

Strategic Action Plan: Prioritized Health Needs

February 2025

FINAL

Sustainable | Connected | Resilient



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The City of Dublin has developed a Strategic Action Plan that identifies specific steps that will help to improve community health and metrics that can be used to measure progress.

This Strategic Action Plan was created by an Advisory Committee comprised of more than 30 organizations that serve Dublin residents, including the City of Dublin. Over the past nine months, Advisory Committee members have met multiple times in individual work groups, with each work group focusing on one of four priority health needs identified by the City's recent Community Health Assessment.

This plan reflects the current objectives of the Advisory Committee's work groups, which are subject to change. As with any plan, the objectives and associated action steps represent what is known today, and it is understood that the objectives and action steps may change as the work evolves.



Priority Health Need: Health Care Navigation

Objective 1: Deploy more community health workers to places where Dublin residents gather. Action steps include:

- Work group identifies short list of gathering places for community health workers to visit.
- City negotiates with Franklin County Public Health to send community health worker(s) to places where Dublin residents gather.
- Work group and community health worker(s) meet regularly to ensure work is being done optimally.

Objective 2: Create and share GIS map that shows locations of key health care and wellness resources in Dublin. Action steps include:

- Work group identifies potential audiences who might use this GIS map.
- Work group identifies list of health care and wellness resources located within Dublin (e.g., hospitals, urgent care centers, pharmacies, dentists, eye care, parks, gyms).
- City's GIS department creates a virtual map that allows users to see and search for Dublin-located health care and wellness resources.
- Work group shares GIS map with potential audiences.

Objective 3: Inform new residents about the health care and wellness resources that are available to them. Action steps include:

- Work group identifies short list of key health care and wellness resources located within Dublin.
- City incorporates short list of key health care and wellness resources, possibly including a link to the Dublin Chamber of Commerce's Business Directory Search, in the city's New Resident packet.



Priority Health Need: Transportation

Objective 1: Expand outreach efforts for micro-transit services to residents over age 55. Action steps include:

- City meets with the senior living facilities in Dublin to present information about micro-transit options within the city and educate residents on the use, benefits, and how to access services.
- City promotes micro-transit services in the DCRC Adult and DSCS monthly newsletters.
- City promotes micro-transit services via social media outreach.

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- Micro-transit operator and City create an outreach plan to publicize services.
 - Micro-transit operator and City implement outreach plan.

Objective 2: Expand outreach efforts for micro-transit services to employers/employees. Action steps include:

- City identifies a list of employers who might benefit most from the use of micro-transit services.
 - City meets with at least 10 employers by the end of June to present information about micro-transit options within the city and educate them on the use, benefits, and how employees can access services.
 - Micro-transit operator and City create an outreach plan to publicize services.
 - Micro-transit operator and City implement outreach plan.
-



Priority Health Need: Youth Behavioral Health

Objective 1: Re-energize an existing collective-impact initiative to provide information to parents of Dublin youth. Action steps include:

- Work group determines smaller committee to revise the "Know More. Do More" campaign materials.
 - Work group explores possibility of using the "On Our Sleeves" campaign for this effort & clarifies how the information would integrate with the "Know More. Do More" campaign.
 - Work group clarifies key target audiences to receive information/communications.
 - Work group clarifies mode of communications (e.g., handouts, podcasts, swag bags, etc.).
 - Work group creates communications plan to ensure regular delivery of coordinated messaging to key target audiences.
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Priority Health Need: Community Connections

Objective 1: Develop a deeper understanding of why non-connected people feel that way and how to communicate with them more effectively. Action steps include:

- Work group recruits additional members who have different racial/ethnic backgrounds and who represent different age groups.
- Work group reviews relevant information from Dublin's 2023 CHNA and discusses need (if any) for additional qualitative research with those who feel less connected to their neighbors.
- (As needed) Work group conducts additional qualitative research.
- Work group drafts a memo that describes why disconnected residents feel that way and how they prefer to receive information about future engagement opportunities. Memo will also suggest actions that community and neighborhood groups could take to foster increased feelings of belongingness.

Objective 2: Offer National Good Neighbor Day programming to Dublin residents. Action steps include:

- Work group researches how to implement National Good Neighbor Day in Dublin.
- Work group creates and implements plan for offering National Good Neighbor Day programming ideas and opportunities to Dublin residents.

