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I. Introduction

Welcome and Purpose of the Guidebook

Welcome to the Michigan Department of Health and Human Services (MDHHS) Social Determinants of Health (SDOH) Community Influencer Program Guidebook!

This guidebook provides essential information and tools to help you succeed as a community influencer. It outlines your roles and responsibilities, guides you on sharing SDOH initiatives and explains how to gather feedback from your community. Also, you'll learn how to collaborate effectively with the MDHHS Policy and Planning Office to advance our collective efforts. Together, let's work step by step to enhance our communities and improve everyone's well-being.

II. Understanding Social Determinants of Health (SDOH)

What Are Social Determinants of Health?

SDOH are the conditions in which people live, work and play that can impact our well-being.

Scan the QR code below for the MDHHS Social Determinants of Health Strategy YouTube Video.



Michigan.gov/SDOH

The conditions of our lives can affect our health in many ways. Things like where we live, our income, our education and our access to resources can all make a difference. These factors, called social determinants of health, can impact our well-being and how healthy we are. For example, if we do not have access to healthy food or a safe place to live, it can make it difficult for us to stay healthy. Understanding and addressing these social drivers is important for improving our health outcomes and making sure everyone has a fair chance to be healthy.

Social Drivers of Health

We all play a part in ensuring that everyone has a fair chance to be healthy. Social factors like racism and discrimination can make it harder for people to stay healthy. These issues are deeply embedded in our society and impact our health, creating challenges for some people to achieve good health. Unfair policies and structures also create obstacles to good health.

In Michigan, and across the United States, there are big differences in health outcomes that have been worsened by the COVID-19 pandemic. Factors such as poverty, income inequality, racism and unsafe environments contribute to these differences. Many people in Michigan face barriers to good health, such as lack of access to healthy food, living in unsafe housing or not having transportation.

These health disparities have existed for a long time because of policies, practices and systems that have treated some people unfairly. Discrimination and unequal access to resources that promote health, like good income, safe housing and healthy food, have led to social and economic inequalities.

As part of the MDHHS SDOH Strategy, we are working on creative ways to address these barriers and make health fair for everyone. We want to build strong connections with communities through engagement. One way we're doing this is by involving community influencers who can give their input on social and health initiatives and share resources to support better health outcomes. Together, we can work towards a healthier and more equal future for all of us.

III. MDHHS SDOH Strategy

Overview of MDHHS SDOH Strategy

The MDHHS Policy and Planning team is leading the development of an innovative, collaborative statewide Social Determinants of Health (SDOH) Strategy, entitled *Michigan's Roadmap to Healthy Communities*.

The 2022-2024 MDHHS Social Determinants of Health Strategy takes a focused approach to align efforts at the state and local level for a greater impact in communities. There are three phases of the strategy, which are listed below.

Phase I: The 'Refinement' Phase started in April 2022. Phase I of the SDOH Strategy focused on bringing together different groups and organizations at the state, local, and community levels in Michigan to work together and improve programs and policies. During Phase I, the Policy and Planning Office concentrated its efforts on three main areas: making sure everyone has a fair chance at good health, housing stability, and food security.

Phase II: The 'Holistic' Phase began in January 2023, building on the efforts of Phase I. This phase introduced structural changes like community information exchange (CIE), community health workers (CHWs), and health equity partnerships. It was called the 'holistic' phase because it focused on creating a system for comprehensive care. Groups were established to develop recommendations, including a CIE Task Force and CHW Subcommittee.

Phase III: The 'Innovation' Phase launched in January 2024, focusing on sustainability and advancing health equity. This phase introduces innovative SDOH Hubs and a Health in All Policies (HiAP) framework, striving to close health disparity gaps. It builds on the recommendations from Phase II and continues to incorporate insights from various task forces and partnerships.

Equity in Opportunity

The SDOH Strategy wants to make sure everyone in Michigan has a fair chance at good health and a better life. The SDOH Strategy aims to remove any unfair differences in health and opportunities that some people face.

To make this happen, The Strategy has some important ways to work toward fairness:

1. Creating new policies or making sure current policies support health fairness and treat everyone equitably.
2. Paying attention to communities or groups of people who have faced more challenges in their health and social well-being. These might be communities that did not get enough help in the past or have been affected more by health problems.
3. Finding ways to remove obstacles that stop people from getting the help they need to improve their health and quality of life. The goal is to make it easier for everyone to access programs, services and resources that can make their lives better.

