

Our Community Roadmap to Health



Written by
the citizens of
Jefferson County, Alabama



**Our mission is to improve
health and quality of life
throughout Jefferson County**

Health Action

Priorities in
Jefferson County

Table of Contents

How We Got Here	4
Our Vision for a Healthy Jefferson County	6
How We Move Forward: Strategic Issues	8
Healthy Lifestyles: Priority Health Concerns	
Strategic Issue 1: How do we encourage healthy lifestyles?	10
Assessment Results: What influences how we encourage healthy lifestyles?	11
Goal 1 Prevent or manage chronic medical conditions.....	12
Goal 2 Decrease the number of children diagnosed as overweight or obese	13
Goal 3 Decrease abuse of alcohol, tobacco and other drugs	14
Goal 4 Develop targeted, unified messages for people to make healthy choices.....	15
Goal 5 Engage the community to identify and solve health problems	16
Goal 6 Decrease cultural, language, social and economic barriers that negatively impact community cohesiveness	17
Livable Communities for Community Health	
Strategic Issue 2: How do we develop livable communities?	18
Assessment Results: What influences how we develop our communities?	19
Goal 1 Improve safety throughout communities.....	20
Goal 2 Improve environmental quality.....	21
Goal 3 Increase ways to be physically active in all new housing developments and shopping areas.....	22
Goal 4 Preserve and revitalize each neighborhood.	23
Goal 5 Work toward a county development plan with participation from all cities.....	24
Goal 6 Support development of a viable and integrated mass transportation system	25
Health as a Real Option: Access to Care	
Strategic Issue 3: How do we assure access to care?	26
Assessment Results: What prevents access to care?.....	27
Goal 1 Link all children to appropriate health insurance coverage.....	28
Goal 2 Increase mental health resources throughout the community	29
Goal 3 Increase the availability & access to services for targeted populations.....	30
Goal 4 Develop workforce competencies throughout the public health system	31

Setting the Course for Action: Public Policy

Strategic Issue 4: How do we affect public policy?32

Assessment Results: What challenges do we face in affecting public policy?33

Goal 1 Encourage and support collaboration among public health system partners ..34

Goal 2 Involve the community, including special populations,
in policy development to increase funding for policy implementation35

Goal 3 Engage policy leaders in all efforts to increase
healthy lifestyles as a priority public health issue36

Goal 4 Consolidate data from public health partners
to one source for broad dissemination.....37

Community Partners in Health Action ii

Referencesvii

Appendix A

Community Themes and Strengths Assessment: Focus Groups & Community Survey

Appendix B

Jefferson County Public Health System Assessment: Essential Public Health Services

Appendix C

Public Health Forces of Change Assessment: Threats & Opportunities

Appendix D

Community Health Status Assessment: Risk Factors, Quality of Life & Health Conditions



How We Got Here

“Information for public health is still hard to find.”
Focus group participant, Jefferson County resident

HHealth Action is a process conducted by a team of committed organizations seeking community input to improve health in Jefferson County, Alabama. Health Action uses a national public health model, Mobilizing for Action through Planning and Partnerships (MAPP) to determine community themes and strengths, forces of change, community health status and to assess the local public health system. The long range goal of Health Action is to better serve the people of Jefferson County by working with organizations that take action, make an impact, and work to improve health and quality of life throughout the county.

Visioning

As Jefferson County embarked on the path of improving health and quality of life, we began with developing vision statements that answer the following questions:

- What are important characteristics of a healthy community for all who live, work, and play here?
- How do you envision the local public health system in the next five or ten years?

Several key players in the public health system were involved in developing these vision statements. These statements set the course for the four MAPP assessments and furthered the need for partnership development.

MAPP Assessments

1. Community Themes and Strengths

This assessment documented the issues community members believed were having an impact on their health as well as community assets available to address health issues. The information was gathered through neighborhood asset mapping and 22 focus group sessions. This piece of the assessment demonstrates the value of community input. Throughout this document, you will see quotes from people who participated in these focus groups.

2. Community Health Status

This assessment compiles available data on risk factors, quality of life, and health conditions in the community. We gathered recent data relevant to over 200 indicators that demonstrate the health of our community. We continue to identify new sources of data as we engage additional partners.

3. Forces of Change

This assessment projects trends, events, and factors around us that will impact the health of the community. Each force of change presents unique threats and opportunities for our community. Volunteer working groups, representing various aspects of our local public health system, brainstormed these forces, threats and opportunities.

4. Local Public Health System Assessment

This assessment measures the capacity and performance of all the organizations and entities that contribute to the public's health. Public health professionals and a wide array of system partners representing public and private organizations that actively participate and contribute to Jefferson County's local public health system (LPHS) were involved in this assessment. The system was evaluated based on the ten Essential Public Health Services (shown right). These ten services were developed by the Centers for Disease Control and Prevention (CDC) and the National Association of County and City Health Officials to provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

Over 100 public health system partners assembled at the McWane Science Center to vote on how the Jefferson County local public health system measures up to the National Public Health Performance Standards. These partners represented key players in public health, including emergency management, state and local health departments, school systems, universities, health care professionals, community and faith-based organizations, businesses, senior citizens organizations, city youth services, and local government officials such as a family court judge, mayor and fire chief.

Next Steps

Jefferson County is the first county in Alabama to complete an assessment of its local public health system. The assessment results indicate that Jefferson County has a solid public health infrastructure and is able to address the essential public health services. However, there are some gaps and several significant opportunities to improve performance of the essential services by Jefferson County's public health system.

We will continue to engage partners in looking at data on community health status, forthcoming events that may affect the health of the public, and the local public health system as a whole. Partners have developed goals to be addressed in Our Community Roadmap to Health. An action-oriented community health improvement process cultivates community ownership of issues, solutions, and health outcomes. The ultimate goal of Health Action is to create sustained efforts in addressing health issues. Any agency, group, or citizen who has a stake in the health of the community is a potential partner, including governmental, public, private, non-profit, and voluntary agencies, as well as groups and individuals committed to the delivery of public health services. This is an ongoing process that determines priority community health needs, gathers scarce community resources, and creates action plans to improve the health of the community.

The Essential Public Health Services

- 1 Monitor health status to identify community health problems.
- 2 Diagnose and investigate health problems and health hazards in the community.
- 3 Inform, educate, and empower people about health issues.
- 4 Mobilize community partnerships to identify and solve health problems.
- 5 Develop policies and plans that support individual and community health efforts.
- 6 Enforce laws and regulations that protect health and ensure safety.
- 7 Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- 8 Assure a competent public health and personal health care workforce.
- 9 Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- 10 Research for new insights and innovative solutions to health problems.