Objective 3: Increase community capacity for engagement opportunities (including volunteering). Action steps include:

- Work group discusses and identifies additional specific actions that community organizations and groups can take that have the potential to provide residents with more opportunities to engage with others in the community.
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Kickoff and Question Generation

Sep 2022 – May 2023

- The Advisory Committee was created and a series of planning sessions were held

Qualitative Data: Collection, Analysis, and Insights

Feb 2023 – Jun 2023

- Twenty-one interviews were conducted with stakeholders in community health
- Six focus groups were conducted including two groups comprised of youth

Quantitative Data: Collection, Analysis, and Insights

July 2023 – Oct 2023

- A representative survey of Dublin adult residents was conducted (n=512)
- A briefer community poll was used to collect data from interested Dublin residents (n=295)
- Secondary data was collected from national, state, and local sources

Synthesis, Prioritization, and Planning

July 2023 - now

- A report was generated to present the analysis and synthesis of all data collected
- A prioritization session was conducted to identify the priority health needs
- Workgroups were formed for each priority health need
- Objectives, action steps, metrics, and other plans were developed with the goal of improving health in the priority areas

Prioritization Session

Identifying the City's Priority Health Needs

On February 9, 2024, 22 people representing a diverse array of organizations identified the priority health needs among the City of Dublin's residents. Organizations represented included:

- City of Dublin
- Delaware Public Health District
- Dublin City Schools
- Dublin Food Pantry
- Franklin County Public Health
- Mount Carmel Health System
- Nationwide Children's Hospital
- Ohio State Wexner Medical Center
- Ohio University
- One Dublin
- SourcePoint
- Syntero
- Union County Health Department

Facilitated by researchers from Illuminology, the meeting attendees participated in the following three-step process:

1. Participants assigned themselves to one of three small groups. Each small group was asked to carefully review and discuss a different ~20-page segment from the City's *2023 Community Health Needs Assessment (CHNA)*.
2. Each small group identified the most important issues affecting the health of City of Dublin residents. To identify these potential priority health issues, participants were asked to consider not only the data and insights presented in the 2023 CHNA but also their own personal experience and other criteria (see Appendix A).
3. A total of 12 potential priority health issues were identified by the three small groups. The meeting participants then gathered as a large group to review those potential priority health issues and to select the ones they felt were the most important issues affecting the health of City of Dublin residents. Three rounds of voting¹ were required before consensus was reached.

¹Round 1: Each participant was given 4 votes to cast for the health issues they perceived to be most important. After voting, those issues that received the fewest number of votes were removed from further consideration. Round 2: Each participant was given 3 votes to cast for the health issues they perceived to be most important. Those issues that received the fewest number of votes were removed from further consideration. Round 3: Each participant was given 2 votes to cast for the health issues they perceived to be most important.

Prioritization Session

Overall, the meeting participants identified four health needs facing City of Dublin residents. The group then voted unanimously to approve these four issues as priority health needs facing City of Dublin residents. These prioritized health needs are outlined below.



Health Care Navigation

(coordination of services; insurance knowledge and navigation; Medicare/Medicaid; social support such as food pantry) (*11 votes in final round*)



Transportation

(food access & health access; affordable transportation; access to public transportation; technology limitation (Uber/Lyft/other services)) (*10 votes in final round*)



Youth Behavioral Health

(including pressure on youth to excel) (*8 votes in final round*)



Community Connections

(neighborhood groups/events; HOA leaders; age under 35 and over 65; income under \$200K; people with disabilities) (*6 votes in final round*)

Prioritization Session

The other health needs that were identified by the small groups and considered in this voting process included the following:

- Binge drinking (40% from survey – surprising; potentially youth also) (*3 votes in final round*)
- Food insecurity (older adults)
- Women’s mental health
- Need for more amenities/facilities (pools, pickleball courts)
- Financial security (financial concerns – from survey; aging in place, increasing taxes, fixed incomes)
- Mental health stigma (in health care system and in general)
- Telehealth (barriers – lack of comfort, technological limitations)
- Chronic illnesses (blood pressure, high cholesterol)

Addressing Priority Needs – Assets and Resources

At the end of the facilitated session, participants brainstormed organizations that could serve as possible assets or resources as the community works together to improve residents’ health and well-being in each priority area. When this project transitioned into its strategic planning phase, the Advisory Committee invited senior leaders from these organizations to participate.

Health Care Navigation

- Hospitals
- Medical facilities
- Primary care providers
- Social workers
- Pathways Hub
- JFS (Franklin, Delaware, Union Counties)
- Skilled nursing facilities
- Food banks/pantries
- Emergency housing
- Utilities services
- Courts
- 2-1-1
- Dublin Police Department
- Fire Department
- EMS
- Faith communities
- Corporate partners that work in technology in Dublin
- VA
- Chamber of Commerce
- Find Help app
- Veteran Services Commission



Addressing Priority Needs – Assets and Resources – cont'd

Transportation

- Private providers of transportation
- Public transportation
- SourcePoint
- Agencies that fund transportation
- Agencies promoting active transportation (biking, walking, other modes)
- MORPC
- Dublin Connector
- Mobility hubs
- VA
- Large local employers
- COTA
- LinkUs
- Social service organizations representing populations that may need affordable transportation
- Veteran Services Commission



Youth behavioral health

- Schools
- Syntero
- Nationwide Children's Hospital
- Suicide Prevention Coalitions (Franklin County, Delaware County)
- Youth sports leagues
- YMCA
- Dublin Community Recreation Center
- Organizations that address adult mental health
- P.E.R.C. (Parents and Educators Raising our Community)
- Big Brothers Big Sisters
- Dublin ACT (Adolescents and Community Together) Coalition
- Libraries



Community connections

- HOAs
- Dublin Community Recreation Center
- Schools
- Social service agencies (especially those that work with groups that may feel particularly disconnected from community, such as LGBTQ individuals)
- Senior center
- SourcePoint
- Faith communities
- Assisted living facilities
- Rental agencies
- Chamber of Commerce
- Local businesses (collaborating to do community meetups)



Strategic Action Plan Process

After identifying the four priority health needs, four work groups were created with the goal of creating plans to improve the health and well-being of Dublin residents. Beginning in spring 2024, the City of Dublin and Illuminology facilitated multiple meetings with each work group to address the priority health needs. The following pages display information about each work group, its processes, and the planning conducted thus far.

