

2023-2026

LICKING COUNTY

HEALTH IMPROVEMENT PLAN



LICKING COUNTY
COMMUNITY HEALTH
IMPROVEMENT COMMITTEE

Community Health Improvement Plan

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Letter to the Community

Dear Licking County Residents,

The Licking County Health Department (LCHD) has worked with the Licking County Community Health Improvement Committee (CHIC) to develop our county's 4th Community Health Improvement Plan (CHIP). The CHIP is a strategic plan designed to address the most prominent public health issues in Licking County. CHIC members collected and analyzed data from a wide variety of sources to develop the Priorities, Goals and Objectives contained in the plan.

Many different organizations provided input regarding the contents of the plan. This is an indication of how strong our Public Health System is in Licking County and how many different sectors play a role in protecting and promoting public health. Identifying data driven Priorities that will be addressed through evidence-based and informed strategies will assist with working towards achieving the Goals in this plan.

With Licking County poised to see unprecedented growth over the next several years and likely continuing over a period of decades, a strong Public Health System is imperative to the health of our community. This plan is designed to be a living document that can be modified and edited based on new data and emerging public health issues. CHIC members have been working to implement portions of a CHIP since its inception in 2010, and having dedicated members willing to continue to review data and recognize changing trends will assist all of us in leading healthier lives.

Licking County is blessed with many leaders who truly care about our community and the health of our community. This is evident by the number of organizations involved in the development and implementation of this document. I am looking forward to continuing to work with all CHIC members to improve the public health of Licking County and provide high quality services to all our residents.

Sincerely,

Chad Brown, MPH, REHS

Licking County Health Commissioner

Chairperson, Licking County Community Health Improvement Committee

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Introduction

Established in April 2010, the Licking County Community Health Improvement Committee (CHIC) has worked to develop each of the county's Community Health Improvement Plans (CHIP). This plan represents the 4th iteration of the CHIP for Licking County, and it contains priorities, goals, objectives and activities that are data driven and collectively selected.

In a bid to modernize and enhance the planning and tracking process, CHIC members have embraced new technology. The goals and objectives in the plan will be tracked via Clear Impact which will provide a public facing dashboard. This will provide additional transparency and accountability with the CHIP implementation process. The dashboard will be available to the public on the CHIC website. These tools provide a streamlined approach to goal and objective tracking, ensuring that all efforts are aligned, and that progress is measurable.

This fourth edition of the Licking County CHIP reflects CHIC's continued dedication to a collaborated and data driven approach to promoting and protecting public health in our community. Throughout the committee's 13-year existence, members have worked to refine and improve the planning process, which has resulted in increasingly effective outcomes.

Licking County's public health infrastructure is a dynamic network of organizations dedicated to enhancing community well-being. The CHIC membership, representing these diverse entities, brings invaluable expertise and enthusiasm to the data analysis and decision-making processes that shape this CHIP.

Member Organizations

- A Kid Again Central Ohio
- Buckeye Valley YMCA
- Canal Market District
- Family Health Services of East Central Ohio
- Food Pantry Network of Licking County
- Heath City Schools
- Licking County Aging Partners
- Licking County Board of Developmental Disabilities
- Licking County Board of Health
- Licking County Children and Family First Council
- Licking County Coalition of Care
- Licking County Foundation
- Licking County Health Department
- Licking County Planning Department
- Licking County Transit
- Licking Memorial Hospital
- Lower Lights Christian Health Center
- Mental Health America of Licking County
- Mental Health Recovery for Licking and Knox Counties
- Ohio Department of Health
- Pathways of Central Ohio
- St Francis de Sales Parish
- The Ohio State University
- United Way of Licking County

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Overview of Licking County

Located in central Ohio, just east of the state capital Columbus and Franklin County, Licking County has a rich history dating back to its establishment on January 30, 1808. Named after the Licking River, the county is organized into 39 political subdivisions, including four cities, Newark, Pataskala, Heath, and Johnstown, 10 villages, and 25 townships. As of the 2020 U.S. Census, the county had a population of approximately 178,509 residents. While the majority of the county remains rural, the western region has seen significant development, particularly due to the expansion of State Route 161. Newark, the county seat, has a population of approximately 49,934 as of 2020.

Licking County is poised for a large amount of commercial and residential development due to a large investment by multiple technology companies. Commercial development in the western portion of the county began in 2022, and residential development is soon to follow to assist with housing for the many employees that will be required. This development will have a significant impact on public health in Licking County, and CHIC members took this into consideration during the development of this plan.

