations and institutions such as human services, healthcare, education, faith groups, emergency responders, cities, and nonprofits. Structured coalitions, workgroups, committees, councils, and networks identify and address the health needs of the community, create strategic plans, and monitor progress. Community outreach planners explore ways to focus community resources on improving specific health outcomes, especially among those with the greatest need. a public health professional that ensures population health activities address community health needs and priorities. They build effective working relationships with many sectors to impact system-level changes.

Highlights of this year include the organization of the [2023 Davis County Resilience Symposium](#) and the [2023 Davis4Health Equity Symposium](#); the release of the [2023 Housing Environment Assessment](#) and the [2023 Food Environment Assessment](#); receiving the Social Determinants of Health Accelerator Grant for the development of a resource locator; the development of the [2024-2028 Davis4Health Community Health Improvement Plan](#); and the formation of the Community Suicide Postvention Workgroup.

## Can Davis County Use the Power of Strategic Alignment?



Adapted from Power of Strategic Alignment, by M. Mason, 2015



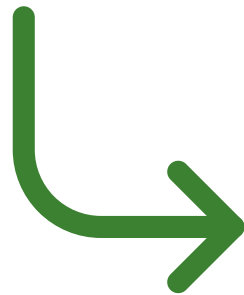
Isa Perry, Marcie Clark, Teresa Smith, and Travis Olsen


# Build Internal Infrastructure to Advance Health Equity

This section outlines the Bureau’s contributions to building internal infrastructure at DCHD to better advance health equity. This includes carrying out strategic plan assignments, securing grant funding that aligns with goals, and leading and participating in internal committees.

## Strategic Plan

The Health Strategy Bureau has the responsibility to carry out an assignment in the Department’s 2023-2027 Strategic Plan.





**STRATEGIC PRIORITY #1**  
*Healthy Communities*

**Goal 1:** *Create a workplace foundation based on policies and systems focused on healthy communities*

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*Strategy 1: Assigned to Health Strategy Bureau*

- Train all employees on the strategy principles of utilizing **data**, incorporating **health equity**, using a **prevention** first approach, incorporating **health in all policies**, and **advocating** for public health and the aging community.

The Bureau worked collaboratively with department leaders to refine the meaning of each of the five principles contained in the strategy.

<b>UTILIZE DATA</b>	Data is information and statistics related to various aspects of population health including outcomes, risk factors, behaviors, demographic characteristics, community conditions, and more. A variety of data types should be analyzed and used to inform the decision-making process.
<b>INCORPORATE HEALTH EQUITY</b>	Health equity means every individual has a fair and just opportunity to live their healthiest life. Health equity considers all factors that may be a part of a person’s health status.
<b>USE A PREVENTION FIRST APPROACH</b>	Prevention aims to avoid and mitigate disease, injury, and harm by increasing protective factors and decreasing risk factors.
<b>INCORPORATE HEALTH IN ALL POLICIES</b>	Health in All Policies is a collaborative approach that considers health in policy-making across government, social, and business sectors.
<b>ADVOCATE FOR PUBLIC HEALTH</b>	Advocating for public health means promoting the value of the services our department provides and connecting the community to resources.

# Build Internal Infrastructure to Advance Health Equity

## Strategic Plan Progress Highlights

### Standard Approach For Developing & Implementing Public Health Activities

The Bureau contributed to the 2023 update of the *Standard Approach For Planning Public Health Programs & Activities* by reviewing the previous version and providing feedback about how to incorporate the Centers for Disease Control and Prevention's *Inclusive Communication Principles* and additional resources. Bureau staff helped make revisions to the document, developed training materials, and served on the training team for two staff trainings that reached 68 employees.

### DCHD Health Equity Lens

The Bureau developed the *DCHD Health Equity Lens*. The tool was reviewed by the Equity Committee and an external reviewer before being finalized. The *DCHD Health Equity Lens* is a tool to support DCHD employees as they incorporate health equity into their work. It explains why and how we look at the potential positive and negative impacts of policies, plans, programs, services, and messaging.

### Protective Factor Training

The Bureau developed and piloted a Shared Protective Factor training. The objectives were to (1) describe the application of risk and protective factor concepts taking place in Davis County; (2) illustrate how protective factors are experienced in Davis County and current strategies to improve them; (3) explore Davis County protective factor frameworks; (4) consider ways to incorporate protective factors into community health improvement processes; and (5) reinforce prevention science.



## Grants

### Health Disparities Grant

This funding has been used to address organizational capacity and build internal infrastructure to advance health equity and reduce the health disparities that were illuminated during the COVID-19 pandemic among populations at higher risk and that are underserved. Activities focus on:

- Increasing and improving data collection and reporting for populations experiencing a disproportionate burden of disease, illness, and death
- Building, leveraging, and expanding infrastructure
- Supporting disease prevention and control
- Mobilizing partners and collaborators to advance health equity and address social determinants of health as they relate to health disparities

### Disability Grant

Continued funding from the Utah Department of Health and Human Services has been used to improve the health of people with mobility limitations and intellectual/developmental disabilities. This enabled the Bureau's staff to create guidelines for making accessible documents for various assessments. It also provided a couple of staff the opportunity to attend training on web accessibility. This training led to initial conversations on how to improve web accessibility on the health department and county web pages.

### Social Determinants of Health Accelerator Grant

With support from staff in the Community Health Services Division, the Bureau applied for and was awarded funds to develop and pilot a custom, web-based resource directory. This project will facilitate connection of the Davis resource network, including resources, staff, and the public. It also provides support for activities included in the *2024-2028 Davis4Health Community Health Improvement Plan (CHIP)* to improve access to resources and services.

### Comprehensive Suicide Prevention Grant

This state funding supports suicide prevention coordination in the county. Two coordinators, one from the Bureau and one from the Community Health Services Division, coordinate suicide prevention, intervention, and postvention efforts in Davis County. The grant supports activities such as screening events, gatekeeper training, means safety projects, community partner mini-grants, and partner meetings.

# Build Internal Infrastructure to Advance Health Equity

## Internal Committees

The Bureau supports the programs and services of DCHD, represents community voice, and uses an equity lens while participating on internal committees. The Bureau leads six internal committees and supports other DCHD teams, with at least one staff member participating in each.



**CHA COMMITTEE**

**Pictured (left to right, top to bottom):** Melissa Kletzli, Dave Spence, Cody Mayer, Austin Andrews, Jessica Lowder, Julia Bentley, Matt McCord, Michelle Bell, Nancy Robinette, David Stephenson, Travis Olsen, Claire Shiple, Aimee Dussol, Logan Hyder, Lali Quiballo  
**Not pictured:** Mikayla Wentz, Isa Perry

### Committees Led by the Bureau

#### Community Health Assessment (CHA) Committee

- With members representing each division in the Department, the purpose of the CHA Committee (pictured) is to provide ongoing internal guidance and contributions to the development and promotion of the *Davis4Health CHA*.
- The group also provides feedback on efforts related to ongoing assessments and department training content related to data.