Our Vision

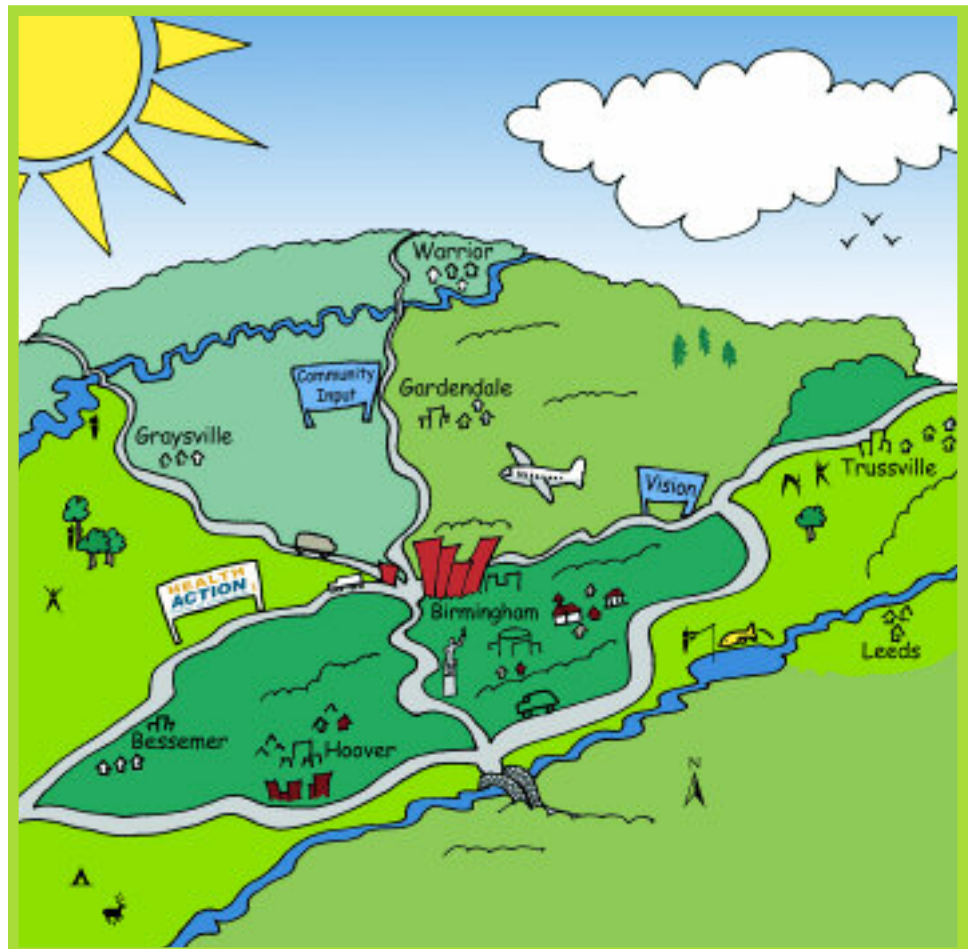
*"I dream about
a youth camp for
anybody to be able
to come to from
our community."
Sayre resident*

A Healthy Community & Strong Public Health System

Our vision for the local public health system is a responsive, sustainable public health system that

...functions through seamless public-private partnerships leveraging resources, educating the community, encouraging local ownership of local issues, and decreasing competitiveness between community agencies,

...is positioned to proactively respond to identified community health needs through ongoing assessment, seeking new financial avenues, and evenly dividing resources to meet strategic goals, among all communities and residents, particularly children, the elderly and those at lower income levels.



Our vision for community health is a Jefferson County where

- ...**citizens** consider themselves part of a cohesive regional community
 - working across political, jurisdictional, ethnic, and racial boundaries,
 - caring for those who are least able to afford and physically access quality health care.
- ...**partnerships** are based on the values of achieving a healthy community
 - through disseminating data,
 - celebrating success,
 - and holding each other accountable for the health of the community.
- ...**community leaders** understand and base decisions on the interrelationships of the environment, transportation, land use and public health.
- ...**citizens** utilize a reliable public transportation system, thereby improving
 - air quality,
 - access to jobs, health care, and recreational activities.
- ...**effective** preventive care and health education programs are innovatively delivered.
- ...**community health** is accomplished through partnerships that
 - raise awareness of resources and
 - increase access to quality, affordable, culturally competent, preventive, emergent, urgent, and ongoing health care.
- ...**we empower** our youth to make better health choices, thereby reducing
 - obesity,
 - substance abuse, and
 - unwanted pregnancies
- ...**education** is a priority and test results are improved to ensure that all children are equally educated.
- ...**active living environments** are safe and provide a greater opportunity for citizens to routinely engage in physical activity.
- ...**economic development** opportunities provide a high quality of life, a healthy place to live and work, and attract diverse citizenry.

“What makes a community healthy is the public servants and the people being served agreeing on what health is and what they need to do about it.”
**Jefferson
County resident**

Strategic Issues

***"I think the most beneficial issue for a community forum is a pledge of non-partisanship. The people who are supposed to be dealing with these issues have other issues in front of them."
58 year old male***

How We Move Forward

A Summary

Our Community Roadmap to Health is written by the community of Jefferson County for the community. It is a blueprint for improving the health of all people in Jefferson County, Alabama. Without the input of hundreds of individuals and organizations, it would not be possible to have developed this plan or to implement the strategies put forth in the plan. It is up to you, the community leaders of Jefferson County, to pull together resources; to advocate for what is right and what is desperately needed by our neighbors; to motivate others to achieve optimum health; and to put teeth in the plans that will redesign Jefferson County to be a more beautiful and healthy place to live and work. It is up to all of us, each agency, organization, and corporation that plays a role in the fragmented system we call public health, to become more unified and function as a system so that we can achieve these goals together.

The following section of Our Community Roadmap to Health summarizes the input gathered in 2005 and 2006 across the community and across organizations that contribute to the public health system. The intent of this document is to succinctly present strategic issues that need to be addressed and goals and strategies to address them. A more in-depth document with the results of all of the four assessments is available to address all specific themes, concerns and issues.

Strategic issues are those fundamental policy choices or critical challenges that must be addressed for a community to achieve its vision. Strategic issues should reflect the results of all of the previous MAPP phases. Up to this point, the process has largely focused on developing a shared vision and identifying challenges and opportunities for improving community health. Strategic issues reveal what is truly important from the vast amount of information that was gathered in the four MAPP Assessments. Identifying strategic issues can be compared to pouring the assessment findings into a funnel – what emerges is a distilled mix of issues that demand attention.

– National Association of County and City Health Officials (NACCHO).

The four strategic issues for Jefferson County encompass a variety of community themes and public health system concerns that were determined to be of utmost importance in order to improve the health of Jefferson County.

1. How do we encourage healthy lifestyles?

Relationship to Vision:

Results from Visioning meeting held January 2005.

2. How do we develop livable communities?
3. How do we affect public policy?
4. How do we assure access to care?

For each strategic issue, a chart summarizing the four assessment results is presented. Each Strategic Issue is in the form of a question and is “answered” by goals. These goals can be addressed using several strategies. The working groups chose the strategies listed to address each goal and the format in which each strategic issue will be presented. The diagram below illustrates the input involved in creating each strategic issue. The three working groups used the vision statement and the results of the four assessments to identify goals and corresponding strategies. Of the many strategies possible, the ones listed are considered to be priorities for addressing the major public health issues in our community.

Framework for Assessment Results

Community Themes & Strengths:	Local Public Health System: Essential Public Health Services <i>Results</i> & Recommendations	Community Health Status Indicators:	Forces of Change:
Results from 22 focus groups held March – July, 2005, with over 200 community participants.	Results from Health Action Working Conference held October 27–28, 2005, with 114 participants representing 62 organizations	Data available through various published reports, community data-bases, and other resources.	Results from three working groups consisting of public health system partners held in February 2006.

This document should be helpful to any group working to improve public health in Jefferson County. Our hope is that any organization already addressing a strategic issue will utilize the goals and strategies suggested here. This plan may be used to demonstrate the need for funding, to advocate for new or improved policies, and to incorporate into strategic plans.

Strategic Issue 1

“I spend the first quarter of fifth grade teaching kids about nutrition--they have no clue. In terms of what’s important, knowing what you’re eating is fundamental, but it’s not in the state curriculum.”
Jefferson County teacher

Healthy Lifestyles: Priority Health Conditions

How do we encourage healthy lifestyles?

Healthy lifestyles improve quality of life and prevent a variety of diseases. It is up to each of us to choose to live healthy. We make these decisions several times every day – what we eat, whether we take the stairs or the elevator, whether we choose to smoke or use other substances. Sometimes these decisions are out of our control, and we need to advocate for the decision-makers to provide healthier options for us. This is true for cafeterias that provide lunches to our children, restaurants that permit smoking at the next table, and shopping centers developed without sidewalks.

