Charles City County 2024 - 2028 Community Health Improvement Plan

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VDH VIRGINIA DEPARTMENT OF HEALTH

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CHICKAHOMINY HEALTH DISTRICT

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Message from the Health Director

The Chickahominy Health District (CHD) and the Charles City County Steering Committee are pleased to present the Charles City County 2024-2028 Community Health Improvement Plan (CHIP). After months of collaboration, research, and community input, we have developed a comprehensive plan that addresses key health priorities and outlines actionable strategies to drive positive change. The CHIP represents the next phase in the continuous cycle of community health improvement, which started after the completion of the 2023 Charles City County Community Health Assessment (CHA).

Thomas Franck, MD, MPH
*Director*
Chickahominy Health District

At CHD, we continue to grow our capacity to successfully collaborate with our community members and partners to effectively address the root causes of health issues and to understand the social determinants of health. We are honored to have facilitated the CHA-CHIP process for Charles City County and assume the role of Chief Health Strategist to achieve the Public Health 3.0 vision.

The CHIP includes goals, objectives, and strategies for the top three health priorities identified during the assessment process and is an action-oriented guide to improve the health and well-being of all our community members. This plan is the result of combined efforts involving many organizations and community members. We are thankful for the Steering Committee's invaluable contributions to the CHIP. As we move forward with the implementation of the health improvement initiatives, I am confident the dedication and collaboration demonstrated by the members will drive us to the shared vision of a healthier community.

Message from Mr. Byron Adkins, Sr.

Dear Community Members of Charles City County,

In recent months, we have made significant strides with the responsibility of protecting and enhancing the quality of life and well-being of our community. It's with that responsibility in mind that I served on the Charles City County Community Health Improvement Planning Steering Committee to help develop an action plan that aims to address three health priorities the community felt are most important. Those health priorities are 1) Health Care Access and Quality; 2) Economic Stability, Infrastructure, and Workforce Development; and 3) Childhood Health and Education.
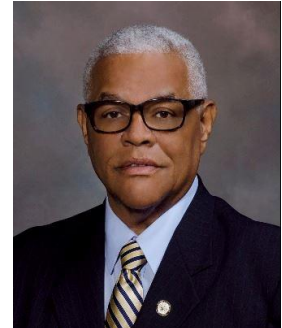
Mr. Byron M. Adkins, Sr.
Chairman
District Three

Our health status is not determined solely by the choices we make each day; rather, it is influenced by the environments in which we love, work, and worship. Factors such as the quality of education we receive, jobs offered in our community, and access to healthcare services all profoundly impact our health outcomes. To address these complex challenges and create a healthier future for all, Charles City County has undergone comprehensive health improvement planning. This process involves setting goals and objectives to address these issues and implementing evidence-based strategies to achieve measurable improvements in health outcomes.

However, effective health improvement planning cannot be achieved in isolation. It requires the active participation and collaboration of community members, organizations, businesses, and local government agencies. By actively participating in the health improvement planning process, community members can provide valuable insights, expertise, and perspectives that inform the development of strategies that are truly responsive to the needs and priorities of our diverse population. Together, we can break down silos, bridge divides, and establish partnerships that exceed sectoral boundaries and make Charles City County healthier. Thank you for your continued commitment to the well-being of our community.

Sincerely,

Mr. Byron Adkins
Chairman
Board of Supervisors – District Three

Executive Summary

The Charles City County 2024-2028 Community Health Improvement Plan (CHIP) is a long term, systematic effort for Charles City County and its partners to address the top three health priorities for community action, as identified in the 2023 Charles City County Community Health Assessment (CHA). This plan has been developed through extensive collaboration with many local stakeholders, including healthcare providers, public health professionals, county officials, and community members. This group assessed the current health status of the communities in Charles City County, identified needs, and created an action plan by gathering input from community members to strategically improve the community's health. For more information on the assessment, please read the 2023 Charles City County Community Health Assessment report.

Through this assessment and planning process, various issues, and their importance to those in the community were discussed. This five-year plan is focused on three health priorities:

1. Healthcare Access and Quality
2. Economic Stability, Infrastructure, and Workforce Development
3. Childhood Health and Education

These priorities served as starting points in the development of the CHIP. The purpose of the CHIP is to guide partners and help move them towards accomplishing the goals, objectives, and strategies listed in the action plan. The CHIP will be implemented through ongoing and new initiatives among community organizations, local healthcare providers, non-profits, and governmental agencies. The CHIP is facilitated and managed by Chickahominy Health District's Community Health Team with support by the Steering Committee. Regular evaluations will be conducted to assess the effectiveness of implemented strategies and to make necessary adjustments until its completion June 30, 2028. Community feedback will be continually sought to ensure that the plan remains relevant to the needs of the community. The CHA CHIP cycle is a continuous process, and the next community health Assessment is due to begin in 2028.

Acknowledgements

Thank you to all the organizations and individuals for their participation throughout the CHA CHIP process.

MAPP Core Team

The following MAPP Core Team members listed below were instrumental in producing the CHIP. The asterisk (*) signifies those who were facilitators for the health priority workgroups.

Amelia Swafford*	Chickahominy Health District
Zachary Revene*	Chickahominy Health District
Emily Hines*	Chickahominy Health District
Caitlin Hodge	Chickahominy Health District
Luz Vilca	Chickahominy Health District
Tammi Fox	Chickahominy Health District
Elizabeth Holt	Charles City County Department of Social Services
Dr. Todd Perelli	Charles City County Public Schools
Sorin Holland	Chickahominy Indian Tribe
Cynthia Boone	Charles City County Economic Development and Tourism

Charles City County CHIP Steering Committee

This process was guided by the following community leaders who represent various organizations. The Steering Committee supported the development and implementation of the CHIP, chose priority issues, served on workgroups, and developed strategies and goals to help Charles City County achieve the vision.

Brad Kern	Chickahominy Health District
Byron Adkins	Board of Supervisor – District 3
Caitlin Hodge	Chickahominy Health District
Cara Hoover	Purpose Medical Outreach
Chris Luck	ROC Church – Charles City
Cynthia Boone	Charles City County Economic Development and Tourism
Donald Charity	Charles City County NAACP
Dr. Tom Franck	Chickahominy Health District
Dr. Todd Perelli	Charles City County Public Schools
Dr. Yvonne Smith-Jones	Charles City County NAACP
Elizabeth Holt	Charles City County Department of Social Services
Frank Cardella	United Way of Greater Richmond and Petersburg
Hillary Connolly	VCU Massey Cancer Center
Janice Atwell	Henrico Area Mental Health and Development Services
Jimmy Johnson	Charles City County Fire and Rescue
Ken Lantz	Plan RVA
Kim Barrow	Charles City County Parks and Recreation
LaTonya Williams	Charles City County NAACP
Leila Ward	Thrive VA
Lisa Luck	ROC Church – Charles City
Lisa Wood	Promise Land Storehouse Pantry
Michelle Johnson	County Administrator of Charles City County
Paula Cotman	Charles City County Food Pantry
Robin Tyler	Central Virginia Health Services
Stormie Miles	Chickahominy Indian Tribe
Tammi Fox	Chickahominy Health District
Zach Revene	Chickahominy Health District