#### Community Health Improvement (CHIP) Team

- This team existed to coordinate efforts in the *2019-2023 CHIP* among Health Strategy Bureau and Community Health Services Division staff.
- As the 5-year plan has concluded, the team will no longer meet in 2024.

#### Data Modernization Initiative (DMI) Team

- In response to national and state data modernization efforts, DCHD formed a DMI Team consisting of department staff with experience in leadership, data systems, and performance improvement. The team also includes members from the Information Systems Department.
- The goal of the team is to define and implement data modernization at the local level.



# Build Internal Infrastructure to Advance Health Equity



**EQUITY COMMITTEE**

**Pictured (left to right, top to bottom):** Cody Mayer, Jolene Smith, Kristen Peer, Isa Perry, Trevor Warner, Celina Diaz, Daniela Macias, Claire Shiple, Aileen Palma, Danty Marshall, Ana Campbell, Travis Olsen, Kaylee Crossley, Lali Quiballo  
**Not pictured:** Austin Andrews, Carmen Luna, Dave Spence, Lori Greene

## Equity Committee

- In 2023, this committee (pictured) chose a vision statement: respect, value, and support for all. It held “equity conversations” with each division in DCHD. The findings and action items were compiled in an internal report.
- This year’s cultural spotlights highlighted Kuna culture (Panama), Scotland, the Philippines, a trip to Korea, Memorial Day, caring for Black birthers, Pioneer Day, France, Cleveland, and Brazil. Guest presenters were Tami Pyfer (UNITE - The Dignity Index) and Oscar Ames (Midtown).
- In 2024, the purpose of the committee will be to promote an inclusive and equitable workplace for all DCHD employees and provide workforce development recommendations for training staff about health equity.

## Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Workgroup

- The group met for a final time early in the year to review and finalize the 2023 LGBTQ+ Population Health Report.
- The group continues to share training opportunities and resources available for public health professionals and allies of LGBTQ+ communities. *The LGBTQ+ Resource Directory* can be found at [directories.davis4health.org](https://directories.davis4health.org).

## Resource Directory Workgroup

- The group began meeting and planning to upgrade the Davis4Health Resource Locator.
- The group has moved in the direction of working with Information Systems to develop an entirely new web-based resource directory to facilitate connection of the Davis County resource network, including resources, staff, and the public. Funds from the Social Determinants of Health Accelerator Grant are being used in this effort.

## Committees Supported by the Bureau

- Communications Task Force
- Management Team
- Performance Management & Quality Improvement (PM/QI) Team
- Preparedness Advisory Team
- Reaccreditation Team
- Strategic Plan Team
- Workforce Development Team

# Assess and Share Data

The Bureau's data-related efforts in 2023 supported DCHD leaders and community partners in making informed decisions. These efforts also aligned with the "Utilize Data" principle of DCHD's [2023-2027 Strategic Plan](#). Data-related activities included synthesizing existing data sources, collecting quantitative and qualitative data from the community, fostering data-sharing relationships, advocating for data security and accuracy, and promoting a culture of continual assessment.

## Data Collection and Reporting

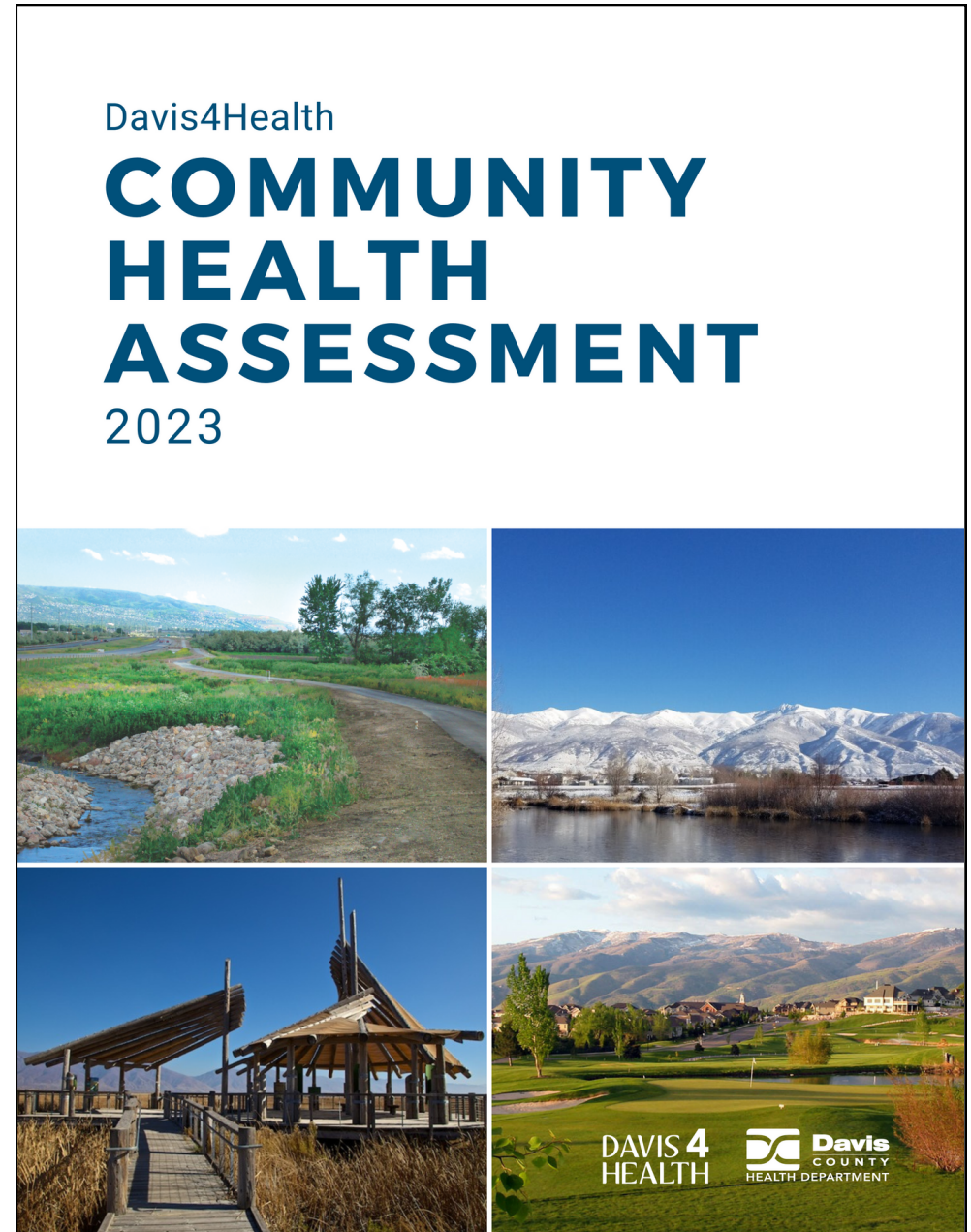
Assessment is an essential form of collecting and reporting data. In 2023, the Bureau's staff led six community assessments, one internal assessment, and one data snapshot. Additionally, Bureau staff supported other divisions in the collection and reporting of data for four projects. These included the *COVID-19 After-Action Report* and coffee table book, along with key informant interviews and a health assessment for Senior Services.