In our focus groups and from community leaders across Jefferson County, the message heard loud and clear is that living healthier is important, but barriers to working together toward healthy decisions must be removed. The six goals presented in this section are of utmost importance to the citizens of Jefferson County. By working in unison, we can achieve these goals. Several “Action Ideas” to achieve each goal are presented. Look carefully to see what you or your organization can do to encourage healthy lifestyles in our community.

Relationship to Vision:

A Jefferson County where

...we empower our youth to make better choices, thereby reducing obesity, substance abuse, and unwanted pregnancies.

...education is a priority and test standards are improved to ensure that all children are equally educated.

What influences how we encourage healthy lifestyles?

Results from Community Themes & Strengths Assessment:	Local Public Health System: Results & Recommendations	Results from Community Health Status Indicators Assessment:	Results from Forces of Change Assessment:
• Chronic pervasive conditions: - obesity - Alzheimer's - cancer - arthritis - diabetes - heart disease - allergies - hypertension • Personal choices: - nutrition - physical activity - STDs - substance abuse - family abuse - litter • Lack of available dental insurance • Absence and inadequacy of health insurance plans • Rise in prescription costs • Lack of transportation • Language barriers	Essential Public Health Service #3: Give people information they need to make healthy choices. <i>Partially Met.</i> • Develop targeted messages • Coordinate lifestyle messages • Training & resource website • Town hall meetings • Agree on recommendations Essential Public Health Service #6: Enforce public health laws and regulations. <i>Fully Met.</i> • Involve community to review laws and educate public on compliance with laws • Engage political & financial support for laws Essential Public Health Service #8: Maintain a competent workforce. <i>Partially Met.</i> • Increase community leadership and participation • Provide training, funding and social support	• 10.8% uninsured • Behavioral risk factors: - alcohol - substance use - nutrition - physical activity • Socioeconomic factors • Educational attainment • Crime rates: - domestic violence - elder abuse • Air quality • Water quality	• Increasing obesity and eating disorders • Lack of effective mass transportation system • Methamphetamine crisis • Lack of adolescent health initiatives • Lack of elder initiatives • Water pollution • Increasing air pollution and ground-level ozone formation • Assure quality and safety of prepared food

Strategic Issue 1

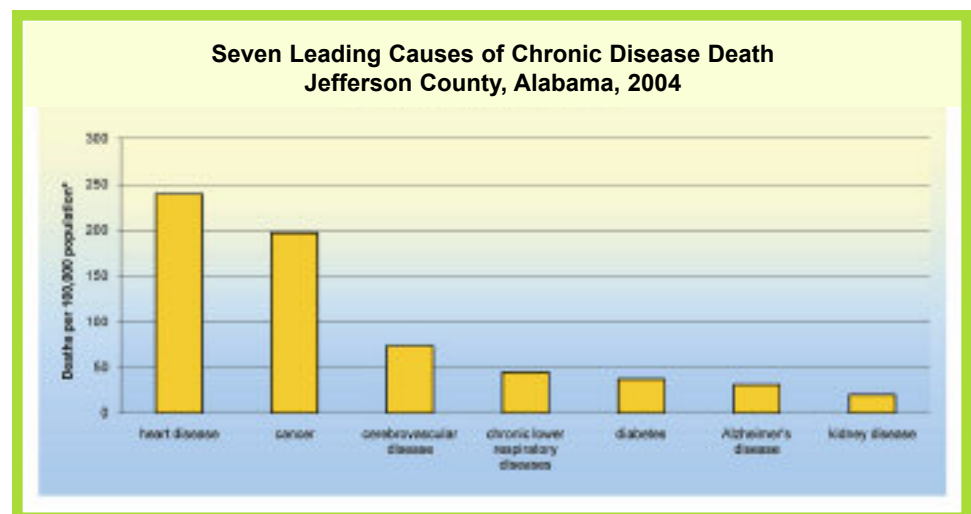
Goal 1

Prevent or manage chronic medical conditions

“Thanks to screenings at health fairs, we can identify if someone has diabetes, hypertension, and other diseases you did not even know you have. The resources are available for Hispanics, but there are not enough.”
Health fair volunteer in Hoover

ACTION IDEAS

- Create a media campaign modeling healthy lifestyle behavior changes
- Increase effective primary prevention efforts to decrease the number of persons with chronic diseases, including heart disease, stroke, cancer, diabetes, exacerbation of asthma, chronic obstructive pulmonary disease (COPD) and obesity
- Increase the number of preventive screenings and early detection, such as mammograms and Pap smears
- Encourage neighborhoods to establish and promote community walking programs (e.g., faith-based wellness and exercise programs, neighborhood support groups)
- Facilitate access to nutritious foods (e.g., community gardens, incentives for community farmer’s market extensions, grocery stores in neighborhoods)
- Train patients to control the progression of chronic disease through proven self-management methods



* Chronic Lower Respiratory Diseases

Strategic Issue 1

Goal 2

Decrease the number of children diagnosed as overweight or obese

***“[Kids] are not getting enough exercise–PE used to be mandatory, but now they get out of it and sit and play games and watch TV.”
Clay resident***

ACTION IDEAS

At school

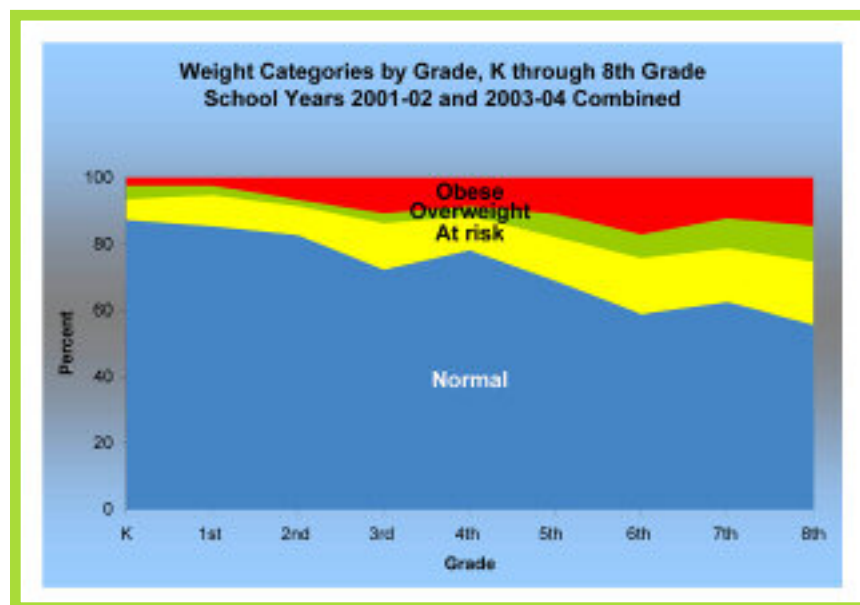
- Align schools with the model policies of the National Alliance for Nutrition and Activity
- Assure that state mandates for health education are adequately met for every school
- Increase healthy vending choices at school (e.g., water, 100% fruit juice, milk)
- Improve school lunch programs (e.g., fresh fruits, vegetables and whole grains)
- Increase physical activity opportunities during school through structured physical education classes and recess

Through parents:

- Include healthy dinner ideas on the school lunch menus sent home to parents
- Involve parents in advocating for healthier options at school
- Provide information to parents on ways to prevent childhood obesity

Other:

- Support the Parks and Recreation Board in increasing programs encouraging physical activity after school and during the summer
- Support physicians and other providers in efforts to prevent childhood obesity
- Convene a “best practices” conference on childhood nutrition and physical activity