Importance of Community Involvement

Community involvement is extremely important for the success of our strategy. We want to support our communities by making changes that will have a lasting impact on people's health. This means working together to build strength and resilience within the community and creating policies that are based on what the community needs and wants.

We know that to bring about real change, we must listen to the people who live in our communities and consider their opinions and ideas at every stage of the process. By engaging with the community, we can make sure that everyone's voice is heard, and they can provide valuable input to shape the policies and programs that will make our communities healthier and fairer for everyone.

IV. Role of Community Influencers

A. What is a Community Influencer?

Community influencers are members of self-selected social groups who have the trust and respect of their peers. They come from all walks of life and build their followings through shared passions and authentic connections. Community influencers are powerful advocates who provides valuable input about the needs of their community. They work closely with MDHHS and community partners to make a positive impact. In the community influencer program, we have selected 40 community influencers across Michigan, representing 10 regions. These influencers play a crucial role in shaping programs and policies to address the needs of their communities.

B. Purpose

The SDOH Community Influencer Program will bring together a diverse group of community members to inform the MDHHS SDOH Strategy, as well as policy and program recommendations. The goal of the program is to improve awareness and access to resources to support positive social determinants of health.

C. Approach

The MDHHS SDOH Strategy Team leveraged existing literature and input from experts in community-based participatory research and feedback loops to design a Community Influencer framework consisting of three phases:

Listen: Community Influencers will share their opinions and ideas using simple questionnaires, surveys, meetings and community events. The SDOH team wants to get a lot of feedback without making it too hard for the influencers.

Reflect: Feedback that is received from the influencers will be carefully reviewed. The feedback will be used to come up with solutions that the community wants.

Act: Feedback will be put into action. The SDOH team will let the Community Influencers know how their ideas were used to make a difference.

D. Priorities

- **Health Equity and Health Disparities:** Making sure everyone has a fair chance at good health and reducing health differences between different groups is very important for the program. This means focusing on communities that have historically faced challenges and making sure their perspectives are prioritized throughout the program's activities.

- **Community Engagement and Input:** The program should prioritize community engagement and input at every stage. This means actively asking for feedback and input from community influencers to shape the MDHHS SDOH Strategy, policy recommendations and program development.
- **Resource Awareness and Access:** One of our main goals is to make sure people are aware of resources in their community and can easily access them. Community influencers play a crucial role in this mission by connecting people with the existing resources they have already established. By spreading information and facilitating connections, these influencers ensure that everyone in the community can access the support they need to positively address the factors affecting their health.
- **Collaboration and Partnerships:** Our program needs to work closely with community groups, nonprofit organizations, local health departments and other important partners. When we all team up, we can make the program even more effective and reach more people. By combining our efforts and resources, we can do even better work together.
- **Diversity and Representation:** This program will focus on bringing in a diverse group of community influencers that reflect the different people living in Michigan. We want to include individuals from various ethnic, cultural and economic backgrounds, as well as those who have personally faced challenges related to social determinants of health. By having a diverse group of influencers, we can better understand and address the needs of everyone in our communities.
- **Policy and Program Development:** A big focus of the program is to gather information to help shape the MDHHS SDOH Strategy, policy recommendations and programs. We want to actively involve community influencers in this process so that the policies and programs we create truly meet the needs and priorities of the communities they serve.
- **Continuous Improvement and Evaluation:** It is important for the program to always try to do better and see how well it's working. We regularly check how effective the program is, and we ask community influencers for their thoughts and feedback. If we learn anything that can help us improve, we make changes to make sure the program makes a difference and keeps the trust of the community.

E. Membership

SDOH Community Influencers are a group of diverse individuals who bring valuable insights from their own life experiences to help make health outcomes fairer and more equal for everyone. They have personally faced challenges related to social determinants of health and can help shape the overall MDHHS SDOH Strategy, as well as specific programs and policies.

We plan to have around 40 members from all over Michigan, with at least 2 members from each region. These influencers represent various populations or communities, and they will play a significant role in making positive changes for all of us.