Work Group

The following individuals comprise the Health Care Navigation work group.

Cardinal Health

Brian Moore

City of Dublin

Tracey Uhl

Dasi Simulations

Sean McKibben

Dublin Food Pantry

Julie Rinaldi

Franklin County Public Health

Alex Jones
Abby Boeckman
Joe Mazzola
Lindsey Rodenhauer

Franklin County Veteran Services

Buck Bramlish

Health Impact Ohio

Tanikka Price

Mount Carmel Health System

Brian Pierson

Nationwide Children's Hospital

Kent Weakley
Nieme Banks

OhioHealth

Joseph Gastaldo
Matt Kunar

Ohio State University Wexner Medical Center

Krystal Renz
Kyle Steinbauer

Syntero

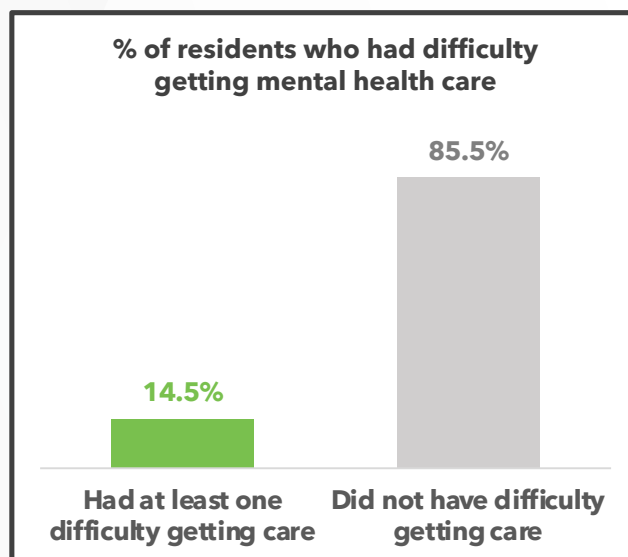
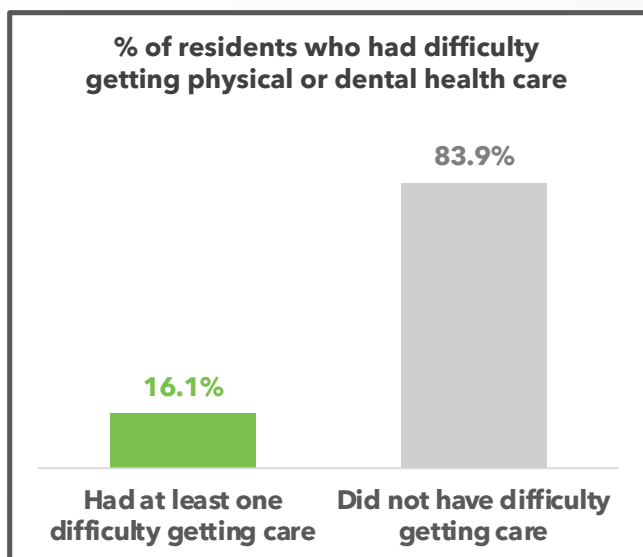
Sara Harrison-Mills

Washington Township

Kevin McDowell

Relevant research findings

Some of the research findings from the Community Health Needs Assessment that the work group discussed included that 16% of residents had difficulty getting physical or dental health care in the past year and 15% of residents had difficulty getting mental health care in the past year. There were also challenges mentioned during the qualitative research.



"I've been searching to establish GP care in and around Dublin for six months and finally got in."

"There can be long waits to get access to care. It can take people time to recognize, hey, maybe I need to do this and then by the time they're calling it can be several months to get linked with somebody. So I think that creates a significant barrier."

"If you ever tried to go down the path of getting your child any type of mental healthcare, you are going to wait several months, seven to eight months. It's unbelievable just how difficult it is to get."

"I see a lot of health-related issues where they have to decide, am I going to pay a bill? Or am I going to make sure that my child gets the medical attention that they need?"

The **health care navigation** work group identified three key objectives that require sustained community collaboration and focus.

- (1) Deploy more community health workers to places where Dublin residents gather.
- (2) Create and share GIS map that shows locations of key health care and wellness resources in Dublin.
- (3) Inform new residents about the health care and wellness resources that are available to them.