## Community Reports

A culture of continual assessment ensures public health efforts are data-driven and that data are accessible to the community. The Bureau's community reports are available on the [Reports & Assessments](#) webpage of DCHD's website.

## 2023 Davis4Health Community Health Assessment

A community health assessment (CHA), compiles data and resources that tell the story of a community and lays a foundation to improve the health of the population. In Davis County, a CHA is conducted every five years by its community health and equity improvement collaborative, called Davis4Health, which includes 60 partner organizations with DCHD as the backbone. The *2023 Davis4Health CHA* identifies strengths, assets, and gaps through population-level data. This data is collected in the form of numbers and statistics, as well as community voice and lived experiences. Sharing these results with community partners and leaders helps them prioritize issues, choose strategies, and direct resources to improve the health of the population. The most recent version of the *CHA* (2023) is available at [cha.davis4health.org](http://cha.davis4health.org) and the [Reports & Assessments](#) webpage of DCHD's website.

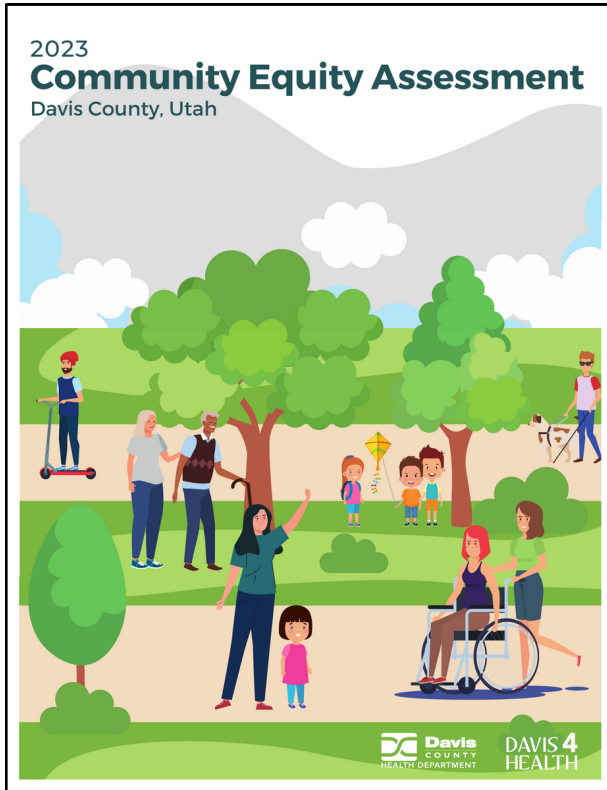


Davis4Health

# COMMUNITY HEALTH ASSESSMENT

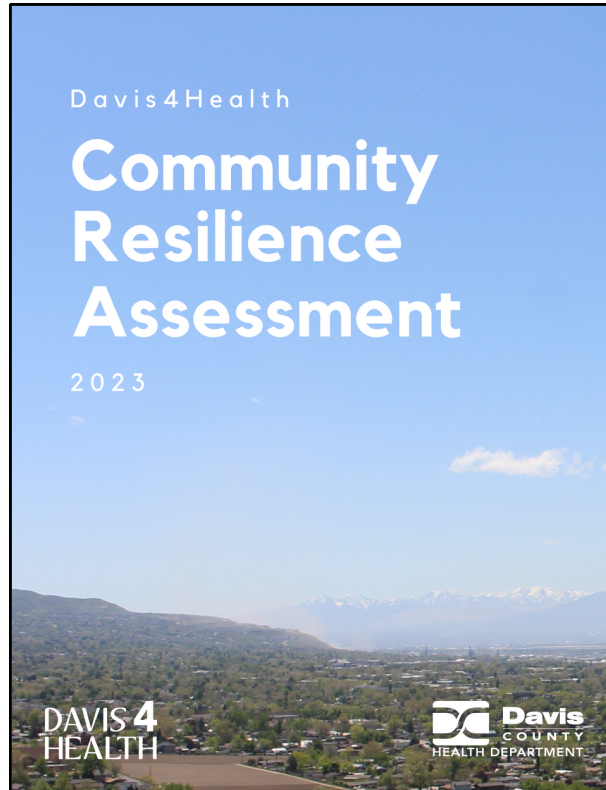
2023

# Assess and Share Data



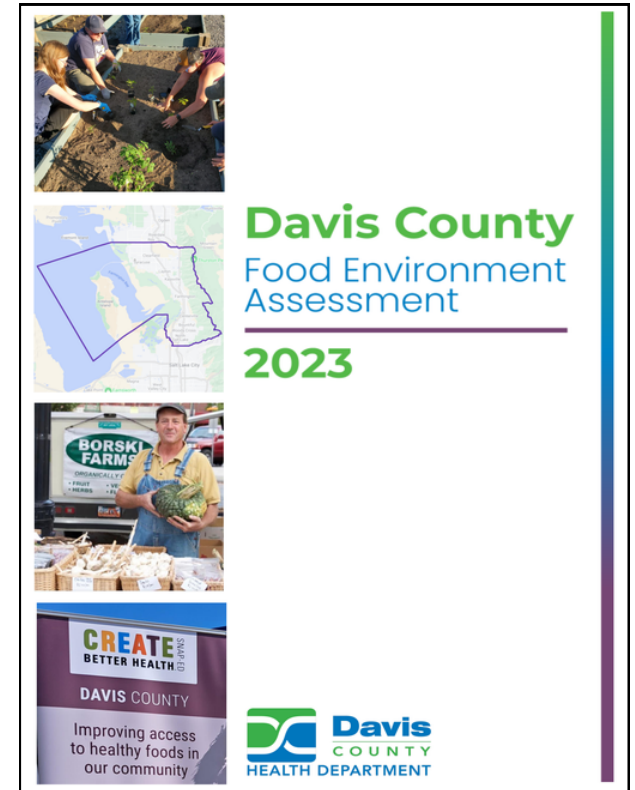
## Community Equity Assessment

The purpose of this assessment was to assess how structural drivers (people, places, and opportunities) impact health equity in Davis County. A survey was collected from 136 community partners and service providers, and nine focus groups were held with 76 community members. The focus groups aimed to collect perceptions, perspectives, and lived experiences from those who felt underserved or underrepresented where they lived. This assessment identifies strengths and opportunities for improvement and explores the root causes of inequities in Davis County.



## Community Resilience Assessment

Resilience is the ability to bounce back from life's challenges. This assessment explores the individual characteristics, relationships and social skills, and connection to the community that make up resilience. The assessment includes survey results from 1,175 Davis County residents, including residents from every city and many ages. Over 50 partners assisted in sharing the survey.