Community Influencers represent the following populations or communities:

- a. Children and infants.
- b. Youth in foster care, or aging out of foster care.
- c. People who are pregnant and parenting.
- d. Older adults.
- e. People with physical and/or mental disabilities.
- f. LGBTQ+.
- g. People experiencing homelessness.
- h. Immigrants and migrant workers.
- i. Refugees.
- j. Justice-involved people.
- k. People with lower incomes.
- l. People with behavioral addictions or disorders.
- m. People from racial and/or ethnic minority groups.
- n. Tribal communities.
- o. Residents in geographic areas that have been underserved by health and social services.
- p. Veterans.
- q. People with chronic disease(s).

G. Compensation Policy

Compensation Plan	Orientation Attendance	Monthly Compensation per Influencer
	\$100	\$75

The above compensation plan offers a monthly compensation of \$75 per influencers with an additional \$100 for attending orientation.

- **Purpose:** The purpose of the compensation policy is to acknowledge and appreciate the significant time, effort and expertise shared by community influencers in the community influencer program. We will be offering compensation in the form of a monthly check.

- **Eligibility:** All actively participating community influencers who meet the program's requirements and have provided meaningful input are eligible for compensation. Eligibility criteria may include attending meetings, number of completed surveys/questionnaires, participating in events, submitting forms promptly and actively engaging in program activities. Compensation is standard in exchange for a community member's time and expertise. Michigan residents over the age of 18 years of age are eligible; additional eligibility guidance is provided below.
 - i) MDHHS employees or contractors are NOT eligible. Individuals who are already receiving compensation from their organization/ company to participate in these efforts within the scope of their role are not eligible.
 - ii) Community members must attend meetings, fill out required monthly reports and surveys, fill out the stipend form, and complete W-9 to receive a stipend.
 - iii) Participants will be informed before participation that all compensation can be considered taxable income from the IRS and that MDHHS cannot provide tax assistance.

V. Duties and Responsibilities of Community Influencers

1) Monthly Email (Sent the First Week of Each Month)

- a. Surveys:
 - You will receive 1-2 survey links.
 - Complete all surveys fully without skipping any questions.
- b. Monthly Report
 - A link to the monthly report will be provided.
 - Set a reminder to complete and submit the report by the last business day of the month. Refer to the calendar in this guidebook for the exact due date.
- c. Stipend Request Form:
 - A blank stipend request form will be attached (Excel format).
 - Complete and email the form back by the last business day of the month. Refer to the calendar in this guidebook for the exact due date.

- d. Social Media Posts:
 - You will receive 2-3 links to social media posts.
 - Reshare these posts on LinkedIn, Facebook, and/or Instagram as soon as possible. If you cannot share immediately, set a reminder to do so within five business days.
 - e. Monthly Zoom Meeting:
 - A link to register for the monthly Zoom meeting will be emailed.
 - Register and mark your calendar with the meeting details.
- 2) [Monthly Report](#)
- Attend at least three community events, meetings, town halls, etc. a month.
 - Utilize your own individual resources to engage the community and partners.
 - Submit the complete monthly report by 5 p.m. on the last business day of the month. Refer to the calendar in this guidebook for the exact due date.
- 3) Stipend Request
- Submit your completed signed stipend request by 5 p.m. on the last day of the month. Reference the calendar in this guidebook for the specific month's exact due date.
 - » [Stipend-Template](#)
 - » [Stipend template example](#)
- 4) Social Media Post
- Share SDOH content on social media platforms 1-2 times per month.
 - Share the content as soon as possible. If you cannot share immediately, set a reminder to do so within five business days.
- 5) Monthly Meetings
- A monthly meeting invite email will be sent out at least seven days before a scheduled meeting with a Zoom link and information to register.
 - You must be registered for all meetings.
 - Attend all mandatory monthly meetings, presentations and workshops.

Community Events/Meetings

- You are responsible and expected to have or develop your own community partners and engage with them.
- Share valuable information, resources and updates that are relevant to the community.
- Educate community members on relevant topics, trends and best practices.
- Gather and respond to feedback from the audience to improve content and engagement.

**Please note that community influencer regional advisors will be available to assist you with resources, and questions and to help you navigate through the program. Their email address will be provided to you.*

All forms must be fully completed and submitted on time. An extended grace period may be granted for extenuating circumstances upon request, but no reports or stipend requests will be accepted after the latest date listed below.