OBJECTIVE 1: Deploy more community health workers to places where Dublin residents gather.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-29

Specific Next Steps:

- Work group identifies short list of gathering places for community health workers to visit.
- City negotiates with Franklin County Public Health to send community health worker(s) to places where Dublin residents gather.
- Work group and community health worker(s) meet regularly to ensure work is being done optimally.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organizations: Franklin County Public Health

Name of Key Contact(s) at Lead Organizations: Lindsey Rodenhauser

Supporting Organizations: City of Dublin, Dublin Food Pantry, Mount Carmel Health System, Nationwide Children’s Hospital, Ohio Health, OSU Wexner Medical Center, Syntero

Additional Financial Expense: Work is projected to be completed within the City’s existing budget allocation and with partner resources. If additional funds are required, they will be requested through the normal budgetary process.

The health care navigation work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Community health worker(s) visits more places where Dublin residents gather.	CHWs visited Dublin gathering places an unknown number of times (possibly 0) in 2024	CHWs visited Dublin gathering places 6 times in 2025 (TBD)

Key Metrics	Baseline measurement	Target measurement
More Dublin residents speak with community health workers.	Unknown number of Dublin residents (possibly 0) spoke with CHWs in 2024	100 Dublin residents spoke with CHWs in 2025 (TBD)
Fewer residents have difficulty accessing physical, mental, or dental health care, as measured by stakeholder interviews and/or future City surveys.	TBD	TBD

Background/Contextual Information

Community Health Workers (aka health care navigators) help to ensure coordinated and comprehensive health care for individuals and families. These navigators go into the community to make themselves available to residents at particular locations and events.

OBJECTIVE 2: Create and share GIS map that shows locations of key health care and wellness resources in Dublin.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-29

Specific Next Steps:

- Work group identifies potential audiences who might use this GIS map.
- Work group identifies list of health care and wellness resources located within Dublin (e.g., hospitals, urgent care centers, pharmacies, dentists, eye care, parks, gyms).
- City's GIS department creates a virtual map that allows users to see and search for Dublin-located health care and wellness resources.
- Work group shares GIS map with potential audiences.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organizations: City of Dublin

Name of Key Contact(s) at Lead Organizations: Mollie Steiner; Innovation and Analytics staff

Supporting Organizations: Dublin Food Pantry, Mount Carmel Health System, Nationwide Children's Hospital, Ohio Health, OSU Wexner Medical Center, Syntero

Additional Financial Expense: None required, as this work can be completed within the City's existing budget allocations.

The health care navigation work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Creation of GIS map of key health care and wellness resources.	0 GIS map of key health care and wellness resources available in 2024	1 GIS map of key health care and wellness resources available in 2025
Usage of GIS map.	- 0 page views - Average time on webpage/site = 0 seconds in 2024	- 300 page views - Average time on webpage/site = 60 seconds in 2025 (TBD)

Background/Contextual Information

There is not currently a comprehensive list of health care and wellness resources that residents, community health workers, and other stakeholders can access via a GIS map. Such a map would be useful because it would allow users to easily visualize this type of information within the context of Dublin's geography, thereby increasing access to these resources. This map would likely need to be reviewed/updated for accuracy on a semi-regular basis.

OBJECTIVE 3: Inform new residents about key health care and wellness resources that are available to them.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-29

Specific Next Steps:

- Work group identifies short list of key health care and wellness resources located within Dublin.
- City incorporates short list of key health care and wellness resources, possibly including a link to the Dublin Chamber of Commerce’s Business Directory Search¹, in the city’s New Resident packet.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organizations: City of Dublin

Name of Key Contact(s) at Lead Organizations: Mollie Steiner; Communications & Marketing staff

Supporting Organizations: Dublin Chamber of Commerce, Dublin Food Pantry, Mount Carmel Health System, Nationwide Children’s Hospital, Ohio Health, OSU Wexner Medical Center, Syntero

Additional Financial Expense: None required, as this work can be completed within the City’s existing budget allocations.

The health care navigation work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Increased usage of webpages listed in the city’s New Resident packet.	- Unknown page views - Unknown time on webpage/site in 2024	- +10% increase in page views - +10% increase in time on webpage/site in 2025 (TBD)

Background/Contextual Information

New Dublin residents would likely benefit from learning about the key health care and wellness resources that are conveniently located within the city. To facilitate that knowledge transfer, the City can include a page devoted to “Health Care and Wellness Resources” in the information packets it sends to new residents.

¹ <https://www.dublinchamber.org>

Work Group

The following individuals comprise the Transportation work group.

City of Dublin

Jeannie Willis
Jenny Rauch
J.M. Rayburn
Tracey Uhl

COTA

Claire Jennings

Dublin Connector

Nate Wise
Rob Dalton

Mid-Ohio Regional Planning Commission (MORPC)

Emma Strange

Quantum Health

Brent Purdom

SourcePoint

Amelia Tucciarone
Jill Smith

Relevant research findings

Some of the research findings from the Community Health Needs Assessment that the work group discussed included that, according to the qualitative research, some Dublin residents have challenges getting transportation for health care purposes, for activities, or for meeting basic needs (e.g., getting groceries).