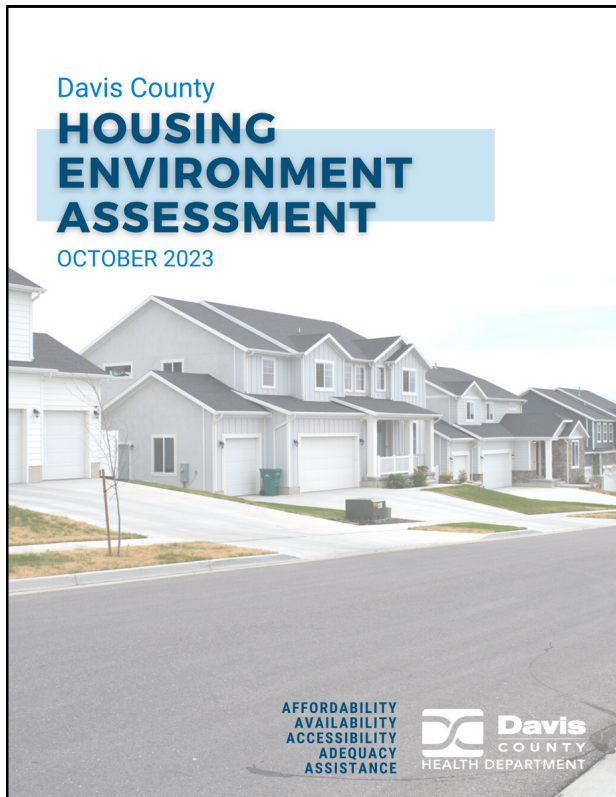


## Food Environment Assessment

The food environment is the interaction between people and food systems. This assessment identifies threats, strengths, and areas of improvement for the food environment in Davis County and provides recommendations to address needs. It also explores the COVID-19 pandemic's impact on the food environment, includes community input, and provides up-to-date resources.



# Assess and Share Data



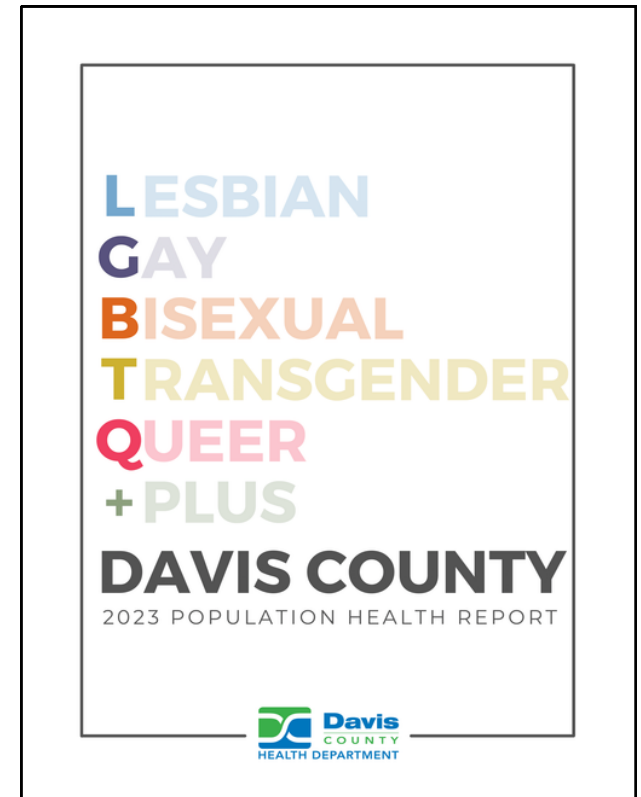
## Housing Environment Assessment

This assessment provides a snapshot of housing in Davis County in the following areas: affordability, availability, accessibility, adequacy, and assistance. The assessment also includes housing challenges, gaps, barriers, recommendations, data on homelessness, and community resources.



## Informatics-Savvy Health Department Self-Assessment

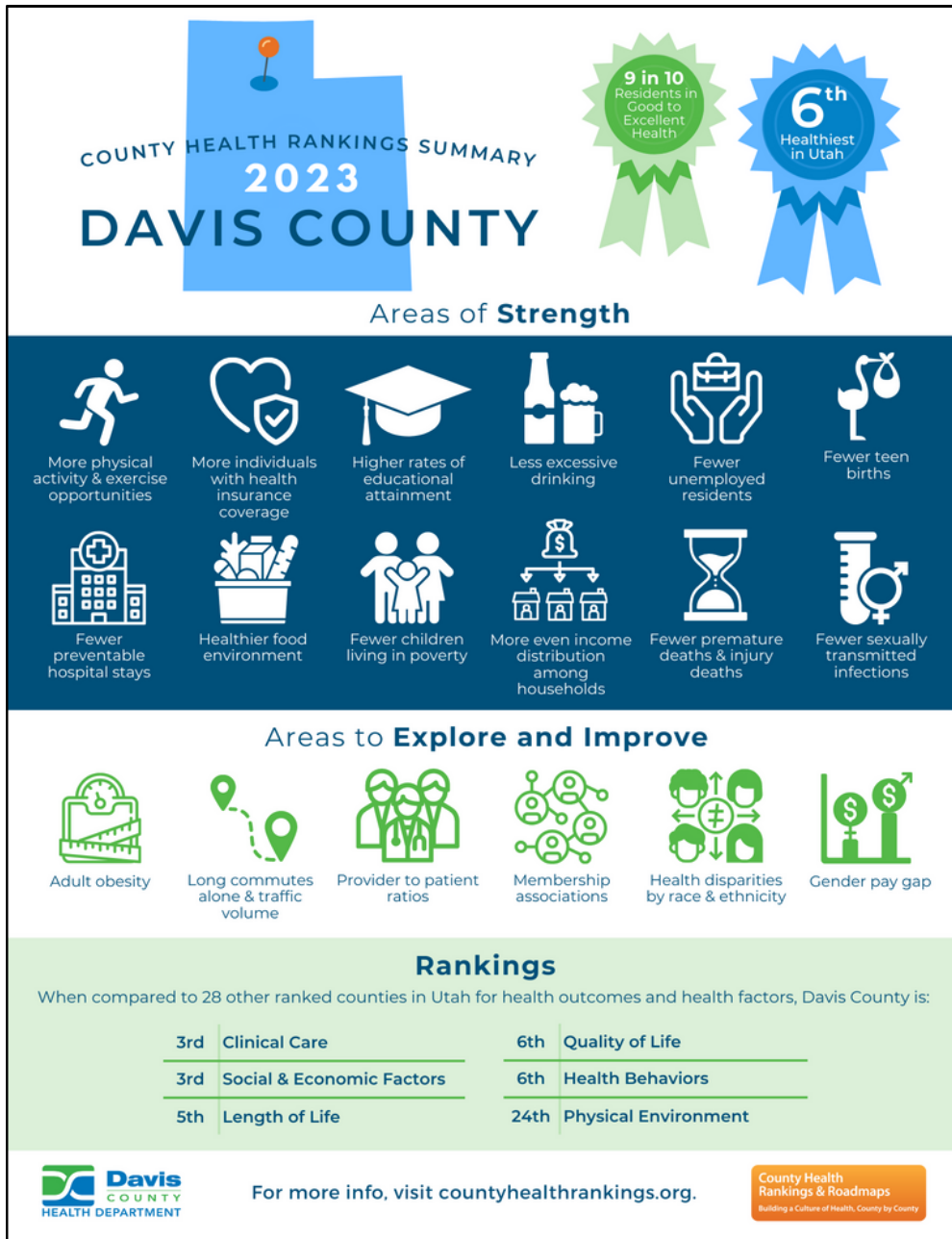
As part of DCHD's efforts for the Data Modernization Initiative (DMI), department-wide capacity for informatics related to policy, infrastructure, and workforce was evaluated using an assessment tool from the Public Health Informatics Institute. The results of this internal assessment identified areas for improvement along with strengths, which will inform the creation of a DMI strategic roadmap in 2024.