Strategic Issue 1

Goal 3

Decrease abuse of alcohol, tobacco, and other drugs

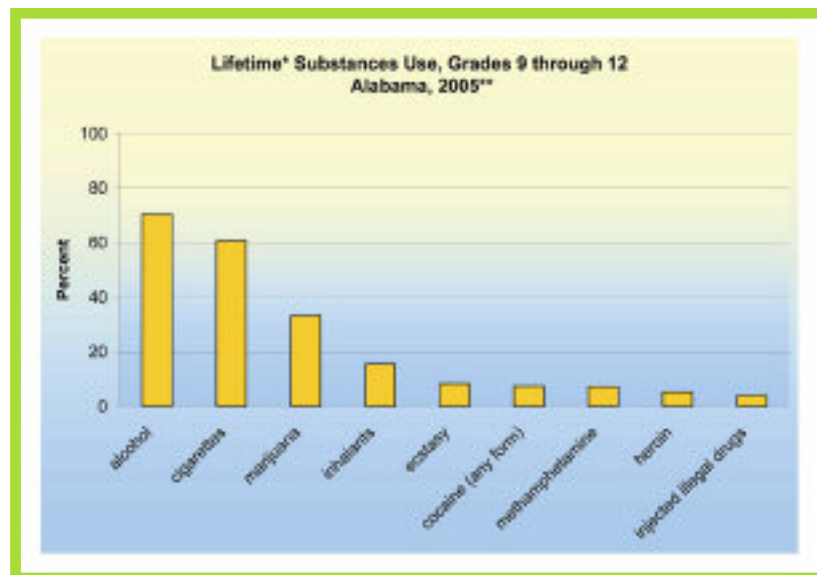
*"We need more
facilities to treat for
drugs & alcohol,
particularly if you don't
have insurance."
Sandusky Resident*

ACTION IDEAS

- Support substance abuse education in the school setting
- Educate the community on the effects and addictive nature of substance abuse
- Encourage health care providers to use every opportunity to emphasize prevention
- Provide all prevention and awareness activities in a culturally competent manner

Did You Know?

- There were 2,710 arrests for drug possession in Jefferson County in 2004, 188 of whom were juveniles under the age of 18.
- 12.1% of adult Jefferson County residents engage in binge drinking (consuming 5 or more drinks on one occasion in the past month).
- Nearly one-third (30.9%) of high school students in Alabama used alcohol for the first time before the age of 13.



* Used one time or more during lifetime

** CDC; Youth Risk Behavior
Surveillance-United States, 2005

Goal 4

**Develop
targeted,
unified
messages for
people to
make healthy
choices**

ACTION IDEAS

- Use proven marketing strategies to encourage people to practice healthy lifestyles
- Expand existing radio programs and public service announcements focusing on health care issues (e.g., *Take Charge of Your Health Jefferson County* and *Bodylove*, the soap opera with health messages targeting African-Americans)
- Implement consistent school-based health programs throughout the county
- Provide prevention and awareness activities in a culturally competent manner

“I don’t think our kids in schools are getting enough health information. I think they’re omitting health because they tie health and physical education together. So the information isn’t getting to the kids.”
58 year old female

Photo courtesy of UAB School of Public Health



**James A. McCarty, Jr.
stars in *Bodylove* as
Saul Baxter, teenage
son of Vanessa Love.**

Strategic Issue 1

Goal 5

Engage the community to identify and solve health problems

*“The ball parks are where
the community gets
together ...it seems to
be a family activity. Dad
can go back and
relive his glory days
with them!”
Bessemer resident*

ACTION IDEAS

- Develop relationships within the community and establish resources to assist with identifying and solving health problems (e.g., faith-based wellness programs, School Health Index)
- Create a community outreach campaign using specific healthy lifestyle behavior changes (e.g., proper nutrition, exercise, stress relief)
- Distribute a newsletter, based on the outreach campaign, to each community through local, city and county offices.
- Increase community participation in healthy events (e.g., Relay for Life, Five a Day)

Photo courtesy of Jefferson County Department of Health



**The Five A Day chef
demonstrated new and
delicious ways to prepare
fruits and vegetables.**

**The Bessemer community
came out to enjoy healthy
food and fun activities.**

Photo courtesy of Jefferson County Department of Health



Strategic Issue 1

Goal 6

**Decrease
cultural,
language,
social and
economic
barriers that
negatively
impact
community
cohesiveness**

ACTION IDEAS

- Assure interpretation services in all aspects of the community
- Assure that the dissemination of health information and education is conducted in a culturally competent manner
- Increase the diversity of community health volunteers
- Expand the Community Health Advisor training program
- Support the Cultural Alliance Master Plan, specifically in the goals of Cultural Economic Development and Neighborhood and Community Cultural Development



Photo courtesy of Jefferson County Department of Health

**Children break down barriers every day.
Here they come together at a community health event.**

*“Hoover has a strong population—we have a Mexican church that shares facilities with us right here, but there is no blending. Something needs to be done to integrate cultures and celebrate the differences ...maybe regular cultural events.”
Hoover resident*

Strategic Issue 2

***“We need to secure this area and people have got to know they can just walk here. Nature trails are great, such as the one in Homewood and you can see people walk there.”
21 year old male***

Livable Communities for Community Health

How do we develop livable communities communities?

Livable communities can mean different things to different people. In Jefferson County, Alabama, we are looking for two basic characteristics for our neighborhoods, shopping centers, and work places: a *safe* and *clean* environment. We desire safe places to live and rear our children. That will require revitalizing some neighborhoods. As our community continues to grow in leaps and bounds, we are concerned about safe and clean places to walk, ride bicycles, and play. This takes a lot of planning and foresight when beginning new development projects. Our county has come a long way in cleaning up the environment; however, our citizens continue to put trash on the roadways. In order to develop livable communities, first we need to take pride in our community.

The six goals presented in this section represent a clear desire for Jefferson County to ensure safe and clean environments at home, work, and play. Livable communities is the central idea in providing these environments. Transportation is a major need for individuals across the county. We support developing an improved public transportation system and looking for innovative ways to help improve access to services. By supporting community development plans across the county and by working together, we can achieve these goals. Several “Action Ideas” to achieve each goal are presented on the following pages. Look carefully to see what you or your organization can do to encourage livable communities.

Relationship to Vision:

A Jefferson County where

...active living environments provide a sense of safety and greater opportunity for citizens to routinely engage in physical activity

...economic development opportunities that provide a high quality of life, a healthy place to live and work, and attract diverse citizenry

What influences how we develop our communities?

Results from Community Themes & Strengths Assessment:	Local Public Health System: Results & Recommendations	Results from Community Health Status Indicators Assessment:	Results from Forces of Change Assessment:
• Community togetherness has dissolved over time • Lack of parental involvement with their children • Growth and diversity throughout the county • Lack of safety and police presence; increased crime and domestic violence • Litter, illegal dumping, and abandoned properties • Poor air quality and lack of mass transportation • Need for sidewalks • Issue of train tracks in communities • Issues of flooding, pests and animal control	Essential Public Health Service #5: Develop public health policy and plans. <i>Substantially Met.</i> • Involve stakeholders and community in development of policies to increase funding • Use marketing strategies to solicit stakeholder involvement • Define benefits for uninvolved partners Essential Public Health Service #3: Give people information they need to make healthy choices. <i>Partially Met.</i> • Develop targeted messages • Coordinate/unify lifestyle messages • Hold town hall meetings/forums for community input • Agree on recommendations Essential Public Health Service #4: Engage the community to identify and solve health problems. <i>Partially Met.</i> • Eliminate turf battles • Establish broad-based community input	• Satisfaction with quality of life • Percent of residents planning to stay in community • Land use: number of community parks, mixed use developments, and walkable communities • Public transportation • Crime rates: neighborhood crime watch areas • Air and water quality; tobacco free zones	• Public housing decline • Increase in violence/crime rate • Lack of effective mass transportation system • Decreasing quality of schools • Growth of new communities • Shift from industrial to technical • Multicultural neighborhoods • Multiple jurisdictions • Natural disasters • Increase in transportation fatalities