Framework

For this iteration of the Charles City County Community Health Improvement Plan (CHIP), the Mobilizing for Action through Planning and Partnerships (MAPP) 2.0 framework was applied. This framework is a community-driven strategic planning process for improving community health that is used by hundreds of local health departments and hospitals across the nation. MAPP 2.0 helps communities apply strategic thinking to prioritize public health issues and identify resources to address them.
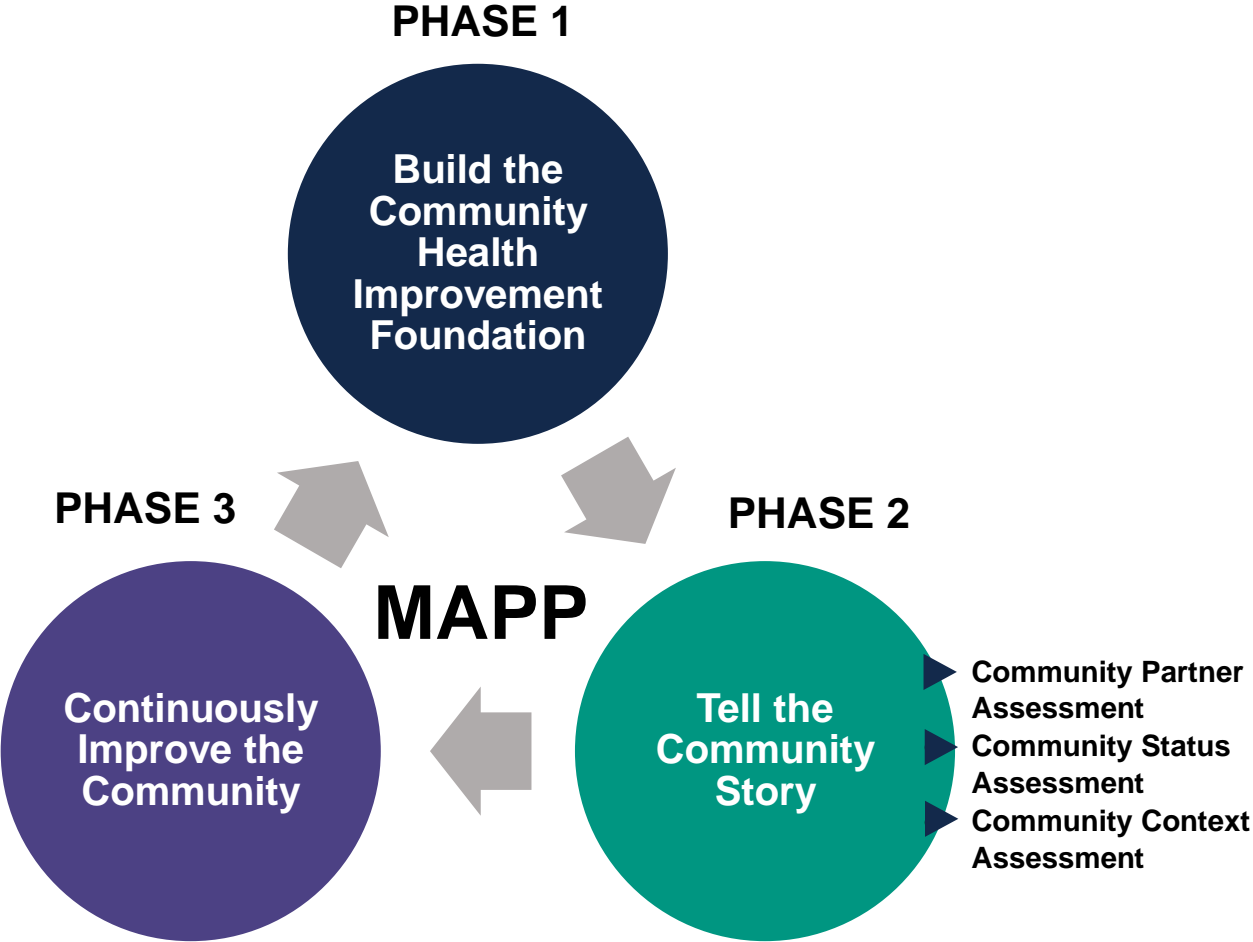

FIGURE 1: MAPP 2.0 FRAMEWORK

Vision

Charles City County is a rural county where individuals and families are living in a healthy environment and enjoy social connectiveness and opportunities to achieve their full potential.

Value Statement

We value our strong community connections in a peaceful, rural setting where all have access to affordable services which are continually improved, all are respected and valued, and we aspire to grow and hold each other accountable for collaborations that ensure Charles City community members are represented.

About Charles City County

Charles City County is a tranquil, close-knit, and rural area with approximately 6,610 residents as of 2023.(1) Settlement in Charles City County began as early as 1613, and its rich history draws many tourists each year. Charles City is overflowing with diverse culture, and natural resources.

As of July 2023, those who identified as White represented 47% of the county; Black or African American represented 42% of the county; 6.7% American Indian and Alaska Native; 3.5% identified as two or more races; 2.3% identified as Hispanic; 0.6% identified as Asian; and 0.1% as Native Hawaiian/Other Pacific Islander – see **Table 1**.(1) The percentages in Table 1 do not add up to 100% as Hispanics may be of any race, so also are included in applicable race categories. Charles City County's diversity was noted as a strength several times throughout the CHA-CHIP process.

English is the primary language spoken by those living in the county. Of the 0.4% of the population who speak another language at home other than English, 84% of that population speak Spanish, followed by Other Indo-European Languages (16%), in Charles City County.(2)

The age groups for Charles City County are provided in **Table 2**.(2) The largest age group is those 65 years and older. The median age in Charles City County is 51.4.

TABLE 1: Race/Ethnicity, 2023

	Charles City	Virginia
White	47%	68.3%
Black or African American	42%	20.0%
American Indian and Alaska Native	6.7%	0.6%
Two or More Races	3.5%	3.5%
Hispanic or Latino	2.3%	11.2%
Asian	0.6%	7.4%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%

TABLE 2: Age, 2018-2022

Age	Percent of Population
0-4	3.8%
5-17	11%
18-24	6.4%
25-34	9.8%
35-44	10.2%
45-54	13.5%
55-64	19.7%
65+	25.6%

What is a Community Health Improvement Plan?

The Community Health Improvement Plan (CHIP) is a long-term, systematic effort to tackle the most important health priorities identified by the community.(3) The CHIP is based on the results of the 2023 Charles City County Community Health Assessment (CHA).