CIP Monthly Report and Stipend Form Due Dates		
Month	Due Date	Latest Date Accepted
September 2024	September 27, 2024	October 4, 2024
October 2024	October 31, 2024	November 7, 2024
November 2024	November 29, 2024	December 6, 2024
December 2024	December 30, 2024	January 6, 2025
January 2025	January 31, 2025	February 7, 2025
February 2025	February 28, 2025	March 7, 2025
March 2025	March 31, 2025	April 4, 2025
April 2025	April 30, 2025	May 7, 2025
May 2025	May 30, 2025	June 6, 2025
June 2025*	June 30, 2025	July 5, 2025

** Additional dates after May 2025 may vary.*

Community Influencer Advisors

- Advisors will serve as mentors to Cohort Two Community Influencers. They provide support, advice, and encouragement to help Cohort Two members navigate their roles effectively.
- Advisors will lead 1-hour monthly meetings with the Community Influencers. This includes preparing agendas, facilitating meetings and writing meeting notes. They will conduct formal monthly meetings with Cohort Two members to discuss progress, address challenges and set monthly goals. These meetings serve as an opportunity for open communication, feedback, and collaboration.
- Advisors will provide informal support and assistance to Cohort Two members on an as-needed basis. They offer guidance, answer questions and offer advice to help influencers succeed in their roles.

A. Commitment to Promoting Health Equity

As a valued community influencer, your commitment to fairness and equal opportunities for good health is essential. This means actively working towards creating a health care system where everyone has the chance to live a healthy life, regardless of their background or situation. By raising awareness about health challenges and advocating for fair policies and programs, you play a crucial role in making sure everyone in our community has the same chance to be healthy.

B. Representing and Amplifying Community Voices

One of your key responsibilities as a community influencer is to be a voice for your community. By representing and amplifying the voices of those who are often unheard, you can ensure that their needs, concerns and experiences are considered in decision-making processes. Your role is to bridge the gap between the community and MDHHS by sharing insights and perspectives that reflect the diverse experiences and challenges faced by community members.

C. Active Participation in SDOH Programs and Initiatives

Active participation in SDOH programs and initiatives is a core expectation of community influencers. This includes attending meetings, presentations and other engagement activities to provide valuable input and feedback. Your insights and lived experiences are crucial in shaping these programs and ensuring they effectively address the social determinants of health in your community. Regular participation allows you to contribute your unique perspectives and help identify innovative solutions that promote positive health outcomes.

Influencers will be compensated for the completion of the following:

- **Meetings and Brainstorming Sessions:** You will be expected to attend a meeting, presentation or brainstorming session every month. These sessions will be approximately one hour long. They will provide an opportunity for you to share your insights, perspectives, and experiences, ensuring that your voice is heard in shaping the programs and policies that address social determinants of health.
- **Monthly Reports:** Submitting a comprehensive monthly report is crucial. These reports help us track the program's progress, make necessary adjustments, and evaluate our metrics. Ensure all sections are thoroughly completed to receive full compensation.
- **Surveys:** As a community influencer, your input through surveys is highly valuable. You will be expected to thoroughly complete 1-2 surveys per month.
- **Social Media Engagement:** Sharing SDOH content on social media platforms is an effective way to raise awareness and disseminate valuable information to your community. You will share SDOH content 1-2 times per month on your social media platforms. By amplifying our messages, you play a significant role in reaching a wider audience and promoting the importance of addressing social determinants of health.
- **Attend Community Events:** You must attend at least three community events, meetings or town halls each month. In your monthly report, list the events you attended and provide any feedback you received from the community regarding SDOH.

The monthly report, surveys, and stipend request forms must be completed in their entirety and submitted by 5 PM on the last business day of the month.

D. Collaborating with the MDHHS SDOH Team and Partners

Working together is crucial for the success of the community influencer program. You'll be closely working with the MDHHS SDOH team and other partners to create a collaborative environment that brings positive changes. This means joining in discussions, giving your input, and sharing your unique point of view to shape policies, programs and strategies. By collaborating with MDHHS and other partners, we can all make a real difference in improving health and making sure everyone in our community has the same opportunity to be healthy.

VI. Opportunities for Input, Feedback, and Collaboration

A. Importance of Community Input and Feedback

Your input and feedback as a community influencer are incredibly valuable in shaping the programs and policies that address social determinants of health. Your lived experiences and unique perspectives provide critical insights that can guide decision-making processes. By sharing your thoughts and ideas, you contribute to creating solutions that are responsive to the needs and priorities of your community. Your participation ensures that community voices are heard and that the strategies implemented truly reflect the realities and needs of the people they serve.

