

[Health in all Policies: Strategies to Promote Innovative Leadership](http://www.astho.org/Programs/Prevention/Implementing-the-National-Prevention-Strategy/HiAP-Toolkit/)

<http://www.astho.org/Programs/Prevention/Implementing-the-National-Prevention-Strategy/HiAP-Toolkit/>

Goals and objectives

In support of the National Prevention Strategy, ASTHO produced this innovative resource to educate and empower public health leaders to promote a Health in All Policies (HiAP) approach to policymaking and program development. By collaborating across multiple sectors to address health disparities and empower individuals, promoting healthy communities, and ensuring quality clinical and community preventive services, we can increase the number of Americans who are healthy at every stage of life. To support your efforts, a description of the National Prevention Strategy is enclosed along with key talking points to explain a HiAP approach to other leaders in your state or locality's government, characteristics of successful cross-sector collaboration, and a collection of state stories meant to inspire you into action! The stories are organized based on the following characteristics of successful cross-sector collaboration:

- Creating shared goals.
- Engaging partners early/developing partner relationships.
- Defining a common language.
- Activating the community.
- Leveraging funding/investments.

Our hope is that you will utilize these tools to talk about HiAP in your state health agency, in your conversations with leaders in other sectors, and with the public. By championing this concept, you can ensure that state health agencies are key partners in the many decisions that impact the health and quality of life in our nation.

Definition of health in all Policies

ASTHO's Health in All Policies Steering Committee developed the following definition: Health in All policies is a collaborative approach that integrates and articulates health considerations into policymaking across sectors, and at all levels, to improve the health of all communities and people.

The National Prevention Strategy

The National Prevention Strategy 1 provides a framework to guide our nation in the most effective and achievable means for improving health and well-being. It integrates recommendations and actions across multiple settings to focus on both increasing the length of people's lives and ensuring that their lives are healthy and productive.

The broad goal of achieving better health has resulted in a call to action across the country that encompasses everything from promoting healthy behaviors to creating environments that make it easier to exercise and access healthy foods.

Health is not only an outcome, but a driver of other governing principles and institutions, such as education and workforce. Over time, this national, cross-agency framework has the potential to address a comprehensive public health agenda, including social determinants of health, to support enhanced collaboration across sectors.

Strategic directions

The National Prevention Strategy includes four strategic directions:

Healthy and Safe Community environments: Create, sustain, and recognize communities that promote health and wellness through prevention.

Empowered people: Support people in making healthy choices.

Elimination of Health Disparities: Eliminate disparities by improving the quality of life for all Americans.

Clinical and Community Preventive Services: Ensure that prevention-focused healthcare and community prevention efforts are available, integrated, and mutually reinforcing.

1 For more information on the National Prevention Strategy, please visit:

<http://www.healthcare.gov/prevention/nphpphc/strategy/index.html>.

HiAP talking Points

- Health in All Policies recognizes that health is created by a multitude of factors beyond healthcare and, in many cases, beyond the scope of traditional public health activities.
- The social and environmental circumstances in communities are substantial contributors to our overall health and well-being.
- Many social and environmental conditions are determined by the actions of non-health sectors.
- Community design, transportation systems, agricultural activities, access to goods and services, and safe and affordable housing are all examples of environmental conditions that have significant impacts on health.
- Public health practitioners have a unique role to play in improving the quality of life in our nation, but genuine efforts to improve health must be made in partnership with other sectors.
- The HiAP approach provides one way to achieve the National Prevention Strategy and Healthy People 2020 goals, and enhance the potential for state and territorial health departments to improve health outcomes.
- The HiAP approach may also be effective in identifying gaps in evidence and achieving health equity.
- All national, state, and local policies and strategies should be routinely examined for impacts on health equity.

Transforming Public Health

Characteristics of Successful Collaboration - Public health is one voice in the development of a framework to align prevention efforts, grow cross-agency collaboration, and sustain momentum at the state and local levels.