## LGBTQ+ Population Health Report

This report sheds light on the challenges and successes related to the factors that influence the health of individuals in Davis County who are lesbian, gay, bisexual, transgender, queer, or identify with another gender or sexual minority label (LGBQ+). It includes key facts and population characteristics about the LGBTQ+ community; barriers to accessing care and particular health concerns for this community; a policy summary of legal protections; allyship strategies; educational resources; and a resource directory.

# Assess and Share Data

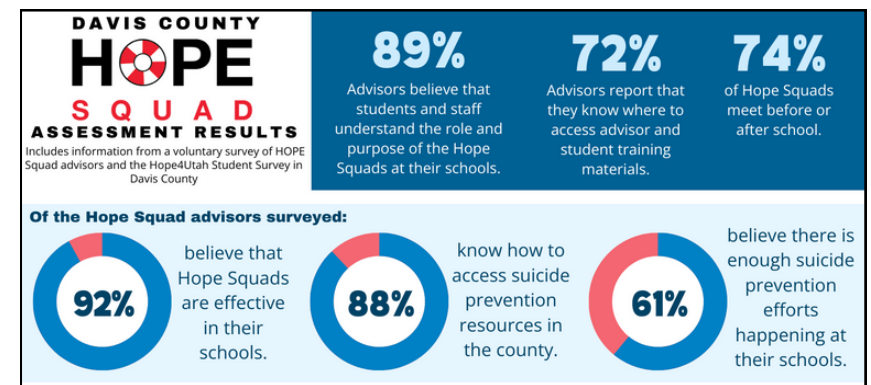


## Annual County Health Rankings & Roadmaps Infographic

This one-page summary (pictured left) of the national county health rankings snapshot conveys strengths and challenges facing health in Davis County, along with a comparison to other counties in the state. The summary is distributed to partners, shared on social media, and informs assessment work each year.

## Hope Squad Assessment

Hope Squads are widely used as a suicide prevention program in Davis County schools. As part of the *2019-2023 Community Health Improvement Plan (CHIP)*, community partners saw a need to evaluate if the program was working as intended. The Bureau and Community Health Services Division worked with Hope4Utah, Davis School District, and Hope Squad advisors to develop a survey and gather information in the spring of 2023. Hope Squad advisors and Hope Squad students participated in surveys and pre/post-tests to provide the data and experiences included in this assessment (a snippet is pictured below).



# Assess and Share Data

## Sharing Data

### Community Health Assessment (CHA) roadshow

- Key highlights from the *CHA* were presented to a variety of groups in 2023, including the Board of Health, Davis4Health partners, all DCHD staff, and the Chamber of Commerce.

### Community Health Assessment (CHA) videos

- With the intent of making *CHA* information more accessible and approachable, the Bureau, Communications Task Force, and Project Management & Quality Improvement team collaborated to release 22 short, closed-captioned videos about each chapter of the *CHA* (pictured right). These videos are available on the [Reports & Assessments](#) page of the DCHD website and as a YouTube playlist at [bit.ly/CHAsummaryvids](https://bit.ly/CHAsummaryvids).

### Utah Public Health Association presentation

- Two staff presented at the 2023 Utah Public Health Association Conference on strategies for collecting community voice (pictured bottom right). Community voice is qualitative data that includes lived experiences, perceptions, and perspectives. The *2023 Community Equity Assessment* and 2022 Resilience Survey were used as success stories.

### Utah Healthy Places Index Webinar

- The Bureau, in coordination with Community Health staff, hosted a one-hour webinar to show partners and DCHD staff how to utilize the Utah Healthy Places Index as a tool for improving community conditions using data and evidence-based policies. Webinar materials and reading are available on the DCHD [Reports & Assessments](#) page.

### Housing Environment Assessment at Davis Links and Local Homeless Council meetings

- At a Davis Links meeting, staff shared data from the *2023 Housing Environment Assessment* and information on where to find housing data using the Utah Healthy Places Index.
- The *2023 Housing Environment Assessment* was shared with the Local Homeless Council.



# Assess and Share Data

## Data Improvements

### Corrections and Advancements

#### Data Modernization Initiative (DMI) efforts:

- This year, the Bureau’s epidemiologist led a team of health department and information systems staff in identifying and planning data improvements related to infrastructure, workforce, and policy improvements so DCHD can function more efficiently in the future and ensure its programs are data-informed.

#### Utah’s Indicator-Based Information System (IBIS) errors:

- The Bureau’s epidemiologists used IBIS heavily to find data for assessments and staff training. This led to the discovery of several system bugs that were submitted to the Department of Health and Human Services (DHHS) for correction.

#### Department of Health and Human Services (DHHS) Immunization data errors:

- While working with DHHS and DCHD’s immunization program to fill data gaps in grant reporting and outreach planning, errors were identified in state immunization coverage reports and submitted to DHHS for correction.

#### Utah Healthy Places Index feedback:

- The Bureau’s epidemiologists supported DHHS Office of Health Promotion in improving its mapping and policy guide tool by identifying errors in environmental data and participating in user focus groups for evaluating the tool.

#### Community Health Assessment (CHA) errors:

- A large document the size of the CHA is not immune to mistakes or needing updates. For that reason, the Bureau created a feedback form and made 29 updates to the online document in 2023.

### New Data Sources

The Bureau facilitated connections with new and existing partners to obtain data that DCHD did not previously have access to.