B. Channels for Providing Input and Feedback

There are various channels available for you to provide input and feedback throughout your involvement as a community influencer. These channels include:

- Meetings.
- Brainstorming Sessions.
- Events.
- Presentations.
- Surveys.
- Social Media Platforms .

Regular meetings brainstorming sessions and presentations allow for direct interaction with the MDHHS SDOH team and other influencers, providing opportunities to share your thoughts and perspectives in real time. Surveys offer a convenient way to provide feedback, and social media

platforms can serve as spaces for ongoing discussions and information sharing information to your community. Your active participation through these channels ensures that your ideas and concerns are considered when making decisions and shaping programs.

C. Collaborative Projects and Partnerships

Collaboration lies at the heart of the community influencer program. Through collaborative projects and partnerships, you have the opportunity to work with other influencers, the regional advisor, community organizations and MDHHS to address social determinants of health more effectively. Collaborative efforts can range from resource development, subcommittee groups and stakeholder meetings to partner meetings, SDOH Month and SDOH Summit. By joining forces, you can leverage collective expertise, resources and networks to create meaningful change in your community.

D. Collaborate with Regional Advisor

Work closely with your regional advisor to troubleshoot any barriers, brainstorm ideas, and access necessary resources. Your regional advisor, a previous Cohort One community influencer, is an experienced resource available to answer questions about the program. By collaborating, your regional advisor can help you navigate the program effectively.

VII. Best Practices for Engaging with Peers and Disseminating Information

A. Building Trust and Relationships within the Community

Building trust and strong relationships within your community is crucial as a community influencer. By listening actively, being respectful, and showing genuine care, you can establish trust with your peers. As a community influencer, it is important to engage in open and honest conversations and be sensitive to cultural differences. Building relationships based on trust allows for effective collaboration and helps ensure that your efforts to promote health equity are well-received and respected within the community.

B. Messaging Guidelines

Being active in your community and sharing information effectively is important in the Community Influencer Program. To make sure the information is reliable and meets the right standards, the messages we give you will come directly from MDHHS. You must not change or personalize the messages. The approval process at MDHHS makes sure the information is accurate and trustworthy. So, when you share information, please copy and paste the messages as they are given to you. By doing this, we can all speak with one voice and provide consistent and accurate information to the community.

C. Sharing Information and Resources with Your Community

As a community influencer, you have an important role in sharing useful information and resources with your community. Take the lead in spreading the word about programs, services and resources that can help with social determinants of health. Use your social media, community gatherings and other chances to raise awareness and connect people to these helpful resources. By sharing knowledge and empowering others, you can help individuals overcome obstacles and make informed choices to improve their health and well-being. Your efforts can make a real difference in people's lives.

D. Social Media Guidelines

As representatives of MDHHS, we kindly request that you adhere to the following parameters when posting about the program on your personal social media accounts:

- **Transparency:** Please explicitly disclose your affiliation with MDHHS and the SDOH Community Influencer Program in every relevant post. Use the hashtag **#MDHSSDOHInfluencer** or any other designated tag provided to you.
- **Accurate Information:** Ensure that all information shared about the program, its objectives, initiatives, and any related statistics are accurate, up-to-date, and obtained from official MDHHS sources. Avoid sharing unverified or misleading information.
- **Respectful Communication:** Always maintain a respectful and empathetic tone in your posts and responses to comments. Be open to constructive feedback and respond professionally to any questions related to the program.
- **Inclusivity and Diversity:** Celebrate and embrace the diversity of the communities impacted by the SDOH program. Be mindful of using inclusive language and imagery that reflects the diversity of Michigan's population.
- **Avoiding Personal Opinions:** While you are encouraged to share your personal experiences and insights related to the program, refrain from expressing personal opinions or political views that may conflict with MDHHS's mission and values.
- **Privacy and Consent:** Respect the privacy of individuals and obtain explicit consent from participants before sharing any personal stories, photos, or videos related to the program.
- **Compliance with Social Media Platform Policies:** Ensure that your posts comply with the terms and conditions of each social media platform you use. Avoid engaging in any behavior that violates their guidelines.
- **Moderation and Monitoring:** Regularly monitor your social media channels for comments or messages related to the program. Address any inappropriate or offensive content promptly and

notify the MDHHS SDOH Community Influencer Program management team if necessary.