Find the data, tell the story, and convene the people —were it only so simple. However, significant “cultural” transformations, as well as infrastructure changes within and across agencies, must take place to ensure a healthier future for all.

Below are characteristics of successful collaboration, followed by state case studies that highlight these various approaches:

- Identify shared goals and co-benefits across sectors to build trust, enable partnership, and share successes and leverage them for ongoing work.
- Engage partners early and develop relationships; these efforts are essential in the planning, project development, or policy process.
- Define a common language across and within sectors to help remove communication barriers and allow partners to coordinate efforts around a place rather than a sector or agency.
- Activate the community to help frame the conversation and obtain community buy-in for planned approaches that make health a priority.
- Leverage funding from complementary programs to support cross-agency efforts

Innovative Leadership of State Health Agencies

State and territorial health agencies have an opportunity to improve health and strengthen prevention efforts by integrating health into the work of other sectors. Health in All Policies is a mechanism to promote health and prevent disease and disability before they begin, ultimately generating significant cost-savings. In support of the National Prevention Strategy, ASTHO identified opportunities to improve cross-agency collaboration and communicate the value of using a HiAP approach to ensure that the health component is well-integrated across all programs to promote healthy, safe, and active communities.

Strategies for Implementing Health in All Policies

- Inventory places where health-related considerations can be integrated into existing policy frameworks (e.g., environmental impact assessments).
- Identify opportunities to incorporate cross-sector work into state and federal funding announcements.
- Create opportunities to educate non-health professionals in HiAP principles.
- Utilize health impact assessments as a tool to integrate health into current policy processes.
- Provide health consultation to other sectors as part of an interagency agreement.
- Pursue opportunities to participate in state task forces with multiple agencies.
- Create opportunities to utilize common data or indicators across sectors.
- Build in sufficient time and funding to generate cross-agency collaboration.
- Identify and showcase champions in cross-agency work, from both within and across sectors, to provide a model for collaboration and motivate others to be proactive.
- Produce tools and resources that can be used across sectors can promote collaboration.
- Ensure program staff has sufficient training and capacity necessary to implement goals and objectives

Define a Common Language

For the assessment to break new ground, representatives knew they had to communicate what "health" really is and how it is created

Case Study: Defining a Healthy State Serves as a Foundation for a HiAP Approach

When Minnesota public health leaders were given the opportunity to develop a statewide health assessment, they saw it as a chance to put forth a strategic and unique approach. The assessment was meant to describe health outcomes and identify the factors that lead to these outcomes. More than 100 indicators were chosen for the assessment across multiple sectors, including traditional healthcare, education, climate change, transportation, housing, and social connectedness. However, for the broad array of health precursors, determinants, and influences to make sense to a large audience, the initiative needed to start off on the right foot.

To guide the assessment process, the commissioner of the Minnesota Department of Health convened a statewide partnership of leaders from many sectors, including traditional public health partners (health plans, hospitals, and local health departments) and non-traditional sectors (business, community nonprofits, education, transportation, and housing). The Healthy Minnesota Partnership developed a vision: "All people in Minnesota enjoy healthy lives and healthy communities." It also articulated values of connection (all parts of the community connected and sharing responsibility), voice (listening and being heard), and difference (diversity of experience and perspective).

Early on in its discussions, the partnership recognized that many people define health in strictly individual and medical terms. For the assessment to break new ground, representatives knew they had to communicate what "health" really is and how it is created.

To come up with a way to talk about health that would go beyond a narrow understanding and still resonate across diverse audiences, partnership members spent time listening to their constituencies. The information they brought back revealed a range of key issues that play a role in creating a healthy Minnesota. From the feedback, the partnership made three determinations: All children need to be given a healthy start, education and employment are critical prerequisites for health, and people are healthier if their communities are healthy.

A core concept that emerged from these discussions was the importance of ensuring that all Minnesotans have an equal opportunity to be healthy. This concept presents a great opportunity to promote HiAP approaches and can be applied to areas as diverse as transportation policy, employment, education, access to healthcare, neighborhood safety and physical activity, and the availability of nutritious, affordable food.