"There's a real challenge with finding reliable transportation for seniors who need to go outside of Dublin, especially to a medical appointment."

"Intercity transportation for senior citizens to be able to make appointments, temple visits."

"Kids need to go to the zoo, kids need to go to the pool, seniors need to go to the grocery store. In an ideal world it would be easy transportation for all of our residents to get where they needed to go."

"I would love to see more opportunities for transportation for people with disabilities, or easily accessible walking. You shouldn't have to have a really decent car to get everywhere."

"It's very hard to get a bus. And it's much easier to just buy a bike and bike because it'll save you money. And you don't have to walk half an hour to the nearest bus station...I haven't seen not one bus station in my entire subdivision that I live in. And it's a sizable subdivision."

The **transportation** work group identified two key objectives that require sustained community collaboration and focus.

- (1) Expand outreach efforts for micro-transit services to residents over age 55.
- (2) Expand outreach efforts for micro-transit services to employers/employees.

OBJECTIVE 1: Expand outreach efforts for micro-transit services to residents over age 55.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-29

Specific Next Steps:

- City meets with the senior living facilities in Dublin to present information about micro-transit options within the city and educate residents on the use, benefits, and how to access services.
- City promotes micro-transit services in the DCRC Adult and DSCS monthly newsletters.
- City promotes micro-transit services via social media outreach.
- Micro-transit operator and City create an outreach plan to publicize services.
- Micro-transit operator and City implement outreach plan.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organization: Micro-transit operator (currently the Dublin Connector, future potential transition to COTA//Plus)

Name of Key Contact(s) at Lead Organization: Nate Wise

Supporting Organizations: City of Dublin, SourcePoint, MORPC, Syntero, COTA, others

Additional Financial Expense: None required, as this work can be completed within the City's existing budget allocations.

The transportation work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Outreach meetings with senior living facilities.	Unknown number of meetings in 2024	Meet with all senior living facilities in Dublin
Usage of micro-transit service by residents over age 55 (to any destination).	6,163 trips in 2024	Increase ridership in Dublin upon availability of COTA//Plus services

Older adult users provide positive ratings about the micro-transit service (overall customer satisfaction rating; driver friendliness; etc.), via rider surveys.	4.92 (on a 5-point scale) in 2024	Same or better in 2025
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OBJECTIVE 2: Expand outreach efforts for micro-transit services to employers/employees.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-24

Specific Next Steps:

- City identifies a list of employers who might benefit most from the use of micro-transit services.
- City meets with at least 10 employers by the end of June to present information about micro-transit options within the city and educate them on the use, benefits, and how employees can access services.
- Micro-transit operator and City create an outreach plan to publicize services.
- Micro-transit operator and City implement outreach plan.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organization: Micro-transit operator (currently the Dublin Connector, future potential transition to COTA//Plus)

Name of Key Contact(s) at Lead Organization: Nate Wise

Supporting Organizations: City of Dublin, Dublin Chamber of Commerce, MORPC, Quantum Health, Cardinal Health, Crawford Hoying, COTA, others

Additional Financial Expense: None required, as this work can be completed within the City's existing budget allocations.

The transportation work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Outreach meetings with employers.	Unknown number of meetings in 2024	Include micro-transit materials for outreach meetings in 2025
Usage of micro-transit service by employees.	6,133 trips in 2024	Increase ridership in Dublin upon availability of COTA//Plus services

More employers provide micro-transit service information to new employees via employer onboarding.	Unknown number of employers provided micro-transit information during onboarding in 2024	25 employers provided micro-transit information during their onboarding in 2025 (TBD)
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Background/Contextual Information

The Dublin Connector offers transportation services to residents over 55, residents with disabilities, and anyone who works in Dublin, at no cost to those users. Some large employers have expressed a concern about the ability of some employees to use public transportation to reach their buildings. Can micro-transit services provide “last mile” transportation, from the end of established COTA lines to specific business parks within the city? Because Issue 47 was approved by a majority of voters in November 2024, there will likely be new funding available to expand/enhance micro-transit service in Dublin, such as COTA//Plus.

Work Group

The following individuals comprise the Youth Behavioral Health work group.

City of Dublin

Greg Lattanzi (Deputy Chief of Police)
Euan Baker
Paul Burks (School Resource Officer)
Scott Brown (School Resource Officer)
Scott Nichelson (School Resource Officer)
Tracey Gee

Delaware Public Health District

Garret Guillozet
Jen Keagy

Dublin ACT Coalition

Sue Hutras

Dublin City Schools

Becky Haselberger
Colleen Shyrock
Kara Corpman
Tyler Wolfe

Dublin Youth Athletics

Dylan Gaver

Franklin County Public Health

Elizabeth De Luca-Kontchou
Eric West

Franklin County Suicide Prevention Coalition

Lauren Bromund

Nationwide Children's Hospital

Amanda Levell

Ohio Premier Soccer Club

Chris Baer
Chris Steuer
Gus Teren

P.E.R.C. (Parents and Educators Raising our Community)

Tim Wrenn

St. Brigid of Kildare

Alyson Stickel
Stacie Williams

Syntero

Sara Harrison-Mills
Melissa Rotblatt

Relevant research findings

According to the qualitative research from the Community Health Needs Assessment, adult and youth residents are concerned about youth mental health. The COVID-19 pandemic and pressure to succeed/social comparisons contribute to declining mental health. There are also concerns about substance misuse amongst youth.