Licking Memorial Hospital remains the leading healthcare provider in the county and continues to rank as the largest employer in the county. Other key employers include Owens Corning, Park National Bank, and Englefield Oil Company. The educational landscape of Licking County continues to be enriched by institutions like Denison University, The Ohio State University-Newark Campus, and Central Ohio Technical College. The county is also known for unique attractions such as the Newark Earthworks, the world's largest complex of Native American earthen enclosures, and the Black Hand Gorge Nature Preserve.

Licking County has experienced consistent population growth in recent years, a trend that is expected to increase substantially, especially with the impending development in the county. The expansion of major roadways leading to Columbus is likely to further stimulate commercial and residential development, not just in the western part of the county but also in its central and eastern regions. While such growth offers numerous opportunities, it also presents challenges in public health. CHIC members are fully committed to proactively addressing these challenges to meet the evolving public health needs of the community.

Methodology

Approach:

To ensure a data-driven methodology, CHIC members consistently review accurate data from reliable sources, as well as evidence-based interventions during the process of developing this plan. This approach enables the committee to effectively allocate resources by conducting comprehensive assessments. Doing so allowed CHIC members to determine the priorities, goals

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and objectives contained in the plan. The most recent Community Health Assessment, completed in 2023, helped inform the decisions made regarding the plan, in addition to other datasets reviewed by the committee.

Data Review:

The Licking County Community Health Improvement Plan (CHIP) is a data-driven plan that addresses the most pressing health issues facing Licking County residents. The prioritization process for the CHIP begins with a review of relevant data from a variety of local and community organizations sources, including but not limited to:

- Behavioral Risk Factor Surveillance System (BRFSS)
- Mental Health America (MHA)
- Ohio Cancer Incidence Surveillance System (OCISS)
- Ohio Public Health Information Warehouse
- Ohio Healthy Youth Environments Survey (OHYES!)
- Ohio Department of Mental Health and Addiction Services (OMHAS)
- CDC's Social Vulnerability Index (SVI)
- U.S. Census Bureau
- U.S. Incident Data

This comprehensive data review ensures the CHIP is inclusive of the issues facing the community it serves and addresses the most critical health needs. In addition to the data sources listed above, CHIC members often provided organizational descriptive and numerical data in meetings. This data helped to validate ongoing issues and uncover new trends.

The data review process is essential for developing a plan that is effective in improving the health of Licking County residents. By using data to guide the prioritization process, CHIC members can ensure the CHIP is focused on the most pressing health issues and that the interventions implemented are likely to have a positive impact on the health of the community.

Prioritization Process

In creating the 2023-26 Community Health Improvement Plan (CHIP), the CHIC identified and prioritized key health issues in Licking County based on expert insights and comprehensive data. After the release of the updated Community Health Assessment, CHIC members assessed current health data, with past findings to validate persistent issues and identify emerging trends. By evaluating data changes over time, significant themes emerged. This process was conducted over a span of several meetings, and it involved significant discussion among members. Reviewing updated and trend data allowed members to focus limited resources on priorities affecting the county's population. As a result, committee members established three core priority areas: Behavioral Health, Access to Care, and Health and Wellness.

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Inclusion of Vulnerable Populations

CHIC members worked to develop a plan that is inclusive of all populations within Licking County. A Behavioral Risk Factor Surveillance System assessment was conducted to gather public health data from the entire population of the county. However, data specific to vulnerable populations such as the Social Vulnerability Index (SVI) and Ohio Health Impact Zones (OHIZ) was also analyzed to determine any specific needs for these populations. Doing so allowed the committee to focus on Social Determinants of Health during the prioritization process, which led to the consideration of the geographic locations where interventions will be implemented. The goal of this plan is to improve public health across the entire county, and CHIC members worked to ensure all populations were considered during the development of this document.

Subcommittees

In order to properly address the priorities included in the CHIP and to implement the activities necessary to achieve the goals and objectives, CHIC members formed a subcommittee for each priority. Members and representatives from their organizations volunteered to participate on each of the subcommittees. This approach allows work to be conducted in the months between the quarterly full CHIC meetings, with the subcommittee chairs providing an update to the full committee. The committee's foresight to have subject matter experts lead the subcommittees will result in the successful implementation of this plan.