<b>Utah Department of Health and Human Services (DHHS) Immunization Program</b>	The Bureau obtained USIIS Immunization data by school for kindergarten and seventh grade enrollment, as well as USIIS HPV vaccine and meningococcal vaccine data per demographic group.
<b>Syndromic Surveillance</b>	Syndromic Surveillance is an early warning system that monitors near real-time emergency department and urgent care data. Access was granted to the Bureau’s epidemiologists.
<b>Early Childhood Integrated Data System (ECIDS) Portal</b>	The Bureau’s epidemiologists gained access to Utah’s ECIDS to fill data gaps for the youth population identified by the CHA. To learn more about ECIDS, visit <a href="https://ecids.utah.gov">ecids.utah.gov</a> .
<b>Behavioral Risk Factor Surveillance Survey (BRFSS) Data Requests</b>	Limited BRFSS data is available on Utah’s IBIS. The Bureau’s epidemiologists requested and received county-level data for sleep, the LGBTQ+ population, and caregivers to support its 2023 assessment efforts.
<b>emPOWER</b>	During the spring flooding of 2023, DCHD received emPOWER data. This data can be requested during any emergency to assist with outreach efforts. It is federal Medicaid data representing people who rely on power for medical reasons like oxygen and dialysis. The data informed DCHD’s preparation for any response related to prolonged power outages due to flooding.

# Engage Community Partners

Bureau staff engage and convene community members and partners in numerous ways. The team leads 12 community collaborations to strategically align the work of health and human services organizations throughout the county. Staff participate in an additional 19 coalitions, workgroups, or advisory boards. As a result of these efforts, relationships with partners from 90 community organizations have been developed.

## Coalitions and Collaboratives the Bureau Coordinates and Leads

### Davis4Health

Davis4Health is Davis County's health and equity improvement collaborative with partners from many organizations and sectors working together to improve population health in the community (pictured below). The collaborative was formalized in 2012. DCHD currently serves as the backbone organization of Davis4Health and provides ongoing support to maintain organizational infrastructure and sustain momentum for moving Davis4Health forward. More than 100 individuals from many organizations are involved. They contribute staff time, facilitation and leadership, subject matter expertise, volunteers, guidance and decision-making, advocacy, data, community connections, and use of facilities. Isa Perry is the coordinator and point of contact.

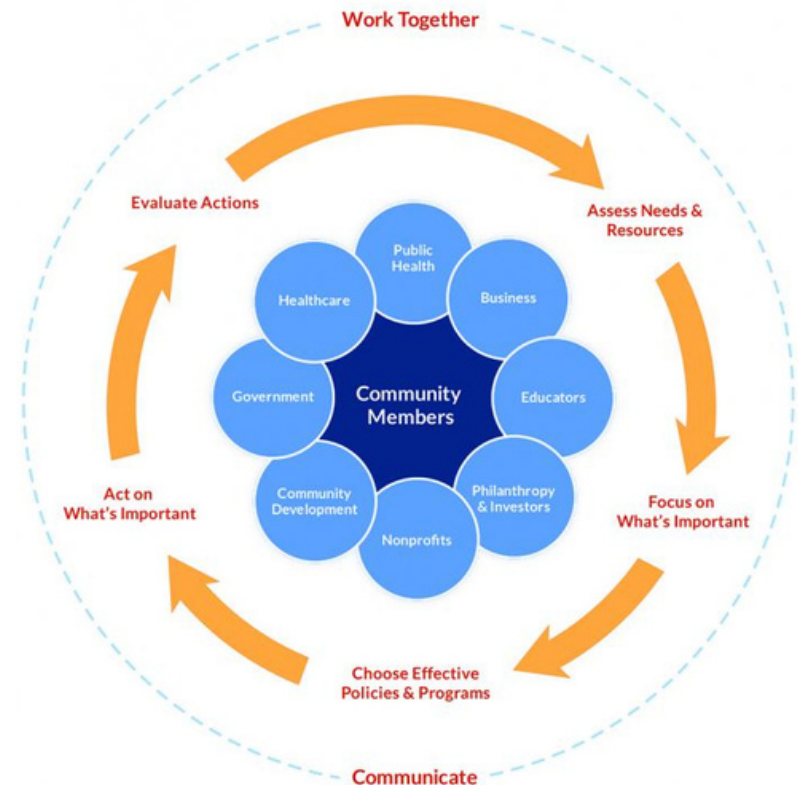
Davis4Health uses the Take Action Cycle (pictured right) from County Health Rankings & Roadmaps to guide the health improvement process. The cycle emphasizes prevention strategies rather than reactive interventions.

### Davis4Health Mission

Improve community health through the power of partnerships, collaboration, and strategic alignment around Davis County's top health priorities.

### Davis4Health Vision

Shared commitment toward a culture of health.



# Engage Community Partners

## Davis4Health Meetings

### Annual Community Health Improvement Plan (CHIP) Celebration

On February 28th, the annual Davis4Health Celebration was held to acknowledge partners for their contributions and to recognize community health improvement progress and successes. The annual [2022 Davis4Health Community Health Improvement Plan Progress Report](#) describes the community's efforts to prevent and reduce suicide, Adverse Childhood Experiences (ACEs) and trauma, and opioid misuse. It is available on DCHD's [Reports & Assessments](#) webpage. In addition to community successes, this document contains data, resources, and links to community prevention activities and behavioral health services.



### Steering Committee Meetings

On May 17th, 53 Davis4Health partners convened to review the newly released *Community Health Assessment (CHA)* (pictured bottom left). Participants discussed priorities to be included in the next CHIP, a 5-year strategic plan for the whole county. Feedback was collected through a variety of methods, including discussions, text, and dot voting, along with an online survey for those unable to attend in person.

On October 17th, 49 partners from 25 agencies convened to review draft content for the *2024-2028 CHIP* presented in logic models. They reviewed a high-level summary of the action plans being proposed to strengthen protective factors by (1) improving mental, emotional, and social well-being and (2) improving access to resources and services. Agencies were able to add their names to *CHIP* activities they will contribute to and have responsibility for. The group also discussed the community resources that exist to help carry out the plan.

### Work Session

On August 24th, a work session was convened to develop the content of the *Davis4Health CHIP* logic model for Priority 2: Improving Access to Resources and Services. Twenty partners attended from 10 organizations.



# Engage Community Partners

## Development of the 2024-2028 Davis4Health Community Health Improvement Plan

After reviewing *CHA* data, partner votes, and discussion notes, two community priorities were proposed. They were vetted through collaborative groups during regular meeting times throughout the summer.

In June, the Davis County Human Services Cabinet was engaged to receive approval for moving forward with the two draft community priorities. They agreed that the priorities represented the Davis County community's needs. It was decided that Davis4Health and the Davis County Human Services Cabinet would align work around the two priorities. The priorities, alignment, and workgroups primarily responsible for implementing the plan are outlined in the image to the right.