"The added stress, the high expectations, that constant competitive nature...Members of our community thinking that they have to live up to their neighbors."

"I think sometimes the standards we set in Dublin...also set kids up for anxiety. We have National Merit Scholars everywhere...we set that standard pretty high here."

"Since everyone is at such a high level, we expect ourselves to be good at everything. We have to be athletes, we have to be A students, we have to take AP classes and then we also have to have a life outside of school and have friends and all this stuff." (Youth resident)

"I think that vaping is a problem. Marijuana is becoming a problem and they're getting introduced to it younger and younger because the accessibility to it is much easier. The vaping is targeted to kids that age. I think Dublin tries really hard. They did the 21 and over for vapes, which is great, except there's not a single gas station here that follows that rule."

"I think that, particularly among our high school populations, there is some drug usage there that we probably need to partner with our law enforcement, we probably need to partner with our medical professionals or with the school district itself."

The **youth behavioral health** work group identified one key objective that requires sustained community collaboration and focus.

- (1) Re-energize an existing collective-impact initiative to provide information to parents of Dublin youth.

OBJECTIVE 1: Re-energize an existing collective-impact initiative to provide information to parents of Dublin youth.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-29

Specific Next Steps:

- Work group determines smaller committee to revise the “Know More. Do More” campaign materials.
- Work group explores possibility of using the “On Our Sleeves” campaign for this effort & clarifies how the information would integrate with the “Know More. Do More” campaign.
- Work group clarifies key target audiences to receive information/communications.
- Work group clarifies mode of communications (e.g., handouts, podcasts, swag bags, etc.).
- Work group creates communications plan to ensure regular delivery of coordinated messaging to key target audiences.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organizations: Dublin ACT Coalition, Nationwide Children’s Hospital (NCH)
Name of Key Contacts at Lead Organizations: Sue Hutras, NCH staff
Supporting Organizations: Syntero, Dublin City Schools, City of Dublin
Additional Financial Expense: Work is projected to be completed within the City’s existing budget allocation, the use of Dublin Police seizure funds, and with partner resources. If additional funds are required, they will be requested through the normal budgetary process.

The youth behavioral health work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Creation and execution of communication plan.	- 0 communication plans in 2024 - Unknown number (possibly 0) of targeted communications to parents in 2024	- 1 communication plan in 2025 - 12 targeted communications to parents in 2025

Key Metrics	Baseline measurement	Target measurement
Usage of parent-facing resources created by “ Know More Do More ” (e.g., views of the web page; time spent on web page).	<ul style="list-style-type: none"> - Unknown number of page views in 2024 - Unknown average time on website in 2024 	<ul style="list-style-type: none"> - 250 page views in 2025 - Average time on webpage/site = 60 seconds in 2025
Usage of parent-facing resources created by “ On Our Sleeves ” (e.g., views of the web page; time spent on web page).	<ul style="list-style-type: none"> - Unknown number of page views in 2024 - Unknown average time on website in 2024 	<ul style="list-style-type: none"> - 250 page views in 2025 - Average time on webpage/site = 60 seconds in 2025
Dublin youth report more positive mental health outcomes, as measured by future Dublin City Schools’ Panorama surveys.	TBD	TBD

Background/Contextual Information

According to the 2023 Community Health Needs Assessment, both adult and youth residents are concerned about youth mental health. The COVID-19 pandemic, along with pressure to succeed / competitive social comparisons, are viewed as having contributed to declining mental health. Furthermore, many express concern about substance misuse amongst youth. What can be done to inform and empower Dublin parents to help their children be healthier?

Work Group

The following individuals comprise the Community Connections work group.

Ballantrae

Cristian Cooney
Steve Brown

Bridge Park

Janell Bailey

Chamber of Commerce

Jenny Amorose

City of Dublin

Christine Nardecchia
Jen Vosters
Madi Kregel
Mollie Steiner
Tracey Gee

Dublin City Schools

Chris Ondrus

Dublin Community Church Interfaith Outreach

Barb Anderson

Dublin Retirement Village

Dionne Nicol

Forever Dublin Hub

Teresa Wasserstrom

Historic Dublin

Sharon Adamek

Muirfield

Robert Fathman

Ohio University

William Burke

One Dublin

Heather Heins

Rainbow Dublin

Jaron Terry

SourcePoint

Alison Yeager
Fara Waugh

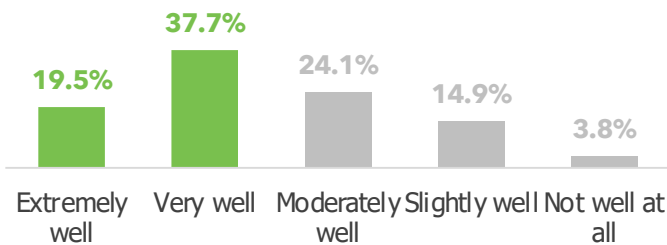
We ROC (Are One Community)