For individual county level data or the complete health assessment, please refer to the 2023 Charles City County Community Health Assessment on Chickahominy Health District's website at
https://www.vdh.virginia.gov/chickahominy/community-health-assessment/

The CHIP will be used to guide partners and help move them towards accomplishing the goals, objectives, and strategies listed in the action plan. The progress of the strategies will be monitored continuously and updated quarterly by Chickahominy Health District's Community Health Team. Additionally, the action plan will be updated annually.

CHA CHIP Timeline

The following timeline shows the CHA CHIP development at a glance.

June 22, 2023
- The first Steering Committee meeting occured in Charles City County.

August 14, 2023
- The community health survey was distributed.

September 26, 2023
- The Steering Committee reviewed over 50 indicators to understand the health status of the community.

November 14, 2023
- The qualitative data (focus group, key informant interviews, and survey results) were presented to the Steering Committee. Based on the results, they ranked 14 health issues from most to least important to address.

December 12, 2023
- During the Community Health Forum, the following three health priorities were chosen: 1) Healthcare Access and Quality; 2) Economic Stability, Infrastructure, and Workforce Development; and 3) Childhood Health and Education.

March 8, 2024
- CHA report was published on Chickahominy Health District's website.

January 31, 2024 - May 31, 2024
- CHIP goals and strategies were developed and submitted by the Steering Committee and the community.

July 1, 2024
- CHIP implementation officially begins.

Selecting Health Priorities

Thirty-two community members attended the Charles City County Community Health Forum on December 12, 2023, to review the findings of the CHA. Attendees included citizens, nonprofits, faith-based groups, county agencies, healthcare organizations, and business leaders. Participants learned more about the County's top seven health issues:

1. Healthcare Access and Quality
2. Affordable, Safe, and Available Housing
3. Economic Stability, Infrastructure and Workforce Development
4. Mental Health and Substance Use
5. Transportation Options
6. Childhood Health and Education
7. Chronic Diseases (Cancer, Diabetes, Heart Disease, etc.)

After an in-depth review of data and perspectives related to the top seven health issues, attendees were invited to participate in a prioritization activity. For the in-person group, attendees were given $1,000 of monopoly money to "spend" on one specific priority or divide among the multiple priorities. They were instructed to choose how to spend the money based on which issue they believed as the most important to address in the community over the next five years. Participants were given 15 minutes to place their money in brown paper bags which were labeled to represent the top seven health issues. For the virtual group, attendees were provided a link to an interactive online board that displayed the top seven health issues. Online attendees were able to spend their money by commenting a dollar amount for each priority. While in-person participants were spending, the CHD's Community Health Team tracked spending in real time to determine the total sum of dollars in each health priority. The online and the in-person results were combined to reveal the top three health priorities.

Results

The top three health priority areas were identified through the prioritization process and set the focus for the CHIP. Healthcare Access and Quality was the most funded health issue with the total of $4,750; followed by Economic Stability, Infrastructure, and Workforce Development with $4,500; and then Childhood Health and Education with a total of $4,150.

Healthcare Access and Quality

Economic Stability, Infrastructure, and Workforce Development

Childhood Health and Education

Developing Goals

The CHD Community Health Team began recruiting various community members in December to form specific health priority workgroups. In the first week of January 2024, the workgroups met separately for the first time to set goals for their health priority. Each workgroup consisted of one CHD Community Health Team member, and roughly six members from various organizations. The group was asked three questions to help formulate their goals.

1. What is the desired state or outcome for this priority area?
2. What is trying to be achieved for the county?
3. What needs to be done in this priority area to significantly change the way things are now and move toward a vision of how things should be?

After reviewing the questions, the CHD Community Health Team member asked the group to draft a couple of goals and share them with the group. The goals were finalized over the following week.

Developing Strategies

During the first workgroup meeting, key themes and data snapshots were reviewed to ensure assessment data would help inform the action cycle planning. Additionally, the group reviewed the Social Ecological Model (Figure 2), which is a model that can assist in providing a complete perspective of the factors that affect specific health behaviors, including social determinants of health, at various levels.[4] The intention of reviewing the Social Ecological Model was to encourage the workgroup members to design strategies that have an impact across multiple levels of the model at the same time. This approach is more likely to sustain prevention efforts over time and achieve population-level impact.[4]
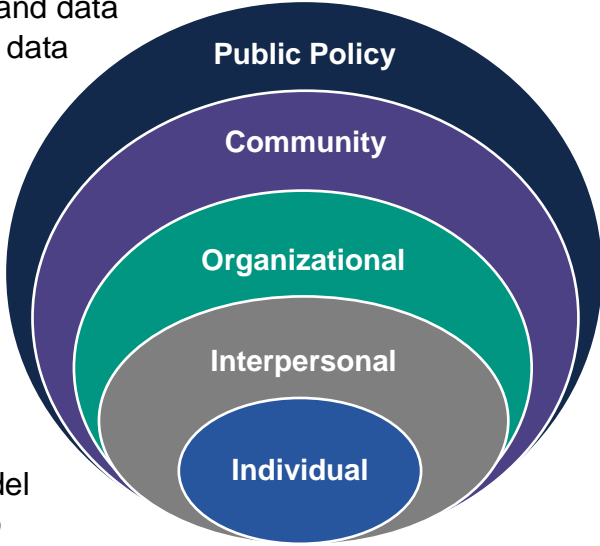

FIGURE 2:
Social Ecological Model

Next, the workgroups reviewed various resources to help them find evidence-based strategies and then submitted strategies for the CHIP. To submit a strategy, a workgroup member had to complete a Strategy Development Worksheet for initial review. See Appendix A, page 35, for a copy of the Strategy Development Worksheet for the Childhood Health and Education priority.

Community Assets and Resources

To ensure the Steering Committee engaged multiple organizations, resources, and assets currently supporting the well-being of Charles City County community members, the Strategy Development Worksheet had a question asking if the strategy was new or an existing strategy. This prompt was to ensure we were engaging the many organizations, resources, and assets that currently support the well-being and the health of Charles City County community members. The Steering Committee created a large list at a meeting in June of 2024 to identify current programs, services, assets, and resources available within the county that can be built upon or mobilized to address the health priorities established. See Appendix B, page 36-38, for the detailed list of community assets and resources.

Many of the strategies listed within the action plan capitalize on existing resources and assets available. For example, the Charles City County Public Schools have been viewed as the hub of the community; therefore, six out of the 23 strategies involve the public schools. Furthermore, one strategy intends to take advantage of the natural and recreational assets within Charles City County for after-school learning opportunities to engage people of all ages.