The subcommittee chairpersons are as follows:

- **Behavioral Health** – Kay Spergel, Executive Director, Mental Health Recovery for Licking and Knox Counties
- **Access to Care** – Tracy Cloud, CEO, Lower Lights Christian Health Center and Kari Kennedy, Director of Community and Personal Health, Licking County Health Department
- **Health and Wellness** – Ashley Washburn, Executive Director, Family Health Services of East Central Ohio

Health Priorities

Behavioral Health:

Behavioral Health has been identified as a key area in the 2023 CHIP. The committee recognizes the growing impact of behavioral health on the overall health and well-being of individuals within the community. The goals and objectives in this category reflect a committed approach to foster a supportive environment for mental health, reduce stigma associated with behavioral health issues, and establish robust services and programs catering to the varied behavioral health needs.

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Access to Care:

Access to Care is another pivotal area recognized in the 2023 CHIP. The goals, objectives, and activities under this category will target the barriers preventing residents from obtaining necessary medical services. These efforts will be guided by evidence-based priorities set through consultation across Licking County's health leadership. The sustained emphasis on mental health remains a pivotal aspect of our focus. While mental health was previously elevated to a critical public health issue for the first time in the 2018 CHIP, its importance continues to be a major concern across various sectors. CHIC's enduring commitment to improving mental health in Licking County represents a lasting systemic change in the county. It signals a broad and ongoing understanding, as well as a dedication to addressing mental health disparities within the community.

Health and Wellness:

In orchestrating the 2023 Community Health Improvement Plan (CHIP), the Licking County Community Health Improvement Committee (CHIC) acknowledged the importance of Health and Wellness as one of the foundational areas. Efforts under this category aim to address specific challenges, with the hope of improving Licking County's overall well-being.

Goals and Objectives

The goals contained in this plan represent overarching targets, while the objectives provide detailed actions to accomplish these targets. Additionally, the goals, objectives, and activities are time oriented and are assigned to specific organizations to ensure the necessary steps are taken to achieve them.

Furthermore, the CHIP complements other health initiatives in the county, as well as the strategic directions of different organizations. This collaborative approach ensures a cohesive effort in promoting better health in the community. Additionally, the plan aligns with the priorities contained in the state of Ohio's Health Improvement Plan, and targets in the CHIP were developed based on information from Healthy People 2030 and the National Prevention Strategy.

A more detailed description of the goals and objectives is available in "Appendix A" of the plan.

Evaluation

CHIC members will receive updates from the subcommittees on a quarterly basis, however the CHIP will be formally evaluated on an annual basis. This will include comparing progress made to the timelines contained in the plan. Additionally, data will be collected to evaluate steps taken to address the priorities contained in the CHIP. Results of the evaluation will be presented to the full CHIC during one of their quarterly meetings. During the meeting any necessary

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revisions to the plan will be made, along with adding any items to address emerging public health issues in Licking County.

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Appendix A | Goals and Objectives

Behavioral Health Goals and Objectives

JUSTIFICATION: The emphasis on Behavioral Health stems from a growing recognition of its impact on the overall health and well-being of individuals within our community. The 2023 CHA has underscored a significant need for enhanced mental health services, substance abuse prevention, and broader behavioral health initiatives. Moreover, members of the CHIC have voiced concerns regarding the current behavioral health resources and stressed the importance of addressing this area comprehensively. The inclusion of Behavioral Health as a focal point in the CHIP reflects a committed approach to fostering a supportive environment for mental health, reducing the stigma associated with behavioral health issues, and establishing robust services and programs that cater to the varied behavioral health needs within the community.

BEHAVIORAL HEALTH GOALS AND OBJECTIVES						
GOAL	OBJECTIVE	ACTIVITIES	AGENCY RESPONSIBLE	KEY PERFORMANCE INDICATORS	CONNECTION	OUTCOMES
Increase the number of Licking County residents being screened for anxiety, depression, and substance misuse.	By 2026, assist at least 30 providers with implementing evidence-based screenings for anxiety, depression, and substance misuse (SBIRT), or a similar approach, in Licking County.	Determine anxiety and depression screening tool(s) to train providers. September 2023-December 2023	MHLK, MHA, BHP			
		Train providers to implement the screening tool(s) identified. January 2024-December 2025				
		Collect feedback from each provider trained. January 2024-December 2025	MHLK and LCHD			
		Document the number of screenings provided. January 2024-December 2025				
		Document the number of referrals made. January 2026-December 2026				