Strategic Issue 2

Goal 1

Improve safety throughout communities

*"It's not safe to go outside and play--there are drive-by shootings, fighting in the streets, and community parks are run down."
25 year old female*

ACTION IDEAS

- Support collaborative efforts between existing and emerging health and safety groups
- Ensure that health and safety factors are considered in community design
- Build safe sidewalks in high traffic areas
- Provide adequate lighting in neighborhoods and on main roads
- Increase the number of neighborhood watch groups
- Increase community education about traffic safety, alcohol and drugs (e.g., Alabama Department of Public Safety's Public Information/Education Unit)

Did You Know?*

- 7.8% of adults in Alabama rarely or never use seatbelts
- 14.2% of youth (grades 9-12) in Alabama rarely or never use seatbelts
- In 2005, there were 4,998 reports of domestic violence in Jefferson County
- In 2005, the Department of Human Resources confirmed reports of abuse or neglect of 1,156 children in Jefferson County
- In 2005, there were 331 homicides in Alabama, 143 (43%) of which occurred in Jefferson County

* See references page vii

Goal 2

Improve environmental quality

ACTION IDEAS

- Improve enforcement of air and water quality mandates
- Utilize environmental courts to address health hazards in the community in a timely manner (e.g., illegal dumping, vacant lots, abandoned houses)
- Reduce litter on major roadways and in neighborhoods
- Reduce environmental hazards in the community

Photo courtesy of Jefferson County Department of Health



The Jefferson County 2006 Litter Survey found an average of 117 pounds of litter per mile on county highways.

"I saw a boy yesterday break a bottle. Now I have to clean it up, but if you tell on them, they may tear down a bush."
Jefferson County resident

Strategic Issue 2

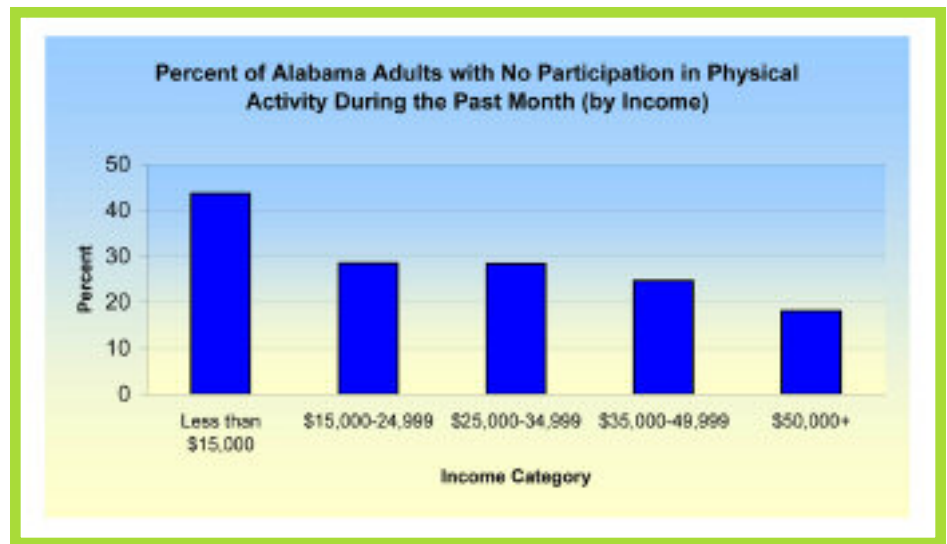
Goal 3

**Increase
ways to be
physically
active in all
new housing
developments
and shopping
areas.**

*"Parks should be around
every community and we
need sidewalks!"
Nursing Student*

ACTION IDEAS

- Establish safe, clean walking and bike trails
- Locate new schools within the community to promote walking to school
- Encourage local governments to mandate creative development such as pocket parks
- Revise existing codes and ordinances to support livable communities
- Develop neighborhood planning and zoning groups to solicit community input for all new development projects
- Mobilize the community and media to hold policy leaders and developers accountable for the inclusion of livable communities concepts throughout the county



Strategic Issue 2

Goal 4

Preserve and revitalize each neighborhood

ACTION IDEAS

- Encourage community pride
- Work with neighborhoods to decrease litter and illegal dumping
- Use city, county, state and federal incentives to retrofit older neighborhoods according to livable communities criteria
- Promote ecoscape development through assistance of the Southern Environmental Center

***“That is one of the most filthy
looking intersections in this whole county.
If you pull up to this intersection
- full of cans, bottles, glass, and paper--what
impression are you going to get of this area?
It’s not a place you want to live.”
Pleasant Grove church member***

Photo courtesy of Birmingham Southern College's Environmental Center



**“Revitalizing neighborhoods, one garden at a time.”
The EcoScape Program at Birmingham Southern College will
assist neighborhoods with ecoscape development.**

Strategic Issue 2

Goal 5

**Work toward
a county
development
plan with
participation
from all cities**

*"I notice urban sprawl
in our community, which
in some ways is good.
There've been more
businesses moving in,
which brings more traffic.
The thing that concerns
me is I don't think
we're using livable
communities."
Bessemer parent of two*

ACTION IDEAS

- Promote the inclusion in the county development plan of "complete streets," designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move along and across a complete street
- Develop a Smart Track for quicker approval of a plan if developed according to livable communities criteria
- Market Livable Communities concepts to policy makers and the public
- Support the Regional Planning Commission of Greater Birmingham in developing a master plan



Plans for mixed-use development in Jefferson County.

"There is not enough public transportation. We have a program to help abused women and we know it is difficult for them to come to us, so we go to them." Community volunteer and mother of four

Strategic Issue 3

***“Most of the people
I know don’t have
insurance and so
they say they can’t
go to the doctor.”
College history student***

Health as a Real Option

How do we assure access to care?



Access to care includes a wide spectrum of concerns and it may be overwhelming to look at it all at once. Here we present four goals designed to tackle this immense issue. It is feasible to have every child in our county on health insurance, yet not all children are insured. This must be our first priority to protect the fragile lives of our children. We are also obligated to care for those who cannot care for themselves due to mental illnesses and the resources are inadequate for meeting the needs of those who require help.

The last two goals address problems facing all of us in accessing preventive and primary health care services. Due to the lack of health insurance, too many people access primary care through the emergency room and this raises all of our health care costs. Once our citizens are physically at a clinic, the services may still not be fully “accessible” to them. We have come a long way in training the public health workforce on cultural competency, emergency preparedness, and resource referral, yet there are still major gaps in these areas.

Several “Action Ideas” to achieve each goal are presented on the following pages. Look carefully to see what you or your organization can do to assure access to care across Jefferson County.

Relationship to Vision:

A Jefferson County where

...effective preventive care and health education programs are innovatively delivered.

...community health is accomplished through partnerships that raise awareness of resources and increase access to quality, affordable, culturally competent, preventive, emergent, urgent, and ongoing health care.

What prevents access to care?