Review of the Strategies

On February 29, 2023, an in-person meeting was held in Charles City County to have the steering committee members review the initial 18 strategies submitted to address the top three priorities: 1) Healthcare Access and Quality; 2) Economic Stability, Infrastructure and Workforce Development; and 3) Childhood Health and Education. The steering committee split into three workgroups to review the strategies and provide feedback. After each strategy was reviewed, steering committee members voted whether to label each strategy with a red and/or a gold star sticker. A red star sticker signified the strategy needed more thought, partnerships, and/or resources. A gold star sticker signified the group liked the strategy and agreed to incorporate the strategy into the CHIP action plan. The Chickahominy Health District's Community Health Team entered all the strategies with at least one gold sticker into an Excel spreadsheet to later be reviewed by the MAPP Core Team.

Additionally, the strategies were assessed to determine how they addressed social determinants of health. Social determinants of health (SDOH) are the nonmedical factors that influence health outcomes.(5) According to Healthy People 2030, SDOH are all the environmental factors that

FIGURE 3: Five Key Areas of Social Determinants of Health

influence one's health, including early childhood development, employment opportunities, food insecurity, air and water quality, transportation, educational attainment, public safety, and housing.(6) **Figure 3**, page 12, outlines the five key areas of SDOH. It is important to include strategies in the action plan that address social determinants of health because these key areas contribute to the health challenges and opportunities that exist in communities.

Scoring the Strategies

In April and May of 2024, the MAPP Core Team met virtually two times to edit and finalize strategies. The MAPP Core Team included members of CHD's Community Health Team, as well as Dr. Todd Perelli from the Charles City County Schools, Elizabeth Holt from Charles City County Department of Social Services, and Sorin Holland from Chickahominy Indian Tribe.

To score the strategies, each strategy underwent the PEARL test, created by the National Agency of City and County Officials (NACCHO). The criteria evaluates the **P**ropriety, **E**conomic, **A**cceptability, **R**esources, and the **L**egality of each strategy.(7) The following questions were considered by the Steering Committee members:

1. Is the strategy consistent with the essential services and public health principles?
2. Is the strategy financially feasible? Does it make economic sense to apply this strategy?
3. Will the stakeholders and the community accept the strategy?
4. Is funding likely to be available to apply this strategy? Are organizations able to offer personnel time and expertise or space needed to implement this strategy?
5. Do current laws allow the strategy to be implemented?
6. Does this strategy have enough information to move forward?

If anyone responded 'no' to any of the questions above, the group discussed if the strategy needed to be revised or eliminated. The MAPP Core Team members contacted various lead organizations responsible for implementing and/or coordinating a strategy to gather additional information and confirm buy-in.

Finalizing the Strategies

On May 7, 2024, the final planning meeting was held in-person. The purpose of this meeting was to assess the feasibility and acceptability of the final draft of the goals, objectives, and strategies. Fourteen individuals split into three groups, representing each health priority. The health priority workgroup discussions were facilitated by CHD Community Health Team members. All the meeting participants in each group were asked to complete the Strategy Review Worksheet individually. See Appendix C, page 39-40, for an example of the Strategy Review Worksheet. Participants were asked to review each strategy and then answer "yes", "no", or "unsure" for these two questions:

1. Will the stakeholders and the community accept the strategy?
2. Is it likely that the strategy can be successfully implemented?

If they selected "no" or "unsure", participants were asked to provide an explanation to help the MAPP Core Team understand their reasoning. All worksheets were collected.

The conclusion of the meeting was focused on equity. The groups were asked if the strategies included all relevant partners, if the strategies will have a positive impact on the intended target population(s), and what strategy they are most excited about, or feel is most important to share with the larger group. A meeting cadence for monitoring CHIP progress was also agreed upon.

SWOT Analyses

All the responses from the Strategy Review Worksheets were entered in a Microsoft Form and then a descriptive analysis was performed. The CHD Community Health Team established a threshold of 75 percent of "yes" answers in both "acceptability" and "feasibility" categories to consider a strategy as accepted by the Steering Committee. If a strategy obtained less than 75 percent of "yes" responses in either, "acceptability", "feasibility" or both categories, the strategy would undergo a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

The MAPP Core Team met on May 23, 2024, to review and complete four SWOT analyses, initially drafted by the CHD Community Health Team. The team decided to apply the SWOT analysis to evaluate strategies and make decisions about the best path for each strategy.[8] The group meticulously reviewed each SWOT analysis and was given the opportunity to add and/or edit additional strengths, weaknesses, opportunities, or threats. After each review, the MAPP Core Team members voted to approve, abandon, or adapt the strategy. If more than half of all participant members voted to approve, abandon, or adapt the strategy, this was considered the final decision. The SWOT analyses were key in finalizing the strategies for the CHIP action plan.

Results

Overall, the MAPP Core Team voted to abandon one strategy, and adapt three strategies after reviewing and adding to the SWOT analyses. For the Charles City County 2024-2028 CHIP, there are a total of 22 strategies included in the action plan to address the top three health priorities. See Appendix D, pages 41-44, for the SWOT Analyses Results.

Community Input on Strategies

The CHD's Community Health Team continues to meet with various partners and community organizations to gather additional input on the strategies that required a SWOT analysis. Recently, the Community Health Team met with a representative from Young at Heart to gain the perspective of the older adult community.

Action Plan

Each priority area is connected to goals, objectives, strategies, timelines, lead organizations, outcomes, and performance measures.

This detailed plan helps create a path to tracking success. It is the difference between wishful thinking and achieving results. The Chickahominy Health District's Community Health Team will provide quarterly progress reports to the Steering Committee on the CHIP's three health priority areas. The Steering Committee and Chickahominy Health District will also meet biannually to share successes, identify roadblocks or barriers that might be slowing down implementation of a strategy, and discuss what we can do to get back on track. This is a living document, and changes will occur at least annually. Also, an annual report will be created and shared with the community.

Definitions

Below are the definitions for the terms that make up the CHIP action plan.

GOALS

Broad statements, describing a desired population condition of well-being.

LEAD ORGANIZATIONS

Organizations and individuals who have agreed to facilitate the work. The strategy owners report their progress, successes, and challenges quarterly to the Chickahominy Health District.

OBJECTIVES

Specific, measurable, achievable, relevant statements with a timeframe. Objectives specifically describe what the efforts are intended to accomplish and what change you hope to achieve. They help quantify the achievement of the goal.

SOURCE

Where the data originates that is used to measure change.

STRATEGIES

A collection of tangible actions to be carried out that has a reasonable chance of achieving goals and objectives.

TIMELINES

Sets the parameters for when a strategy will be completed.

OUTCOMES

Represent a specific result a program is intended to achieve.

PERFORMANCE MEASURES

How change in behavior, environment, and/or policy will be measured in implementation. Measures include both outputs (project deliverables) and outcomes when possible.