Improve access to care by removing barriers and addressing health disparities.	By 2026, establish a community navigator that will provide navigation and wrap-around services for a minimum of 240 people annually.	Hire a community navigator. September 2023-December 2023	MHRLK and LCHD			
		Establish a referral process for navigators to other entities. January 2024-June 2024				
		Establish procedures for wrap-around services. June 2024-December 2024				
		Conduct training(s) for partner agencies regarding the referral process to the navigator. June 2024-December 2024	LCHD, MHRLK, LMH, LLCH, BHP, 211/Pathways			
		Track the number of referrals and follow-ups. January 2025-December 2026	MHRLK and LCHD			
Develop a trauma informed community	By 2025, train at least 50 adults regarding Trauma Informed Care practices	Develop TIC training for community partners. September 2023-December 2024	CFFC, MHRLK			
		Identify venues and populations that could benefit from TIC training and provide TIC training. September 2023-December 2024				
		Staff attend TIC “train the trainer” event. January 2024-December 2024	CHIC Members, Community Partners			
		Community partners sign the Licking County trauma-informed community cooperative agreement. January 2024-December 2024				
		Partnering with TIC Leadership Group to Develop Trauma Informed Community January 2025-December 2025	CFFC, MHRLK			

Note: This position would conduct navigation and wrap around for all types of referrals, not just behavioral health

Decrease the number of accidental overdose deaths in Licking County	Increase the number of Naloxone kits distributed in Licking County by 20% annually from 2024-2026.	Recruit additional entities to distribute Naloxone. September 2023-December 2026	LCHD, MHRLK			
		Identify areas of the county with increased overdoses and hold Naloxone distribution events. September 2023-December 2026	LCHD			
		Develop a mobile Naloxone distribution unit to increase access. January 2025-June 2025				
		Establish Naloxone Management Plans for entities receiving Naloxone January 2024-June 2024	LCHD, MHRLK			
Note: Entities need assistance with Naloxone management plans – another possible objective						
To provide timely and uncomplicated local/regional access to evidenced-based, quality crisis services for persons experiencing a mental health and/or addiction crisis	By 2026 establish a regional comprehensive crisis stabilization center for persons experiencing a mental health and/or addiction crisis in Licking County.	Identify funding opportunities to secure land for the center in September 2023-December 2023	MHRLK & BHP			
		Utilize the OhioMHAS Ohio Behavioral Health Crisis Systems 2023 Landscape Analysis to implement nationally supported evidence-based practices to support the local crisis continuum of care				
		Develop a 24/7 regional comprehensive crisis stabilization center to include the provision of evidence-based practices identified by OhioMHAS - Psychiatric and SUD triage, 23-hour observation, short-term mental health crisis stabilization services (voluntary), and urgent care services. For children 12+ and adults.				
		Provide referral and access to SUD detoxification, SUD withdrawal management (ASAM 3.7), and SUD short-term crisis residential services (ASAM 3.5) as provided by other OhioMHAS certified providers.				
		Develop higher level treatment services including partial hospitalization programs.				

Access to Care Goals and Objectives

JUSTIFICATION: Access to Care is a cornerstone for ensuring that community members can obtain necessary medical services promptly. The CHIC and the 2023 CHA have both indicated that barriers to accessing care exist, which can lead to delayed or foregone medical treatment, thereby exacerbating health issues within the community. By incorporating Access to Care as a pivotal area of focus in the CHIP, the intent is to identify and mitigate these barriers, whether they be financial, geographical, or cultural, to facilitate easier access to healthcare services. This focus also aligns with the broader goal of enhancing healthcare equity and ensuring that every community member, regardless of their socio-economic status, can obtain the necessary medical care.

ACCESS TO CARE GOALS AND OBJECTIVES						
GOAL	OBJECTIVE	ACTIVITIES	AGENCY RESPONSIBLE	KEY PERFORMANCE INDICATORS	CONNECTION	OUTCOMES
Increase access to healthcare for individuals in need of care.	By 2026, increase the number of individuals enrolled or reenrolled in Medicaid, in Licking County, by 5%, when compared to the total amount of individual enrolled in 2023.	Identify Medicaid providers to increase access. September 2023-December 2023	LCHD, LCJFS, LLCHC, LMH			
		Provide support to eligible individuals to assist with enrollment and reenrollment. January 2024-December 2024	LCHD, LCJFS, LLCHC			
		Provide training to partners to assist eligible individuals with enrollment and reenrollment. January 2024-December 2024	CHIC Members			
		Offer assistance to eligible individuals January 2025-December 2026	CHIC Members			
		Track number of individuals assisted January 2025-December 2026	LCHD			

