

Appendix C: Forces of Change Assessment Discussion and Responses

The CHA Steering Committee, Alexandria Health Department staff, and Inova Health System staff discussed the following questions on August 2, 2018. Figure C1 is a summary of their responses, categorized into overarching themes.

1. Threats vs. Opportunities
 - a. Trends, i.e. patterns over time
 - b. Factors, i.e. specific things about the community
 - c. Events, i.e. policy changes or natural disasters
2. What are the most important health concerns today in the City of Alexandria
3. Biggest barriers to reaching optimal health?
4. What particular population subgroups face these challenges more than others?

Figure C1. FOCA Response Matrix

Category	Event/Factor/Trend	Threat	Opportunity
Access to care	Medicaid expansion	Strained provider capacity to serve more recipients; woodwork effect	Increased access to care for those previously without insurance
	Expansion of Kaiser and Virginia Hospital clinics in Alexandria		Increased access to care
	2018 General Elections	Federal healthcare policies	Federal healthcare policies
	Research breakthroughs		Advances in medical treatment
	Need for behavioral health services	Limited provider capacity; need detox facilities with appropriate facilities	
	Medication costs	Increased costs to patients	
	Cost of care	People may not seek preventive care because they don't know about resources.	
	Cultural sensitivity		Can enhance quality of care

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Category	Event/Factor/Trend	Threat	Opportunity
Policy and leadership	Expiration of Temporary Protected Status	Family disruption; deportation; loss of access to services	
	2018 City Council Elections	Loss of institutional knowledge; officials may not be familiar with social determinants	New ideas and perspectives on council; opportunity for education on health
	Mistrust in public officials	Creates barriers to public engagement	
	Increases in middle school gang recruitment	Increases in violence, drug abuse/trafficking	
	Health Department staff turnover	Loss of institutional knowledge	Opportunity for new perspectives
	Low participation in the public process (eg. City Council meeting attendance)	Policies don't always reflect community	
Changing demographics	Increasing population density	Lower rates of affordable housing	Enhanced diversity and creation of urban environment
	Longer life span	Managing more chronic health conditions	Implementation of age-friendly Alexandria plan
	Increasing immigrant population	Lack of health insurance	Enhanced diversity
Culture and values	Religious beliefs		Can place a high value on health
	Stigma around mental health	May prevent residents from seeking treatment	
	Increased adult interest in nutrition classes		More confidence to cook at home and make healthier food choices
	Strong community ties		Social support for resilience; generous community members
	Ageism	Barrier to achieving health	
	Culture of health		Defining what is important to different communities
Built environment	Redevelopment of Lake Cook and Patrick Henry Rec. Center		Enhanced access to green and play space
	Expanded community gardens by Cora Kelly		Enhanced access to fresh produce

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	Flooding	Raw sewage in river	
	Access to public transit	Expected disruptions due to metro maintenance	New metro station at Potomac Yard
	Pedestrian safety		Encourages multimodal transportation
	Lack of affordable housing	Increased economic strain; homelessness; overcrowding; poor quality housing	
Economic conditions	High cost of living	May price out residents; homelessness, and food insecurity issues	
	Non-government industry growth in Alexandria		Diversified economic growth, jobs
	Amazon headquarters in National Landing	Strain on housing stock	Economic growth, jobs
	Growing economic disparities	Increasing equity issues	
	New technology	Increasing social isolation; not everyone has access	Self-driving vehicles; opportunities to build community