CHIP Organizational Structure

This table illustrates how the parts of the CHIP fit together, and was obtained from the Kansas Health Institute CHIP Handbook.(9)

Health Priority Area			
Goal		Goal	
Objective	Objective	Objective	Objective
Strategy Strategy	Strategy Strategy	Strategy Strategy	Strategy Strategy

HEALTH PRIORITY #1

Healthcare Access and Quality

Definition of Healthcare Access and Quality:

The National Academies of Sciences, Engineering, and Medicine (National Academies; formerly known as the Institute of Medicine) define access to healthcare as the "timely use of personal health services to achieve the best possible health outcomes."[10] Access to health refers to the social and environmental conditions or barriers that directly and indirectly affect people's health such as housing, income, employment, education, and more.[10] These factors, also referred to as social determinants of health, disproportionately impact low-income communities and communities of color. The National Academies defines health care quality as "the degree to which health care services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."[11]

Why is this important?

Nearly 86 percent of Charles City County Community Health Survey respondents stated the most important factor for a healthy community is access to affordable healthcare. [12] Access to affordable, quality healthcare is vital to a person's physical, social, and mental well-being. Together, health insurance, local care options, and a stable source of care (aka medical home) can help to ensure access to healthcare. Having access to care allows individuals to enter the healthcare system, find care more easily and close to home, pay for care, and have their health care needs met.[13] Also, expanding access to health services is an important step towards reducing health disparities.

Goal 1: To improve access to preventive health services, including primary care, telehealth, health screenings, vaccinations, health education, and dental services in Charles City County.

Objective 1.1: By June 30, 2028, decrease the number of avoidable hospitalizations among Charles City County community members from 1,079.51 per 100,000 people to 800.0 per 100,000 people.

Source: Virginia Department of Health, Office of Information Management, Division of Health Statistics, 2020.

Strategy 1.1.1: By March 31, 2025, Charles City County Fire/EMS will determine if they are able to establish a paramedicine program to improve access to preventive services, and address the needs of rural residents more efficiently.

Strategy 1.1.2: By March 31, 2025, the Charles City Health Department will be "relaunched" to the community with an open-house, list of services, and updated facility features.

Objective 1.2: By June 30, 2028, increase the percentage of youth in the Central Region who saw a dentist annually from 68% to 75%.

Source: Virginia Youth Survey, 2021. No county data available, only regional. See the glossary for a list of counties included in measure.

Strategy 1.2.1: By December 31, 2025, Central Virginia Health Services (CVHS) will conduct an assessment of available school-based dental programs/models to determine the feasibility of implementation within the Charles City Public Schools.

Social Determinants of Health Addressed in this Goal:

Healthcare Access and Quality

Goal 2: To build trust among Charles City County community members by sharing clear, easily accessible information widely through culturally sensitive education, engagement, and outreach.

Objective 2.1: By June 30, 2028, increase the percentage of adults (18+) in Charles City County who had a routine checkup in the past year from 80.5% to 84%.

Source: CDC, Behavioral Risk Factor Surveillance System (BRFSS), 2021

Strategy 2.2.1: By June 30, 2028, Charles City County Department of Social Services will host two Community Resource Fairs to offer a variety of preventive services, increase awareness of services available, and coordinate mobile health units at least every other year in Charles City County.

Strategy 2.2.2: By June 30, 2025, the Prevention Multidisciplinary Team (MDT) will develop an online directory, as well as a paper copy for the community and partner organizations to use for health-related referrals.

Social Determinants of Health Addressed in this Goal:

Healthcare Access and Quality

Goal 3: To enhance cross-organization care coordination efforts by developing and strengthening partnerships between healthcare and community organizations to address social determinants of health and improve health outcomes.
Objective 3.1: By June 30, 2028, decrease the percentage of the population under age 65 without health insurance from 15% to 9% in Charles City County.   Source: US Census Bureau's Small Area Health Insurance Estimates (SAHIE), 2020
Strategy 3.3.1: By June 30, 2025, Charles City County will re-establish a coalition focused on top health issues to improve health across the continuum in Charles City County.
Strategy 3.3.2: By September 30, 2024, Chickahominy Health District and CVHS will meet to explore how the Community Health Workers could partner to improve care coordination and address social determinants of health.
Objective 3.2: By June 30, 2028, decrease the percentage of the population 55 and older who felt lonely from 34% to 25%, and those who felt isolated from 40% to 30%.   Source: Charles City County Community Health Assessment Survey Results, 2023
Strategy 3.3.1: By December 31, 2024, Chickahominy Health District will meet with local and regional animal shelters to discuss promoting pet fostering programs/outreach to enhance the social wellness for older adults.

Social Determinants of Health Addressed in this Goal:

Healthcare Access and Quality, Social and Community Content

HEALTH PRIORITY #2

Economic Stability, Infrastructure, and Workforce Development

Definition of Economic Stability, Infrastructure, and Workforce Development:

Economic stability allows people the ability to access resources essential to life, including financial resources, quality housing and food, and a job that provides a stable, living wage.(14) Infrastructure is defined as the system of public works of a county, state, or region. Infrastructure is the underlying foundation of a community and includes vital resources such as: personnel; buildings; roads; and utilities.(15) Lastly, workforce development, broadly defined, is an interrelated set of strategies designed to meet employment needs.(16)

Why is this important?

Nearly 62 percent of Charles City County Community Health Survey respondents stated the most important health factors which affect how well/how long they live in Charles City County are built infrastructure and neighborhood problems. Additionally, 53 percent of Charles City County Community Health Survey respondents were dissatisfied with the infrastructure and utilities services. This priority tackles various social determinants of health such as employment, work environment, financial resources, and poverty.(12)

Goal 4: To improve economic stability for Charles City County community members through increased job opportunities, growth, and resources to meet their needs.
Objective 4.1: By June 30, 2028, Charles City County will increase the percent of the population 16 years of age and older in the civilian labor workforce from 57.8% to 60%. Source: U.S. Census Bureau, American Community Survey (ACS), 2018-2022 from QuickFacts
Strategy 4.4.1: By June 30, 2028, Charles City County will organize at least one job fair, career expo, and recruitment event in partnership with local employer, including the Charles City County Public Schools, industry associations, and workforce development agencies to showcase job opportunities, conduct on-the-spot interviews, and facilitate job matching and placement for job seekers, at least once a year.
Strategy 4.4.2: By September 30, 2024, Charles City County will adopt/approve the Charles City Economic Development and Tourism Strategic Plan.

Social Determinants of Health Addressed in this Goal:

Economic Stability

Goal 5: To ensure sustainable infrastructure and utilities within Charles City County to meet the needs of existing and new residential, commercial, and industrial developments.
Objective 5.1: By June 30, 2028, Charles City County will increase the percentage of households that had broadband internet connection from 67% to 80%. Source: U.S. Census Bureau, American Community Survey (ACS), 2018-2022
Strategy 5.5.1: By June 30, 2028, Charles City County will expand broadband infrastructure for rural residents of Charles City County.
Strategy 5.5.2: By March 31, 2028, Charles City County will conduct a comprehensive assessment of existing infrastructure to identify deficiencies and prioritize upgrades.