increase access to healthcare for individuals in need of care.	By 2026, a minimum of 70% of the individuals enrolled in Medicaid by the committee will visit a primary care provider at least once annually.	Establish position(s) and provide training for wrap around services September 2023-March 2024	LCHD, Pathways, MHRLK			
		Provide wrap-around services to individuals enrolled in Medicaid to assist with benefit utilization. March 2024-December 2026	LCHD, Pathways, MHRLK, LLCHC, LMH			
		Address barriers such as transportation, health literacy, etc. to increase benefit usage.	LCHD, Pathways, MHRLK, LCTD			
		Track clients that visit a PCP annually. March 2024-December 2026	LCHD and Pathways			
		Develop a social media page to share county Medicaid information. September 2023-December 2023	LCHD			
	By 2026, provide at least 90 free mammograms to individuals in need of screening.	Review data related to areas with highest late-stage breast cancer diagnoses. September 2023-December 2023	LCHD, LMH			
		Schedule mobile mammography units. January 2024-December 2026	LLCHC			
		Make referrals to BCCP, SASS, LMH as necessary.	LLCHC, LMH, LCHD			
		Develop a social media page to share county mammogram information.	LCHD			

Health and Wellness Goals and Objectives

JUSTIFICATION: Encouraging Health and Wellness is imperative for promoting a higher quality of life and preventing the onset of chronic diseases. The CHA 2023 and the CHIC have highlighted the importance of nurturing a culture of wellness that encompasses a wide range of areas including physical activity, nutritious eating, and preventive healthcare. By earmarking Health and Wellness as an area of focus in the CHIP, the aim is to foster a holistic approach towards health, encouraging community members to take proactive steps in managing their health, and creating supportive environments that promote healthy behaviors and choices. This strategic focus not only addresses immediate health concerns but also lays a foundation for a healthier community in the long-term.

HEALTH AND WELLNESS GOALS AND OBJECTIVES						
GOAL	OBJECTIVE	ACTIVITIES	AGENCY RESPONSIBLE	KEY PERFORMANCE INDICATORS	CONNECTION	OUTCOMES
Address food insecurity for youth in Licking County.	By 2026, provide education to teachers in Licking County Schools to increase the efficiency of the YMCA Backpack program by 5%.	Determine how many Licking County School Districts have access to the YMCA Backpack Program. September 2023-December 2023	YMCA, HCS			
		Identify funding to assist with increasing number of children enrolled in program	YMCA, HCS, LCHD, LCF, UW			
		Develop an educational program directed at teachers to determine students in need of food.	YMCA, HCS			
		Track the number of students in each district that participate in the program.	YMCA, LCHD			
Reduce late-stage diagnosis of colorectal cancer.	By 2026, increase the rate of colorectal cancer screening testing kits being provided in Licking County by 10%.	Develop a social media promotion kit for colorectal screening options and Seracult. September 2023-December 2023	LCHD, LMH, FHSECO			
		Implement a colorectal screening promotion kit. March 2024	CHIC Members			
		Promote colorectal screening provided in the county	LCHD			
		Recruit additional providers to provide screenings. January 2024-December 2026	LCHD, LMH, FHSECO, LLCHC			
		Track the number of screenings conducted. January 2024-December 2026	LCHD			

Decrease youth vaping rates.	By 2026, provide vaping prevention education to 80% of 4 th through 6 th grade students in Licking County.	Determine percentage of 4-6 th grade students currently receiving Stanford vaping curriculum or Catch My Breath curriculum during 2023-2024 school year. September 2023 – December 2023	LCHD, Pathways, LMH			
		Increase the number of students receiving vaping prevention education. January 2024-December 2026	LCHD, Pathways, Schools, LMH			
		Determine is additional funding is needed to further increase school participation. January 2025-June 2025	LCHD, LCF, UW, Pathways, MHRLK, LMH			
		Evaluate the effectiveness of the program by surveying a statistically significant number of students at the point of receiving services and in subsequent years. January 2024-December 2026	LCHD, Pathways, Schools, LMH			
Assist caregivers with providing quality care to cancer patients in home settings.	By 2026 create and implement a cancer caregiver support group that is attended by at least 20 caregivers.	Identify a person/entity to chair group. September 2023-December 2023	Health and Wellness Coalition			
		Develop materials to assist caregivers with taking care of their loved ones. January 2024-December 2024				
		Provide an outlet for caregivers to find support and comfort. January 2025-December 2025				
		Track the number of group members. January 2025-December 2026				
		Contact OSU Garden of Hope				
		Contact Hope Valley				

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