- **Reporting:** Report your social media engagement and insights periodically to the MDHHS SDOH Community Influencer Program leads. This data will help us assess the effectiveness of our outreach efforts.

Failure to adhere to these parameters may result in termination of your participation in the MDHHS SDOH Community Influencer Program. We take these guidelines seriously as they are essential to maintaining the credibility and impact of the program.

VIII. Community Influencer Program Talking Points

Introduction

These talking points are designed to empower community influencers in spreading awareness about Social Determinants of Health (SDOH). They can be used to engage your audience, spark conversations, and drive action towards health equity. Feel free to use these points as they are, or adapt them to suit your voice and platform. Whether you're sharing them on social media, during community events, or in one-on-one conversations, these talking points are here to help you make a meaningful impact.

What is a Community Influencer?

A Community Influencer is a vital liaison within their community, they use their established resources to connect community members with services to address Social Determinants of Health (SDOH) needs. These individuals play a pivotal role by:

- Sharing resources within the community.
- Facilitating connections and fostering community cohesion.
- Advocating for community interests by providing feedback and suggestions to the MDHHS SDOH team via monthly reports, surveys, brainstorming sessions, meetings, etc.
- Assisting community members in accessing programs and resources when needed.

What is the Community Influencer Program?

- The Social Determinant of Health (SDOH) Community Influencer Program is made up of community residents with different backgrounds. We provide feedback to MDHHS about their programs. One important program that we provide feedback on is the Social Determinants of Health Strategy. We help make sure that the Strategy is impactful to Michigan residents by giving feedback. Feel free to share any feedback or questions with me about MDHHS programs.

- To learn more about the SDOH Strategy and how you can get involved, here are some ways to stay connected:
 - » Sign up for the SDOH newsletter: The newsletter will provide regular updates, information, and opportunities related to SDOH.
<https://public.govdelivery.com/accounts/MIDHHS/signup/34138>



What is the Purpose of the Community Influencer Program?

We are community members who want to improve the health of our communities. Our feedback is important to improve the SDOH programs and address the issues in our communities.

Understanding Social Determinants of Health (SDOH):

- Where we live, work and play affects our health. That's what we call social determinants of health. It includes this like having access to quality food, transportation, and safe neighborhoods can make a big difference in our well-being.

Why SDOH Matter:

- These factors play a huge role in our health. By understanding them, we can work together to improve our community's health. These factors play a huge role in our health. By understanding them, we can work together to improve our community's health and ensure everyone has an equal opportunity to be healthy.

Promoting Health Equity:

- Everyone should have the same chance to be healthy, no matter where they live or how much money they have. By addressing these factors, we can work towards making health equity a reality for all of us.

Taking Action:

- We can advocate for better housing, more access to healthy food, and support programs and share resources that help people get the help they need. Together, we can make a real difference in our community.

Resources and Support:

- There are organizations and services out there that can help us tackle these challenges. We just need to connect people with the resources and support they need to thrive.

Integrating Community Influencers Feedback

Community influencer's ideas and feedback will help us find ways to make things better and create more opportunities for everyone to be healthy.

Community Influencers will provide their feedback and let us know if we're on track or missing the mark. Their feedback will be shared with programs to help them improve. We will also continue to update Community Influencers, so they know how their feedback is being used to improve the health and well-being of Michigan families.

IX. Conclusion

As a community influencer, you have a crucial role in making health fair for everyone and addressing factors that affect health in your community. By understanding how social factors can impact health, you can actively work to bring about positive changes. Your commitment to promoting health fairness, speaking up for your community's needs, actively taking part in SDOH programs, and sharing information and resources is essential to making meaningful improvements in your community's well-being.

We genuinely appreciate your dedication and contributions as a community influencer. Your unique perspectives, experiences, and active involvement are incredibly valuable in shaping programs and policies that deal with social factors affecting health. Your efforts have a real impact on improving the lives of individuals and communities, and we are grateful for your commitment to promoting health fairness and positive change.

Thank you once again for your valuable contributions as a community influencer. We are excited to continue this journey with you and make a positive difference in the lives of individuals and communities across Michigan.

NOTES

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