Social Determinants of Health Addressed in this Goal:

Neighborhood and Built Environment

Goal 6: To promote Charles City County as an attractive location for a variety of businesses to grow and offer high-quality jobs to community members.
Objective 6.1: By June 30, 2028, Charles City County will record at least 25 new non-employer businesses and at least 5 employer businesses. Source: U.S. Census Bureau County Business Patterns, 2021
Strategy 6.6.1: By June 30, 2028, Charles City County will complete an update to the Comprehensive Land Use Plan to prepare for future developments, challenges, and opportunities.
Strategy 6.6.2: By March 31, 2028, at least four new businesses from Charles City County will join the Hopewell/Prince George Chamber of Commerce to receive additional support and resources to grow their locally owned businesses and advance the economic well-being of the community.

Social Determinants of Health Addressed in this Goal:

Economic Stability, Neighborhood and Built Environment

HEALTH PRIORITY #3

Childhood Health and Education

Definition of Childhood Health and Education:

Childhood health is the extent to which children are able to develop and realize their potential, satisfy their needs, and develop the capacities that allow them to interact successfully within their environments.[17] The early years of a child's life are very important for their health and development. Healthy development means that children of all abilities, including those with special healthcare needs, can grow up where their social, emotional, and educational needs are met.[18] Education is defined as knowledge, skill, and development gained from study or practice.[19] Healthy People 2023 states that early childhood development and education are key determinants of future health and well-being.[20]

Why is this important?

Approximately 45 percent of Charles City County Community Health Survey respondents stated the most important factor for a healthy community is good and safe schools. Additionally, 46 percent of Charles City County Community Health Survey respondents were dissatisfied with the educational services in the county.[12] Health in the earliest years – beginning with the mother's well-being before she becomes pregnant – strengthens developing biological systems that enable children to thrive and grow up to be healthy adults. Positive early experiences provide children with a strong foundation to help them reach their full potential.[21]

Goal 7: To increase access to health and wellness services and resources for children and youth in Charles City County.
Objective 7.1: By June 30, 2028, decrease the percentage of youth that attempted suicide from 8.7% to 6.6% in the Central Region. Source: Virginia Youth Survey, 2021, No county data available. See the glossary for a list of counties included in measure.
Strategy 7.7.1: By December 31, 2025, Henrico Mental Health and Development Services will facilitate two sessions of the Ending the Silence Youth Suicide Prevention training in Charles City County Schools for school staff, parents and students.
Strategy 7.7.2: By June 30, 2025, Henrico Mental Health and Development Services will facilitate two sessions of the Talk Saves Lives training in Charles City County Schools for the school faculty and parents.
Objective 8.1: By June 30, 2028, decrease the Infant Mortality Rate among the Black population from 19.6 per 1,000 live births to 10.0 per 1,000 live births in Charles City County. Source: Vital Event Statistics Program-Virginia Department of Health, 2018-2020
Strategy 7.8.1: By December 31, 2024, Chickahominy Health District will assess the current home visiting programs available to expecting mothers and new parents in Charles City County.
Strategy 7.8.2: By June 30, 2028, Thrive Virginia will ensure that at least 75% of participants in the Healthy Families Home Visiting Program in Charles City County will receive their annual well-child visits.
Strategy 7.8.3: By December 31, 2024, Chickahominy Health District will meet with Charles City County Fire and Rescue and Sheriff to explore how they could collaborate to distribute car seats and/or booster seats to eligible families.
Strategy 7.8.4: By June 30, 2028, Chickahominy Health District will facilitate at least five car seat trainings in Charles City County each year to increase car seat safety.

Social Determinants of Health Addressed in this Goal:

Education Access and Quality, Healthcare Access and Quality

Goal 8: To increase resources available to staff and students that provides the younger population with educational opportunities, activities, and resiliency.

Objective 8.1: By June 30, 2028, increase the high school graduation rate from 94% to 100% in Charles City County.

Source: Charles City County Public Schools, 2023

Strategy 8.1.7: By June 30, 2028, Thrive Virginia will provide 36 Project Discovery workshops (9 each school year) for 9th through 12th grade students at Charles City High School to encourage students to graduate from high school and provide resources to help students achieve post-secondary education success.

Objective 8.2: By June 30, 2028, increase the percentage of youth in the Central Region who can identify at least one teacher or other adult that they can talk to if they have a problem from 67.2% to 73.0%.

Source: Virginia Youth Survey, 2021, No county data available. See the glossary for a list of counties included in measure.

Strategy 8.1.8: By March 31, 2028, the Charles City County Public Schools will participate in three in-school and/or after-school learning opportunities and/or enrichment programs that partner with community organizations each year for students and their families in Charles City County.

Social Determinants of Health Addressed in this Goal:

Education Access and Quality, Social and Community Context

Alignment: State Health Improvement Plan

The health priorities identified for Charles City County connect with several aspects of State Health Improvement Plan (SHIP), which is part of Virginia's 2023-2027 Plan for Well-Being. Virginia's Plan for Well-Being is a shared vision to improve the health of all Virginians and can be used as a tool for healthcare professionals, government agencies, community-based organizations, academic institutions, policymakers, local health departments, and other stakeholders to catalyze action towards measurable health improvement.[22] Specific priority areas in the SHIP that align with Charles City's CHIP are listed below.

State Priority 1: Infant Mortality

- Partner with healthcare providers, home visiting programs, doulas, and community organizations to encourage healthy behaviors in pregnancy.
- Strengthen coordinated care models between clinical and community-based systems.

State Priority 6: Housing, transportation, and Economic Stability

- Establish more public-private partnerships throughout the state, with particular attention to those areas with a high unemployment rate, to create more jobs, attract outside talent and business, and generate investments into the workforce.
- Create and offer career exploration and work-based learning opportunities to middle and high school students.
- Increase educational outcomes and increase participation in post-secondary education.
- Collaborate with community-based organizations to connect diverse residents from high-poverty neighborhoods to available employment opportunities.

Your Role

Community input is one of the greatest strengths of the CHIP, and additional conversations and collaborative efforts with various community groups, residents of all ages, elected officials, and other organizations will continue. All are invited to participate in tackling the three established health priority areas discussed in this plan. The CHIP is a roadmap of change that lays out how to address complex health issues, and such change does not happen overnight. This work requires support from the community and people working together from different sectors to make an impact on the quality of life and health of the community.

Please consider contacting the Chickahominy Health District's Community Health Team at CHDWellness@vdh.virginia.gov to serve on the Steering Committee who will meet twice a year.

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Glossary

Acceptability
The quality of being satisfactory and able to be agreed to or approved of.