Becky Hasselberger

Relevant research findings

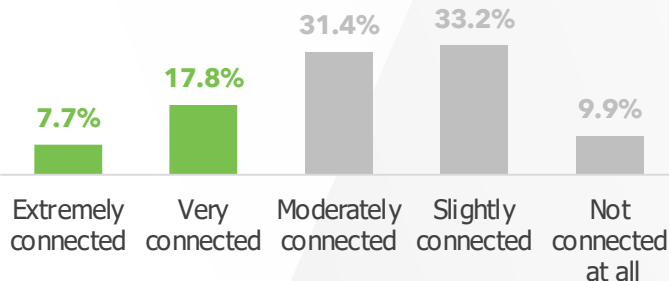
According to the quantitative research from the Community Health Needs Assessment, 43% of adult residents feel like they belong in Dublin only moderately well, slightly well, or not well at all; 75% feel only moderately connected, slightly connected, or not connected at all to their neighbors. The qualitative research revealed that some residents feel like outsiders.

**% of residents who feel the statement
"I feel like I belong in Dublin" describes
them...**



Those who don't feel as though they belong cite **lack of personal connection, lack of inclusiveness, and no sense of community** as reasons why.

**% of residents who reported feeling
"_____ connected" to neighbors**



"Although Dublin does a pretty decent job of trying to be inclusive of minorities/other ethnicities, I still feel like an outsider...despite growing up in America."

"Dublin is for families with kids and dogs and good jobs. I'm semi-retired, single, divorced, with no kids."

The **community connections** work group identified three key objectives that requires sustained community collaboration and focus.

- (1) Develop a deeper understanding of why non-connected people feel that way and how to communicate with them more effectively.
- (2) Offer National Good Neighbor Day programming to Dublin residents.
- (3) Increase community capacity for engagement opportunities (including volunteering).

OBJECTIVE 1: Develop a deeper understanding of why non-connected people feel that way and how to communicate with them more effectively.

CURRENT PLANNING STATUS

Current Status: *Planning*

Last Updated: 2025-01-29

Specific Next Steps:

- Work group recruits additional members who have different racial/ethnic backgrounds and who represent different age groups.
- Work group reviews relevant information from Dublin’s 2023 CHNA and discusses need (if any) for additional qualitative research with those who feel less connected to their neighbors.
- (As needed) Work group conducts additional qualitative research.
- Work group drafts a memo that describes why disconnected residents feel that way and how they prefer to receive information about future engagement opportunities. Memo will also suggest actions that community and neighborhood groups could take to foster increased feelings of belongingness.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organization: Work group (Mollie Steiner to facilitate)

Name of Key Contact(s) at Lead Organization: Mollie Steiner

Supporting Organizations: Dublin Chamber of Commerce, Dublin City Schools, Dublin Community Church Interfaith Outreach, Dublin Retirement Village, Historic Dublin, Ballantrae HOA, Muirfield HOA, Ohio University, SourcePoint

Additional Financial Expense: None required, as this work can be completed within the City’s existing budget allocations.

The community connections work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Creation of memo that describes why disconnected residents feel that way and how they prefer to receive information about future engagement opportunities. Memo will also suggest actions that community and neighborhood groups could take to foster increased feelings of belongingness.	0 memos available in 2024	1 memo available in 2025

Background/Contextual Information

According to the City’s 2023 Community Health Needs Assessment, 43% of adult residents feel like they belong in Dublin only moderately well, slightly well, or not well at all, and 43% feel only slightly connected or not connected at all to their neighbors. And per stakeholder interviews and focus groups with residents, some residents report feeling like outsiders in their community. More attention should be paid to understanding who feels this way, why they feel that way, and what can be done to positively influence such situations.

OBJECTIVE 2: Offer National Good Neighbor Day programming to Dublin residents. National Good Neighbor Day takes place on September 28.

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-24

Specific Next Steps:

- Work group researches how to implement National Good Neighbor Day in Dublin.
- Work group creates and implements plan for offering National Good Neighbor Day programming ideas and opportunities to Dublin residents.

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organization: Work group (Mollie Steiner and Madison Kregel to facilitate)

Name of Key Contact(s) at Lead Organization: Mollie Steiner; Madison Kregel

Supporting Organizations: Dublin Chamber of Commerce, Dublin City Schools, Dublin Community Church Interfaith Outreach, Dublin Retirement Village, Historic Dublin, Ballantrae HOA, Muirfield HOA, Ohio University, SourcePoint

Additional Financial Expense: None required, as this work can be completed within the City's existing budget allocations.