Results from Community Themes & Strengths Assessment:	Local Public Health System: <i>Results & Recommendations</i>	Results from Community Health Status Indicators Assessment:	Results from Forces of Change Assessment:
• Multiple competent medical facilities and other health resources available, but community is not aware they exist • Lack of available dental insurance • Absence and inadequacy of health insurance plans • Rise in prescription costs • Inefficient and costly use of emergency services • Lack of transportation • Language barriers	Essential Public Health Service #7: Help people receive health services. <i>Substantially Met.</i> • Develop integrated public transportation systems • Provide adult dental health care • Improve mental health system • Develop interpreter certification Essential Public Health Service #8: Maintain a competent workforce. <i>Partially Met.</i> • Develop workforce training institute • Provide funding and social support for training • Develop leadership skills in management personnel	• 10.8% uninsured • 46.2 Medicaid eligibles per physician • 5,320 licensed hospital beds • Preventable death, illness and injury • Vaccine preventable diseases • Preventable communicable diseases	• Lack of/insufficient medical insurance • Lack of effective transportation systems • Inadequate funding for mental health • Lack of adolescent and elder health initiatives • Increased presence of UAB • Improved medical technology • Medicare D Prescription Drug Plan • State Constitution and tax on prescriptions • Natural disasters • Epidemics and pandemics • Chemical spills

Strategic Issue 3

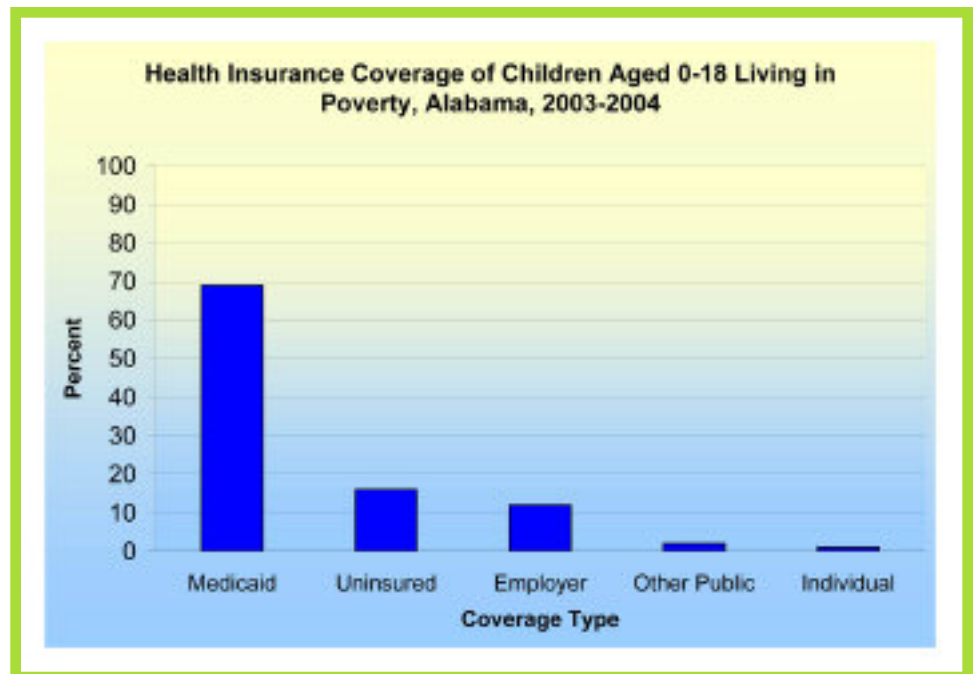
Goal 1

**Link all
children to
appropriate
health
insurance
coverage**

*“My kids are part of the
All Kids program and I
have been very
impressed with it.”
Father of two*

ACTION IDEAS

- Increase utilization of online applications for health insurance (e.g., ALLKids, Medicaid, Child Caring Foundation)
- Provide online access and support of the insurance application process through local community resources (e.g., public libraries, community schools, faith-based organizations)
- Improve adherence to insurance payments by working on financial planning skills with parent or guardian
- Remove the stigma associated with low-income insurance programs
- Seek future funding for the sustainability of the Jefferson County Coalition for Covering Alabama Kids and Families



Goal 2

Increase mental health resources throughout community

***“We see a high incidence of depression in teenagers, there were two suicides at [our] high school this year and a lot of times we’re not recognizing it. We also see eating disorders in children-- obesity, anorexia, and bulimia.”
Mountain Brook resident***

ACTION IDEAS

- Increase awareness of how daily activities influence mental health (e.g., physical activity, stress)
- Increase use of employee assistance programs to address mental health and addictive disorders
- Work with mental health systems to assure quality care and services (e.g., Western Mental Health Center, Jefferson-Blount-Shelby Mental Health Authority, Eastside Mental Health Center)
- Increase the number of mental health providers in Jefferson County through incentive programs
- Increase resources for mental health for school-aged children through existing or potential programs (e.g., Children’s Policy Council School Health Network, Columbia University’s Teen Screen, The Jason Foundation)
- Increase the number of social workers in the school systems through policy development and funding
- Support and advertise available community programs that focus on mental health and addictive disorders
- Support efforts for increasing mental health benefits covered through health insurance plans offered in Alabama
- Expand revenue for community services to reduce the use of alcohol, tobacco and drugs (e.g., a tobacco tax)
- Expand outreach to homeless, incarcerated and institutionalized persons that normally would not have access to these services

Did You Know?

The suicide rate* by race and gender in Jefferson County:

White males	27.2
White females	6.8
Black males	10.9
Black females	0.7

**Three-year age-adjusted average rate 2001 - 2003*

Strategic Issue 3

Goal 3

Increase the availability & access to services for targeted populations

*“There are lots of
stumbling blocks that
prohibit people from
getting help--adult literacy,
complicated phone
systems at companies,
people who don't know
how to communicate--
we're not addressing
basic issues to show
people how to be more
stable and self-sufficient.”
39 year old female*

ACTION IDEAS

- Increase the number of children receiving screenings (e.g., EPDST, Denver Developmental and the pre-school health screening pilot project through Children's Policy Council (CPC) Early Childcare and Education Committee)
- Seek funding for the expansion of existing part-time clinics using income adjusted payment methods and volunteer medical staff (M-Power Ministries, Birmingham Health Care, etc.)
- Increase access to primary care services through nurse practitioners and physician assistants
- Raise awareness of available adult services and health insurance
- Share referral resource information throughout the community
- Engage local volunteer organizations to help with the benefit application process
- Host a collaboration of agencies to serve as resources for self-sufficiency promotion (e.g., Summit One)

Did You Know?

- Jefferson County has 467 dentists and 1,312 primary care physicians (e.g., internists, gynecologists)
- For each of the 2,585 doctors who serve Medicaid recipients, there are only 46 eligible patients.
- Only 105 dentists agree to serve Medicaid recipients for a ratio of 1,004 patients per provider.

ACTION IDEAS

- Implement a cultural competency plan that includes minimum standards and ongoing cultural competency training for public health workforce
- Develop interpreter certification programs to improve effectiveness of services and public health programs
- Increase emergency preparedness skills throughout the public health workforce
- Share referral resource information throughout the workforce

Photo courtesy of Samford University



**Healthcare Interpreter Training Certification
Program at Samford University.**

Goal 4

**Develop
workforce
competencies
throughout the
public health
system**

***“Local universities and
health care organizations
are working together
to train professional
interpreters.”
Community leader***

Strategic Issue 4

***“We need to be
more involved in
community government.
...we have voting power
on the local level
...if we try, we can
make a change.”
Mt. Olive residents***

Setting the Course for Action

How do we affect public policy?

In order for the local public health system to meet many of the goals discussed in this document, we must act as advocates for public policy change. This strategic issue has four goals which appear simple, but in fact are somewhat lofty. First, the local public health system must agree on a set of basic goals for Jefferson County. Second, the community's voice must be reflected in every decision. Policies must be adopted that incorporate both the community vision and appropriate levels of funding. Too often, policies are adopted without a level of funding necessary to implement change. Third, our policy leaders must be engaged in efforts to better understand how healthy lifestyles impact every segment of the lives of Jefferson County residents. Last, to improve our message to policy leaders and the community at large, the public health system must come together in making data more accessible and understandable to community leaders. Several “Action Ideas” to achieve each goal are presented. Look carefully to see what you or your organization can do to affect public health policy.

Relationship to Vision:

A Jefferson County where

...community leaders understand and base decisions on the interrelationships of the environment, transportation, land use and public health.

...citizens utilize a reliable public transportation system, thereby improving air quality, access to jobs, health care, and recreational activities

What challenges do we face in affecting public policy?