Central region
An area in Virginia that includes Charlotte, Halifax, Mecklenburg, Brunswick, Dinwiddie, Goochland, Hanover, Powhatan, Cumberland, Buckingham, Amelia, Chesterfield, Sussex, Surrey, Richmond City, Prince George, Hopewell, Nottoway, Greensville, Prince Edward, Lunenburg, New Kent, and Charles City counties. See the map by visiting:
https://www.vdh.virginia.gov/content/uploads/2024/05/VDH_HD_map_2023_regions.pdf

Community Health Assessment (CHA)
Community health assessment calls for regularly and systematically collecting, analyzing, and making available information on the health of a community, including statistics on health status, community health needs, epidemiologic, and other studies of health problems.

Community Health Improvement Plan (CHIP)
Community Health Improvement Plan (CHIP) is a long-term, systematic effort to tackle the most important health priorities identified by the community. The CHIP is based on the results of the 2023 Charles City County Community Health Assessment (CHA).

Demographics
Statistical data relating to the population and particular groups within it.

Evidence-based
An approach to medicine, education, and other disciplines that emphasizes the practical application of the findings of the best available current research.

Feasibility
Possible to do easily or conveniently.

Focus group
A group of people assembled to participate in a guided discussion about a particular topic to provide input and their perspective.

Health disparities
Population-specific differences in the presence of disease, health outcomes, or access to healthcare.

Health equity
All members within the population have the opportunity to attain their highest level of health.

Health inequity
Differences in health status or in the distribution of health resources between different population groups, arising from the social conditions in which people are born, grow, live, work, and age.

Health priority
A health issue identified during the CHA process.

Indo-European Languages
A family of languages spoken in most of Europe and areas of European settlement and in much of Southwest and South Asia. Some examples include Germanic, Greek, Armenian, Celtic, and more.

Key informant interview
Qualitative in-depth interviews with people who have a solid understanding of the community.

MAPP 2.0
Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process for improving community health. It emphasizes the importance of community engagement, data-driven assessments, and health equity.

Mortality
A measure of deaths in a given population, location, or other grouping of interest.

PEARL Test
Methodology to systematically select strategies for adoption into the CHIP.

Public Health 3.0
A term to describe a new era of enhanced and broadened public health practice that goes beyond traditional public department functions and programs. Cross-sectoral collaboration is inherent to the Public Health 3.0 vision, and the Chief Health Strategist role requires high-achieving health organizations with the skills and capabilities to drive such collective action.

Root Cause(s)
The fundamental reason for the occurrence of a problem.

Social determinants of health
Direct causes and risk factors which, based on scientific evidence or theory, are thought to directly influence the level of a specific health problem.

Social ecological model
An ecological approach focuses on both population-level and individual-level determinants of health and interventions.

Surveillance data
Continuous process of collection, analysis, and interpretation of data.

Workforce capacity
The process through which an organization determines how much work can be accomplished given their total number of employees and existing or upcoming time constraints.

Workgroup
A group of people who work together on a particular piece of work.

Appendices

Appendix A: Strategy Development Worksheet
Charles City County Community Health Improvement Plan (CHIP)

1. **Name:**

2. **Organization:**

3. **Priority Issue: (choose which priority issue the strategy relates to)**
   - ☐ Healthcare Access and Quality
   - ☐ Economic Stability, Infrastructure and Workforce Development
   - ☐ Childhood Health and Education

4. **Goal this strategy applies to:**

---

5. **Is this a new or existing initiative?**
   - ☐ **New (outside of the box)**
   - ☐ **Existing (already implemented)**

---

6. **Description of Strategy:**

7. **Who is the target population?**

8. **Who are potential partners for this strategy?**

9. **Who would be the "owner" of this strategy?**

10. **Other information (funding, staff time, potential barriers, competitive interests, etc.)**

Appendix B: Community Assets and Resources

SOCIAL
- Community Events/Concert Series
- County Parks & Trails
- Charles City Social
- Recreation/Community Center
- Charles City Public Schools
- Young at Heart Senior Club
- Faith- based organizations
- Hunt Clubs
- Local restaurants
- Wineries
- Public Library System
- Peace Hill Farm
- Parks and Recs
- Bike/Car Clubs
- Mudbog
- Turkeyshoot
- Farmers Market
- Thrive VA

PHYSICAL
- Local Parks (Harrison Park, Chesapeake State Park, Lawrence Lewis Park/Boat Landing)
- Parks and Recs
- Summer Camps
- Young at Heart
- Gym/Group Exercises Classes
- Central Virginia Health Services
- Charles City Public Schools
- Food Banks
- Tribal Health
- Capitol Bike Trail
- EMS
- VCU Emergency Department
- Virginia Department of Health – Charles City County Health Department

SPIRITUAL
- County Parks & Trails
- Faith- Based Organizations
- Tribal Pow Wows
- Community Gardens/Natural Spaces
- Yoga/Meditation Events

ENVIRONMENTAL
- Local Biking and Walking Trails
- Local Parks and Waterways
- River Rest
- Waste Management/Recycling Program
- Sherriff's Office (Medication Disposal)
- Virginia Department of Health – Charles City County Health Department
- James River Association
- VCU Rice Center
- Wildlife Management Area
- Fish Hatchery
- Plantations
- VDOT Litter Clean up
- Group volunteering/JROTC Adopt- A- Highway

INTELLECTUAL
- Charles City Public Schools
- Citizen Academy (Fire Dept.)
- Public Library System
- Courthouse Museum
- Plantation Museum
- VCU Rice Center
- Charles City Government
- Charles City Cultural Alliance
- County Historical Society
- County Citizen Course
- Route 5 History Markers
- Boys/Girl Scouts

OCCUPATIONAL
- Charles City Government
- Bed & Breakfasts
- Restaurants
- Parks and Recs
- Promise Land
- Cultural Alliance (Enrichment)
- Public Library System
- VA Dept of Game & Fishery
- Thrive VA
- Fire/EMS (Volunteer Fire/Citizen's Academy)
- Sheriffs/Dispatch
- Driver's Education
- Pottery on Hill
- Bank

- CCHA
- Social Services
- Henrico Area Mental Health and Developmental Services
- County career choice program
- Partnerships with local community colleges
- Workforce development program
- Agriculture

EMOTIONAL
- Faith-based organizations
- County parks & trails
- Senior Services
- Animal Shelter Programs
- Bridges of Change Emergency Domestic Violence Shelter
- Thrive VA
- Charles City County Parks and Recs
- Charles City Public Schools
- Social Services
- Art Therapy
- Henrico Area Mental Health and Developmental Services
- Support Groups (AA)
- Central Virginia Health Services

FINANCIAL
- Truist Bank
- Senior Connections
- Thrive VA
- Student Finance Courses
- Unite Us
- Providence Forge Business Community
- Grants (VDEF, VDFP, Dominion, Aid to Locality)
- Peace Hill- Medical Debt Relief Initiative
- United Way of Greater Richmond and Petersburg

We recognize not all assets were captured, so if you'd like to provide an edit to the list, please email CHDWellness@vdh.virginia.gov.