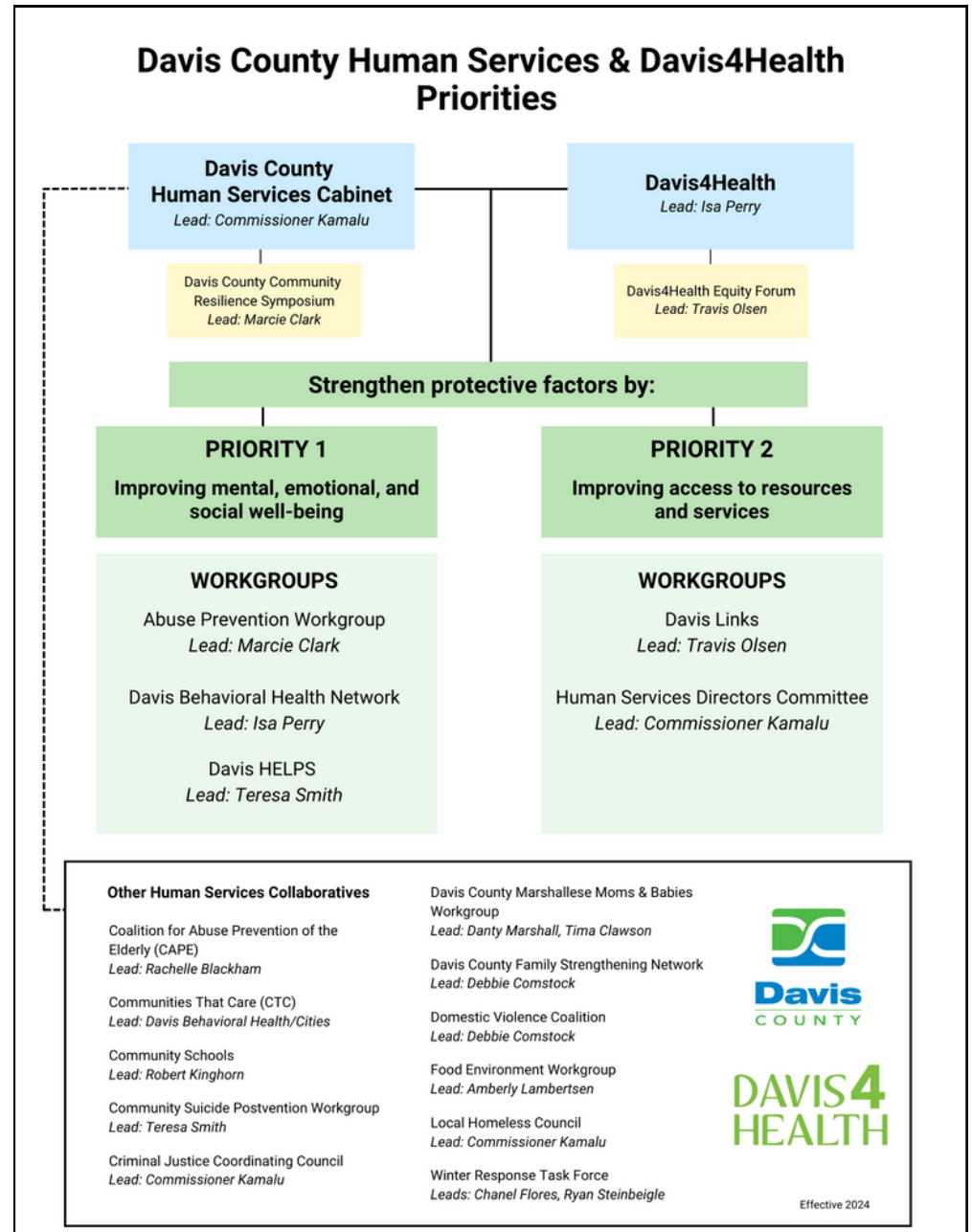
Content developed thus far to be included in the *CHIP* includes situations, strategies, activities, and outcomes. Agencies with responsibility have also been documented and objectives are being finalized.

The *2024-2028 CHIP* is an extension of the work in the previous two plans. The following components set it apart from the previous plans:

- Its priorities have an upstream protective factor focus
- The plan will include equity and trauma-informed principles to guide the implementation approach
- Connection is woven throughout both priorities
- Resilience is an identified outcome of the plan

The *2024-2028 CHIP* will be published and shared with partners and the public in Spring of 2024.

For more information about community improvement efforts visit [about.davis4health.org](http://about.davis4health.org).



# Engage Community Partners

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## Davis Behavioral Health Network

The Davis Behavioral Health Network was formed in 2013 to bring service providers, community-based organizations, and other interested partners together to work on improving access to behavioral health services in Davis County. DCHD and Davis Behavioral Health provide administrative support to the group, which meets quarterly. Isa Perry is the point of contact.

## Davis County Abuse Prevention Workgroup

The Davis County Abuse Prevention Workgroup was formed in 2020 to coordinate abuse prevention efforts, create a prevention strategic plan, align resources, and increase collaboration. The *Davis County Violence, Abuse & Trauma Resource Directory* can be found at [directories.davis4health.org](https://directories.davis4health.org). Meetings take place monthly. Marcie Clark is the point of contact.

## Davis County Food Environment Workgroup

The Food Environment Workgroup includes various community partners that meet monthly to improve food access in Davis County. Travis Olsen is the point of contact.

## Davis County Local Homeless Council

The purpose of the Davis County Local Homeless Council is to reduce and prevent the number of individuals and families experiencing homelessness, and house those experiencing homelessness in long-term housing as rapidly as possible. Meetings take place every other month. Marcie Clark is the point of contact.

## Davis County Resilience Symposium Planning Committee

The Davis County Resilience Symposium Planning Committee is a subgroup of the Human Services Directors Committee. The committee plans and executes the annual Resilience Symposium. Meetings take place monthly. Marcie Clark is the point of contact.

## Davis4Health Equity Forum Planning Committee

Following the January 2023 Davis4Health Equity Symposium, the Equity Forum Planning Committee was formed to plan the event in 2024. The committee includes the Bureau's staff and community partners. Travis Olsen is the point of contact.

Note: The event name was changed from "Symposium" to "Forum" to reflect the format differences that will take place in 2024. The change also differentiates the event from the Resilience Symposium.

## Davis HELPS

Davis HELPS (pictured below) is the lead coalition in Davis County working on suicide prevention and coordinated prevention efforts in general. The coalition has been meeting since 2008 and began to focus on suicide in 2013. Meetings take place monthly. Teresa Smith is the point of contact.

## Davis Links

Davis Links is a monthly resource forum that seeks to increase knowledge about community resources among service providers in Davis County through networking. Each month features a specific topic with a main presenter and community pillars (organizations that provide resources and services). Travis Olsen is the point of contact.





# Engage Community Partners

## Human Services Cabinet

The Human Services Cabinet is the oversight committee for human services that makes policy decisions, allocates resources, advises on funding, assists in the development of a county consolidated plan, and provides vision and strategic direction. Meetings take place every other month. Marcie Clark is the point of contact.

## Human Services Directors Committee

The Human Services Directors Committee provides input on priority areas of health, safety, and stability. It is the primary workgroup that develops and implements *Davis4Health CHIP* prevention strategies related to ACEs and trauma. Meetings take place every other month. Marcie Clark is the point of contact.