The community connections work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
Number of neighborhood events that occur on National Good Neighbor Day (NGND).	0 NGND events in 2024	25 NGND events in 2025 (TBD)
Number of Dublin residents who participate in NGND events.	0 residents participate in NGND events in 2024	500 residents participate in NGND events in 2025 (TBD)
Social media discussions/shares related to NGND events.	4 social media discussions / shares re: NGND in 2024	500 social media discussions / shares re: NGND in 2025 (TBD)
Residents feel more connected to others, as measured by future City surveys.	56.9% feel they are extremely, very, or moderately connected to neighbors (2023)	62.6% in next City survey (+10%; TBD)
More residents feel like they belong in the city, as measured by future City surveys.	57.2% feel that the statement "I feel like I belong in Dublin" describes them	62.9% in next City survey (+10%; TBD)

Key Metrics	Baseline measurement	Target measurement
	extremely well or very well (2023)	

Background/Contextual Information

According to the City’s 2023 Community Health Needs Assessment, 43% of adult residents feel like they belong in Dublin only moderately well, slightly well, or not well at all, and 43% feel only slightly connected or not connected at all to their neighbors. And per stakeholder interviews and focus groups with residents, some residents report feeling like outsiders in their community. National Good Neighbor Day (typically held in September of each year) represents an opportunity for Dublin to bring a nationally recognized community-building effort to the city , providing an opportunity for residents to build stronger community ties, to encourage positive neighbor interactions, to promote a sense of belonging, and to reinforce the value of performing kind acts to others.

OBJECTIVE 3: Increase community capacity for engagement opportunities (including volunteering).

CURRENT PLANNING STATUS

Current Status: *Planning* **Last Updated:** 2025-01-24

Specific Next Steps:

- Work group discusses and identifies additional specific actions that community organizations and groups can take that have the potential to provide residents with more opportunities to engage with others in the community.
- (TBD, pending additional workgroup discussion and successful completion of objectives #1 & #2.)

ORGANIZATIONAL FRAMEWORK FOR THIS OBJECTIVE

Lead Organization: Work group (Christine Nardecchia and Mollie Steiner to facilitate)

Name of Key Contact(s) at Lead Organization: Christine Nardecchia, Mollie Steiner

Supporting Organizations: Dublin Chamber of Commerce, Dublin City Schools, Dublin Community Church Interfaith Outreach, Dublin Retirement Village, Historic Dublin, Ballantrae HOA, Muirfield HOA, Ohio University, SourcePoint

Additional Financial Expense: None required, as this work can be completed within the City's existing budget allocations.

The community connections work group will be facilitated by the City, will hold ad hoc meetings, and will make decisions by consensus.

Key Metrics	Baseline measurement	Target measurement
City organizes community gatherings that provide residents with opportunities to connect with their neighbors and to increase the extent to which they feel they belong in Dublin. Examples include the 2025 MLK Sunday Supper (January 2025) and multiple gatherings with Dublin residents who have Chinese, Japanese, and Indian backgrounds (March 2025).	- 0 gatherings in 2024 - 0 residents participated in community gatherings like these in 2024	- 10 gatherings in 2025 (TBD) - 500 residents participated in community gatherings like these in 2025 (TBD)
Work group to identify additional specific actions that community organizations and groups can take that have the potential to provide residents with more opportunities to engage with others in the community.	TBD	TBD

Key Metrics	Baseline measurement	Target measurement
Residents feel more connected to others, as measured by future City surveys.	56.9% feel they are extremely, very, or moderately connected to neighbors (2023)	62.6% in next City survey (+10%; TBD)
More residents feel like they belong in the city, as measured by future City surveys.	57.2% feel that the statement "I feel like I belong in Dublin" describes them extremely well or very well (2023)	62.9% in next City survey (+10%; TBD)

Background/Contextual Information

According to the City’s 2023 Community Health Needs Assessment, 43% of adult residents feel like they belong in Dublin only moderately well, slightly well, or not well at all, and 43% feel only slightly connected or not connected at all to their neighbors. And per stakeholder interviews and focus groups with residents, some residents report feeling like outsiders in their community. There are likely many low-effort, minimal cost actions that the City and its supporting organizations can take that would increase the community’s capacity to forge stronger connections to one another and to become more engaged with others in the community.

To aid the meeting participants during their deliberations and prioritization, the following criteria were shared for their consideration:

- **Equity:** Degree to which specific groups are affected by a problem.
- **Size:** Number of persons affected, taking into account variance from benchmark data and targets.
- **Seriousness:** Degree to which the problem leads to death, disability, and impairs one's quality of life.
- **Feasibility:** Ability of organization(s) or individuals to reasonably combat the problem given available resources. Related to the amount of control and knowledge (influence) organization(s) have on the issue.
- **Severity of the Consequences of Inaction:** Risks associated with exacerbation of problem if not addressed at the earliest opportunity.
- **Trends:** Whether or not the health problem is getting better or worse in the community over time.
- **Intervention:** Any existing multi-level public health strategies proven to be effective in addressing the problem.
- **Value:** The importance of the problem to the community.
- **Social Determinant/ Root Cause:** Whether or not a problem is a root cause or social determinant of health that impacts one or more health issues.