Last Revised: May 30th, 2024

Appendix C: Strategy Review Worksheet for the Health Priorities

Childhood Health and Education	Questions	Yes	No	Unsure	If no, please explain.
By December 31, 2025, Henrico Mental Health and Development Services will facilitate two sessions of the Ending the Silence Youth Suicide Prevention training in Charles City County Schools.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By June 30, 2025, Henrico Mental Health and Development Services will facilitate two sessions of the Talk Saves Lives training in Charles City County Schools.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By December 31, 2024, Chickahominy Health District will assess the current home visiting programs available to expecting mothers and new parents in Charles City County.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By June 30, 2028, Thrive Virginia will ensure that 75% of participants in the Healthy Families Home Visiting Program in Charles City County will receive their annual well-child visits.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By December 31, 2024, Chickahominy Health District will meet with Charles City County Fire and Rescue and Sheriff Jason Crawley to explore how they could collaborate to administer car seats and/or boosters.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By June 30, 2028, Chickahominy Health District will administer at least three car seats and/or boosters in Charles City County each year to increase car seat safety.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
By June 30, 2028, Thrive Virginia will provide 36 Project Discovery workshops (9 each school year) for 9th-12th grade	• Will the stakeholders and the community accept the strategy?	☐	☐	☐	

students at Charles City High School to encourage students to graduate from high school and provides resources to help students achieve post-secondary education success.	• Is it likely that the strategy can be successfully implemented?	☐	☐	☐	
By March 31, 2028, the Charles City County Public Schools will participate in three in-school and/or after-school learning opportunities and/or enrichment programs that partner with community organizations each year for students and their families in Charles City County.	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	
NEW STRATEGY – list below and answer the questions by checking 'yes', 'no', or 'unsure'.					
	• Will the stakeholders and the community accept the strategy? • Is it likely that the strategy can be successfully implemented?	☐ ☐	☐ ☐	☐ ☐	

RETURN THIS FORM TO THE FACILITATOR.

Notes for Community Health Team:

Appendix D: SWOT Analyses Results

SWOT #1 – Health Care Access

Strategy 1:
By March 31, 2025, Charles City County Fire/EMS will determine if they would like to establish a paramedicine program to improve access to preventive services and address the needs of rural residents more efficiently.

Core Team Motions to:
- Approve
- Abandon
- Adapt

Healthcare Strategy #1 Review Group Rating Results: Feasibility (38.5%)
- *38.5% of the Steering Committee members rated this strategy as feasible.*

	Internal	External
Positive	**Strengths** • They have an experienced staff member already hired. • There is buy in from county leadership. • This program could benefit the aging population, which is the largest age group in the county.	**Opportunities** • There are many models across the nation who have successfully implemented similar programs. • County Fire has an active role in the community. • They have an experienced staff member already hired. • Education regarding resources available (what CC DSS does) is needed.
Negative	**Weaknesses** • A model hasn't been chosen, so the vision is unclear. • Unsure of capacity/time commitment– understanding limitations.	**Threats** • Sustainability of cost to maintain program – unsure of payment model. • May be difficult to sustain long-term staffing. • Changing priorities throughout the county – shifting priorities in leadership, funding, etc.

Action: The MAPP Core Team voted to adapt this strategy by changing the wording to state "if they are able to" versus "if they would like to" establish a paramedicine program to improve access to preventive services and address the needs of rural residents more efficiently.

SWOT #2 – Economic Stability, Infrastructure, and Workforce Development

Strategy 1: By June 30, 2028, Charles City County will organize job fairs, career expos, and recruitment events in partnership with local employers, industry associations, and workforce development agencies to showcase job opportunities, conduct on-the-spot interviews, and facilitate job matching and placement for job seekers at least once a year.

<div>

Core Team Motions to:

- Approve
- Abandon
- Adapt

</div>

Economic Strategy #1 Review Group Rating Results: Feasibility (66.7%)
- *66.7% of the Steering Committee members rated this strategy as feasible.*

	Internal	External
Positive	**Strengths** • This strategy is stated within the Charles City County Economic Strategic Plan. • There is buy-in from organizations/agencies to participate in these events. • The county has previous experience doing these events.	**Opportunities** • A great way to connect local community members to job opportunities. • This encourages partnership development. • May improve the county's unemployment rate. • Potential to grow these events to recruit people from outside the area to work in the county.
Negative	**Weaknesses** • Unclear how these events will be promoted. • Unclear if there are incentives incorporated (snacks, childcare while they are there).	**Threats** • Will people attend?

Action: The MAPP Core Team voted to adapt this strategy by adding Charles City County Public Schools to the list of partners stated within the strategy.

SWOT #3 – Economic Stability, Infrastructure, and Workforce Development

Strategy 6: By June 30, 2028, Charles City County will develop a plan to acquire more land.

Economic Strategy #1 Review Group Rating Results:
Feasibility (66.7%), Acceptability (44.4%)

- *66.7% of the Steering Committee members rated this strategy as feasible, and 44.4% of the Steering Committee rated this strategy as acceptable.*

Core Team Motions to:
- Approve
- Abandon
- Adapt

	Internal	External
Positive	**Strengths** • Improve the County's ability to develop business, preserve environmental resources, grow industry, etc.	**Opportunities** • Fundamental asset for sustainable economic development in the County • Comprehensive Planning is upcoming – this topic is a part of the planning process.
Negative	**Weaknesses** • Community members buy-in is not strong as they want to ensure Charles City County remains rural. • County is experiencing a barrier of finding people willing to sell land to them. • Limited capital to buy land (land is very expensive). • Unclear how this will impact health and benefit the community.	**Threats** • Environmental impact on rural landscape.

Action: The MAPP Core Team voted to abondon this strategy as it will most likely be covered in the Comprehensive Planning, which is already a strategy listed in the CHIP action plan.

SWOT #4 – Economic Stability, Infrastructure, and Workforce Development

Strategy 7: By March 31, 2028, Charles City County will establish a dedicated Chamber of Commerce with a strong focus on supporting both existing and new businesses.

<table>
<tr><td>Core Team Motions to:</td></tr>
<tr><td>

Approve
Abandon
Adapt

</td></tr>
</table>

Economic Strategy #1 Review Group Rating Results:
Feasibility (55.6%), Acceptability (55.6%)

- *55.6% of the Steering Committee members rated this strategy as feasible, and acceptable.*

	Internal	External
Positive	**Strengths** • The county is already a part of the Hopewell/Prince George Chamber of Commerce. • This strategy is stated within the Charles City County Economic Strategic Plan.	**Opportunities** • Build additional partnerships in area. • Existing structure and more resources with additional counties.
Negative	**Weaknesses** • Unclear if it would be beneficial to leave the Hopewell/Prince George Chamber of Commerce.	**Threats** • Does the interest of small business leaders lead to improved health?

Action: The MAPP Core Team voted to adapt this strategy by adding Charles City County Public Schools to the list of partners stated within the strategy.