## Suicide Postvention Workgroup

The Suicide Postvention Workgroup (pictured right) was formed in 2023 to address the gaps in coordinated support for the community and individuals affected by a suicide death. The workgroup includes a variety of community partners that meet to increase collaboration, align resources, and create a community suicide postvention plan. Meetings take place quarterly. Teresa Smith is the point of contact.



## Coalitions and Collaboratives the Bureau Participates In

- Communities that Care Coalitions
  - North Davis, Layton, Central, and South Davis
- Davis Active Transportation Committee
- Davis County Bolder Way Forward Coalition
- Davis County Domestic Violence Coalition
- Davis County Prevention Leadership Council
- Davis Criminal Justice Coordinating Council
- Davis Head Start Health Services Advisory Committee
- Davis County Opioid Workgroup
- Sexual Abuse Focused Education (SAFE) Coalition
- Utah Surveillance Epidemiology Evaluation and Data (SEED)
- Local Health Departments Informatics Workgroup
- Utah Coalition for Protecting Childhood
- Utah Community Health Advisory Board
- Utah Community Health Needs Assessment Collaborative
- Utah Suicide Prevention Coalition
- Utah Health Improvement Plan Workgroup

# Engage Community Partners

## Partner Event Highlights

### Davis4Health Equity Symposium

The first Davis4Health Equity Symposium was conducted on January 26, 2023 (pictured right). The purpose was to bring community partners together in person and online to align equity improvement efforts; identify effective communication strategies; and cultivate a culture of inclusion in Davis County. The meeting included a customized message from Utah Governor Cox; a keynote speaker from the Frameworks Institute, Julie Sweetland, who focused on effective communication strategies for framing equity; a presentation by Claudia Loayza, from the Utah Division of Multicultural Affairs, on meaningful community engagements; and a panel of local community leaders who put equity into practice by cultivating inclusive communities. There were 102 in-person attendees and 170 unique viewers online. This event will continue in 2024 with the name changed to Equity Forum.



### Davis County Resilience Symposium

The annual Davis County Resilience Symposium began in 2019 as part of a county-wide plan to become a community that prevents ACEs; builds resilience in individuals, families, and communities; provides a safe, supportive, and connected environment; and provides access to treatment for those who have experienced trauma. The three-fold purpose of the symposium is to build ACEs awareness, become a trauma-informed community, and improve self-care. For the 2023 event (pictured right), 344 people participated in person and virtually.



### Point in Time Count

The Point in Time (PIT) Count is an annual count of sheltered and unsheltered individuals experiencing homelessness. Volunteers work in teams to seek out and interview individuals to connect them with resources. The PIT Count is federally mandated and is sponsored by Davis County's Local Homeless Council. The Bureau's staff assist in planning, promoting, and recruiting volunteers for the event. In the early morning hours on January 26-28, 2023, the PIT Count engaged 45 unsheltered individuals.

### Youth Mental Health Screenings

Mental Health Screening events for youth are conducted twice a year as an opportunity for parents and youth in Davis County to check in with a mental health professional for free. The purpose is to provide access to mental health screening, link to appropriate services and treatment, and facilitate early intervention. Each event is conducted in conjunction with multiple community partners. The screening addresses social and emotional needs and strengths, anxiety, depression, suicide, trauma, and safety concerns.

# Engage Community Partners

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## Our Partners

Adult Protective Services	Department of Health & Human Services (DHHS)	Rasa Legal
Adult Probation & Parole	Department of Workforce Services	Red Barn Academy
Blue Star Families	Domestic Violence Coalition	Representative Blake Moore's Office
Bountiful Community Food Pantry	Family Counseling Service of Northern Utah	Roads to Independence
Centerville City	First Responders First	Safe Harbor
Centerville Police Department	Francis Peak/Mercy Housing	Saprea
The Children's Center Utah	Friends for Sight	Sol Recovery Community
Children's Justice Center (CJC)	Get Healthy Utah	Turning Point Centers
Children's Service Society (Grandfamilies)	Head Start	UNITE
The Church of Jesus Christ of Latter-day Saints	Health Choice Utah	United Way of Utah County
Congressman Stewart's Office	Help Me Grow	University of Utah
Continue Mission	Holy Cross Davis Hospital	Utah Association of Local Health Departments
Davis Behavioral Health (DBH)	Hill Air Force Base	Utah Disability Advisory Council
Davis Chamber of Commerce	Hope4Utah	Utah Family Strengthening Network
Davis Community Housing Authority	Intermountain Healthcare	Utah Food Bank
Davis Community Learning Center	Lakeview Hospital	Utah Health Policy Project
Davis County Board of Health	Lantern House	Utah Marshallese Moms & Babies
Davis County Commission	Layton City	Utah Military & Veteran Affairs
Davis County Community & Economic Development	Layton Fire Department	Utahns Against Hunger
Davis County Information Systems	Midtown Community Health Center	Utah Pacific Islander Health Coalition (UPIHC)
Davis County Pride	My Discovery Destination	Utah PTA
Davis County Sheriff's Office	National Family Support Network	Utah State Board of Education
Davis Donated Dental	Nations for Christ (N4C) Church	Utah State University
Davis Education Foundation	NAMI Utah	Utah State University Extension
Davis Journal	Northern Utah Academy of Math Engineering & Science (NUAMES)	Utah Transit Authority (UTA)
Davis School District (DSD)	Northern Utah Hope Task Force (NUHOPE)	Utah Women & Leadership Project
Davis School District Board of Education	Open Doors	Wasatch Front Regional Council
Davis Technical College	Pioneer Adult Rehab Center	Waterford Upstart
Davis Vocational Rehabilitation	Prevent Child Abuse Utah	West Bountiful Police Department
Department of Child & Family Services (DCFS)		Woods Cross City Council

# Plans for 2024

## In 2024, the Health Strategy Bureau will:

- Publish the third iteration of the *Davis4Health Community Health Improvement Plan (CHIP)*
- Host the second Davis4Health Equity Forum and sixth Davis County Resilience Symposium
- Celebrate partner successes at the 10th Annual *CHIP* Celebration
- Complete a Davis4Health partner satisfaction survey for community collaborations
- Work with Information Systems to develop a county resource directory
- Advocate for community and parental support for the importance of and participation in SHARP survey
- Develop community suicide postvention plan
- Create and share the annual County Health Rankings and Roadmaps infographic
- Support DCHD divisions and programs by:
  - Following up on action items from the Division Equity Conversations Summary Report released by the Equity Committee
  - Providing Emergency Preparedness support by
    - (1) assisting in planning and implementing a Community Assessment for Public Health Emergency Response (CASPER) and
    - (2) creating a standard operating procedure for receiving and using emPOWER data
  - Developing the Data Modernization Initiative strategic roadmap for DCHD
  - Making progress on the Bureau's Strategic Plan assignment (including providing health equity training for all staff at the January DCHD employee in-service)
  - Increasing staff capacity to make DCHD documents and website more accessible by updating the DCHD Branding Guide and providing training
- Update the Bureau's webpage
- Create a standardized guide for assessment activities



Fall Staff Retreat