Results from Community Themes & Strengths Assessment:	Local Public Health System: Results & Recommendations	Results from Community Health Status Indicators Assessment:	Results from Forces of Change Assessment:
• Transportation: lack of access, traffic congestion, road quality, pollution, need for sidewalks • Environment: Air and water quality, recycling, litter and illegal dumping • Community: lack of cohesiveness, neighborhood pride, police presence, safety, recreational activities, youth programs	Essential Public Health Service #4: Engage the community to identify and solve health problems. <i>Partially Met.</i> • Eliminate turf battles for dollars • Go to constituents for input and coordination Essential Public Health Service #5: Develop public health policy and plans. <i>Substantially Met.</i> • Collaboration for policy making • Board of Health self-evaluation • Involve stakeholders and community in development of public health policies to increase funding • Include public relations to solicit stakeholder involvement Essential Public Health Service #2: Protect people from health problems and health hazards. <i>Fully Met.</i> • Enforce laws requiring reporting of notifiable diseases • Inform public that health data is available and easily accessible	• Number of grassroots groups active at neighborhood level • Number of advocacy groups active at community level • 76% of registered voters voted in 2004 • 5.5% of housing units are subsidized (17% in some areas) • PTA has 28,000 members in Jefferson County • Obesity rate • Crime rates (e.g., domestic violence, elder abuse) • Mental health data • Air and water quality data • Number of youth involved in after school activities	• Multiple jurisdictions • Negative attitudes towards politics • Economic development • Public housing decline • Increased violence and crime rate • Increasing obesity rate • Decreasing quality of schools • Growth of suburban communities • Downtown condo development • Lack of adolescent and elder health initiatives • Lack of effective mass transportation system

Strategic Issue 4

Goal 1

**Encourage
and support
collaboration
among
public health
system
partners**

"We need to convene an annual symposium on public health research in Jefferson County focusing on the 10 Essential Public Health Services."
Participant, Health Action Working Conference

ACTION IDEAS

- Increase involvement of elected officials in public health system partner meetings
- Improve network with local agencies to achieve common goals
- Increase the involvement of faith-based and grassroots organizations to the public health system



Display promoting collaboration of public health partners, used at a Health Ministry conference in 2002.

ACTION IDEAS

- Increase diversity in the representation of organizations at consumer and organizational levels
- Improve community involvement in all stages of policy development, implementation and evaluation
- Engage media in soliciting ongoing stakeholder involvement
- Provide regular opportunities for public health professionals and the community at large to discuss current policies (e.g., Lunch and Learn, public forums, town hall meetings)
- Conduct all public health system activities in a manner sensitive to the needs of special populations

***“We need collaboration and communication
between agencies for policy making
regarding public health impact.”
Participant, Health Action Working Conference***

***“Community leaders need to be more
involved to keep us informed.”
24 year old female***

Goal 2

**Involve the
community,
including
special
populations,
in policy
development
to increase
funding for
policy
implementa-
tion**

Strategic Issue 4

Goal 3

**Engage policy
leaders in
all efforts
to increase
healthy
lifestyles as a
priority public
health issue**

*"We'd like to have
politicians, doctors, and
policemen at community
meetings so we can tell
them our problems--the
mayor, council members,
someone from
ambulance services."
Mt. Olive resident*

ACTION IDEAS

- Establish a line of communication via key personnel
- Keep policy leaders abreast of current issues and statistics
- Include policy leaders in all efforts to encourage healthy lifestyles
- Encourage policy leaders to support education and management that reflects current trends



Photo courtesy of Jefferson County Department of Health

**Mayor Kincaid and Piggly Wiggly promote healthy living
at a Five A Day event in the Five Points West Community
on September 27, 2003, at Fair Park Arena.**

ACTION IDEAS

- Increase coordination among public health partners
- Support and participate in the development of the Alabama Resource Management system (ARMS) that will coordinate information sharing and communication through interactive website
- Create a shared system for disseminating data

***“The CDC in October 2005 established the National Center for Public Health Informatics (NCPHI) to more effectively approach bioterrorism and global pandemics and to raise awareness of and funding for public health informatics. Thomas Savel, M.D., medical officer in the Office of the Director at NCPHI, says most states will need complex database systems to synthesize and use information from multiple, disparate sources.”
Hayes, Government Health IT, 10/9/06***

Goal 4

Consolidate data from public health partners to one source for broad dissemination

Community Partners in Health Action

***“Ever since I was little,
there was nothing to do
except the skating rink
and now it’s closed.”
Gardendale resident***

Bill Allen
Jefferson County Department of Health

Connie Arnwine
Jefferson County Department of Health

LaMonte Augustus
Jefferson County Department of Health

Audrey Austin
American Heart Association

Stephanie Ayers-Millsap
Jefferson County Department of Health

Lisa Bandura
UAB Department of Preventative
Medicine

Jennifer Barnes
Jefferson County Department of Health

Bob Berry
Hoover Department of Homeland
Security and Immigration

Geoff Bieger
National Network of Public Health
Institutes

Latoya Bishop
UAB School of Public Health

Brandy Adkins Boone
Spain & Gillon, LLC

Lynn Bondurant
Vestavia Hills City Schools

Virginia Bozeman
Jefferson County Department of Health

Bruce Braden
Jefferson County Department of Health

Jimmy Brasher
Jimmie Hale Mission

Harry L. Brown
United Way of Central Alabama

Annie Brown
Birmingham Police Department
Terri Chafin
Jefferson County Department of Health

Clara Chappell
North Central Alabama Sickle Cell
Foundation

Kimberly Clay
Imani Health Group, Inc.

Julie Cobb
Jefferson County Department of Health

Mark Cohen
United Cerebral Palsy of Greater
Birmingham

Kristen Coombes
Catholic Diocese of Birmingham

Rafael Coplin
Cooper Green Hospital

Susan Cotten
Jefferson County Children’s Policy
Council

Diane Daffron
Children’s Aid Society

Doris Cunningham
Jefferson County Department of Health

Margie Curry
Childcare Resources

Clarice Davis
Jefferson County Department of Health

Milton Davis
BE&K Construction

Quinchela Dent
Children's Health System

Elaine Dickey
Bessemer City Schools

Amanda DuBois
Always There in Home Care
Andrew Duxbury
UAB Center for Aging

Gary Edwards
United Cerebral Palsy of Greater
Birmingham

Thomas Ellison
Project H.E.L.P. USA

Lori Ewoldsen
Children's Health System

Sandra Falkenhagen
Arthritis Foundation

Michelle Farley
Metropolitan Birmingham Services for
the Homeless

Francine Fenderson
Jefferson County Department of Human
Resources

Michael Fleenor
Jefferson County Department of Health

Burgin Fowlkes
Jefferson County Department of Health

Karen Gibbs
Birmingham Health Care

Linda Goodson
UAB School of Public Health

Tracie Griffin
Covering Alabama Kids & Families

Dollie Hambrick
Alabama Department of Public Health

Sharon Hammer
Children's Rehabilitation Service

Leigh Hancock
Junior League of Birmingham
Linda Hannon
Jefferson County Department of Health

Suzette Harris
Jefferson County Department of Health

Nell Henderson
Department of Human Resources

Mary Hendking
Jefferson County Department of Health

Mike Higginbotham
Birmingham City Schools

Monica Hill
Jefferson County Department of Health

Heather Hogue
Jefferson County Department of Health

Vicki Holden
Hoover City Schools

Beth Johns
UAB School of Public Health

Cathy Johnson
Jefferson County Department of Health

Cecil Jones
Positive Maturity, Inc.

Michele Jones
Alabama Department of Public Health

Vanessa Jones
Family Court

Community Partners in Health Action

Community Partners in Health Action

***“One day we went to
the park and the swings
were gone. My baby
is four and she said
‘This ain’t no park!
What’s a park
without swings?’”
Birmingham mother***

Deborah Kilgo
Alabama Department of Public Health

Beverly Kirk
Jefferson County Department of Health

Candace Kirksey
UAB School of Public Health

Allen Kipp
American Red Cross

Melinda Lalor
UAB School of Engineering

Kimberly Leslie-Patton
Leslie-Patton & Associates

Anita Lewis
UAB School of Public Health

Sherry Lochamy
Jefferson County Department of Health

Sherry Marbury
Jefferson County Schools

LaBrenda Marshal
Bessemer City Schools

Tom Maxwell
Regional Planning Commission of
Greater Birmingham

Mediatrix Mbamalu
UAB School of Public Health

Mary McCollum
Jefferson County Department of Health

Desmond McGee
AIDS Alabama

Jim McVay
Alabama Department of Public Health

Alanah Melton
City of Birmingham Mayor’s Office

Eugene Melton
City of Trussville

Max Michael
UAB School of Public Health

Darleen Millender
HealthSpring

Tammy Moore
Children’s Rehabilitation Service

Rebecca Morris
Alabama Hospital Association

Artis Murphy
ARMS Reach Organization

Dwayne Murray
City of Birmingham Fire and Rescue

Angela D. Williams-Nall
UAB School of Public Health

Christi Napper
Children’s Health System

Carroll Nason
Montgomery Area
Community Wellness Coalition

Barbara Newman
Jefferson County Department of Health

Patricia Oakes
Jefferson County Department of Health

Claude Ouimet
Jefferson County Department of Health

Carol Pace
Jefferson County Department of Health

Candy Palmer
UAB Early Headstart

Martha Parker
Jefferson County Schools

Frank Phillips
Jefferson County Department of Health

Ursula Phoenix Wier
Centers for Disease Control and
Prevention

Yoland Reese
JCCEO Head Start

Guin Robinson
Region 2020

Joel Rodgers
UAB Center for Emergency Care and
Disaster Preparedness

Kim Rogers
Community Foundation of Greater
Birmingham

Isabel Rubio
Hispanic Interest Coalition of Alabama
(HICA)

Tammie Sawyer
Jefferson County Department of Health

Mary Ann Sears
LABCORP

Richard Sinsky
Jefferson County Department of Health

LaRita Smith
Children's Aid Society

Sandra Smith
Positive Maturity, Inc.

Lina Soler
UAB School of Public Health
Birmingham Health Care

LaTissa Speight
Jefferson County Department of Health

Rebecca Stafford
St. Vincent's Hospital

Garland Stansell
Children's Health System

Sandra Storm
Jefferson County Family Court/Children's
Policy Council

Tom Struzick
UAB Center for Community Health
Resource Development

Wayne Studyvin
Jefferson County Department of Health

Allison Taylor
Jefferson County Department of Health

Devon Taylor
Jefferson County Department of Health

Edwina Taylor
Cahaba Valley Health Care

Juanita Tetraud
Magic City Harvest

Cory Thomas
March of Dimes

Gloria Thomas
Jefferson County Department of Health

Teresa Thorne
City Action Partnership

Linda Torres
Jefferson County Department of Health

Community Partners in Health Action

Community Partners in Health Action

***“We don’t get to the kids
young enough. That’s
where we’ve got to start.
These kids need
the information...
they’re grasping for
information.”
Physical therapy student***

Gregory Townsend
Jefferson County Department of Health

Sarah Tyree
Jefferson County Department of Health

Oliver P. Walker
Jefferson County Home-Ketona

Cassandra Washington
Jefferson County Department of Health

Larry Watts
Regional Planning Commission of
Greater Birmingham

Lynniece Williams
JCCEO

Sherritta Williams
Jefferson County Housing Authority

Connie Wilson
Jefferson County Department of Health

Georgia Wilson
Jefferson County Department of Health

Mark E. Wilson
Jefferson Health System

Joan Wright
United Way of Central Alabama

Charlene Young
Hoover City Schools

Thank you to the following for their participation in Health Action focus group sessions:

Collegeville Senior Citizens

Clay Senior Citizen’s Center

Summit Housing Complex

Sayre Revitalization Community Center

Sardis Baptist Church-Fairview

Korean Church Group

World of Opportunity

Sandusky United Methodist Church

Bessemer Parent Involvement Group

Lorna Road Apartments

Morris Retirement Center

Junior League of Birmingham

St. Peter’s Catholic Church

Concord Elementary School

Garywood Assembly of God Church

Mt.Olive Community Group

Project SAFE

Dolomite Life Center

Metropolitan Church of God

Lawson State Community College

Fultondale Municipal Building

North Birmingham Library

References

Strategic Issue 1: How do we encourage healthy lifestyles?

- Goal 1 Jefferson County Department of Health
 - Goal 2 Jefferson County Department of Health
 - Goal 3 Alabama Department of Mental Health and Mental Retardation. Alabama Substance Abuse Data Book 2003: State and County Profiles of Substance Abuse Indicators (Third Edition). Accessed from <<http://www.demographics.aum.edu>>.
- Alabama Criminal Justice Information Center, Statistical Analysis Center. 2004 Arrests for Illegal Drugs Sales and Possession by County. Accessed from <<http://acjic.state.al.us/SAC/>>.
- Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System (BRFSS), Selected Metropolitan/Micropolitan Area Risk Trends (SMART), 2004. Accessed from <<http://apps.nccd.cdc.gov/brfss-smart/index.asp>>.
- Centers for Disease Control and Prevention (CDC). Youth Risk Behavior Surveillance-United States, 2005. Morbidity and Mortality Weekly Report, Surveillance Summaries, 2006 55(SS-5).

Strategic Issue 2: How do we develop livable communities communities?

- Goal 1 Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System (BRFSS), Selected Metropolitan/Micropolitan Area Risk Trends (SMART), 2004. Accessed from <<http://apps.nccd.cdc.gov/brfss-smart/index.asp>>.
- Centers for Disease Control and Prevention (CDC). Youth Risk Behavior Surveillance System (YRBSS), 2005. Accessed from <<http://apps.nccd.cdc.gov/yrbss/>>.
- Alabama Criminal Justice Information Center, Statistical Analysis Center. 2005 State of Alabama Domestic Violence Offenses by County. Accessed from <<http://acjic.state.al.us/SAC/>>.
- Alabama Department of Human Resources (DHR). National Child Abuse and Neglect Data System (NCANDS) Report, FY 2005.
- Alabama Criminal Justice Information Center. Crime in Alabama, 2005. Accessed from <http://acjic.state.al.us/SAC/2005_cia.pdf>.
- Jefferson County Medical Examiner/Coroner's Office, 2005.
- Goal 2 Jefferson County Department of Health. Jefferson County 2006 Litter Survey.
 - Goal 3 Centers for Disease Control and Prevention (CDC). Behavioral Risk Factor Surveillance System (BRFSS), 2004. Accessed from <<http://apps.nccd.cdc.gov/brfss/index.asp>>.

Strategic Issue 3: How do we assure access to care?

- Goal 1 Kaiser Family Foundation. State Health Facts, 2005. Accessed from <<http://www.statehealthfacts.org>>.
- Goal 2 Jefferson County Department of Health
Region 2020. Community Counts: Measuring Progress in our Region, 2005.
- Goal 3 Alabama Medicaid Agency.
Alabama State Dental Director.

Leadership
is the essential ingredient
if we expect to catalyze involvement
of others in this community vision for
a healthy Jefferson County.
Let's all be a part of it!

Michael E. Fleenor, M.D., M.P.H.
Health Officer, Jefferson County Department of Health

Produced in 2007 by
JEFFERSON COUNTY DEPARTMENT OF HEALTH
1400 Sixth Avenue South • Birmingham, AL 35233 • 205.930.1000 • www.jcdh.org

HEALTH
ACTION
JEFFERSON COUNTY, ALABAMA