Equipped with a shared understanding that it is important to look not only at health outcomes but also at the conditions that create health, the Healthy Minnesota Partnership was able to develop a statewide health improvement framework that moves these concepts forward: 1) Capitalize on the opportunity to influence health in early childhood; 2) ensure that the opportunity for health is available everywhere and for everyone; and 3) strengthen communities to create their own healthy futures.

Why It Matters

Opportunities to make substantial progress in public health are more important than ever. To achieve greater impact, it is imperative that multiple sectors collaborate on projects and have a shared understanding of the conditions that will lead to success. For these cross-sector initiatives to work, a common, easily understood language is critical for communicating core concepts, especially when they push the boundaries of traditional thinking.

Partners

Partnership members include the Minnesota Department of Health and other state agencies representing transportation, education, housing and aging. Other key partnership members represent foundations, health service providers, nonprofit organizations, rural and urban governmental public health, businesses, and a number of racial and ethnic groups.

Sources of Funding: • Office Of Disease Prevention and Health Promotion, U.S. Department of Health and Human Services, through John Snow, Inc. under Cooperative Agreement #CD10-1011 • Centers for Disease Control and Prevention, Office for State, Tribal, Local and Territorial Support, under Grant #5U58CD001287
• Many in-kind hours provided by the partnership members

Find Out More: www.health.state.mn.us/healthymnpartnership

Key Insight:

- Early alignment creates high impact opportunities.
- Use shared definitions to build common goals.
- Find out what motivates decisions.
- Invest in alignment early to experience more easily-achieved progress

Key Insight:

- Create a local infrastructure to set the stage for success.
- Educate the public through a platform that facilitates a two-way conversation.
- Understand community stakeholders' perspectives.
- Incentivize positive action by celebrating those who are willing to invest in health.

Identify Shared Goals

To fight obesity, changes need to occur across many sectors—transportation, agriculture, education, urban and regional planning, and others.

Case Study: Fighting Obesity with a HiAP Approach

Given the national spotlight on health and wellness, it is no surprise that health, fitness, and obesity were major issues for former California Gov. Arnold Schwarzenegger and his administration. In discussions about how to take on the obesity epidemic, it became evident that there was no simple fix. To fight obesity, changes would need to occur across many sectors—transportation, agriculture, education, urban and regional planning, and others. In 2010, Schwarzenegger signed an executive order to create the California HiAP Task Force. The task force is comprised of representatives from 18 diverse state agencies and is facilitated by the California Department of Public Health. The California Strategic Growth Council, which supports environmental sustainability for the state, oversees the California HiAP Task Force. Member agencies include those that address housing, transportation, education, workforce development, parks, and planning. To identify areas of shared interest and opportunities for partnership, HiAP staff met multiple times with each participating agency, read background literature, consulted with non-government policy experts, and held several meetings of the entire task force to talk about participants' visions and goals. The task force also held multiple public forums where it received valuable input from local stakeholders. The input sessions informed the development of a framework for defining a healthy community, a set of aspirational goals, and a report with more than 30 recommendations for policies, programs, and strategies that can improve health and meet other agencies' goals on key issues, such as environmental sustainability. These recommendations fall into six primary categories: 1) active

transportation; 2) housing and indoor spaces; 3) parks, urban greening, and places to be active; 4) community safety; 5) healthy food; and 6) processes for healthy public policy.

The task force then prioritized 11 recommendations for near-term implementation, developed interagency implementation plans, and is now carrying out those action steps. The California HiAP Task Force is the first of its kind in the United States. Although it is still relatively new, it is a good example of building momentum around an issue of vital importance to a key leader

Why It Matters

In California, this major initiative grew from discussions about a key issue that was important to many stakeholders in the state (obesity). Every state has at least one issue that is a high priority. Find one that is important to the people of your state and start a conversation about the factors that can contribute to the solution. Show how a HiAP approach can lead to an effective solution.

Sources of Funding: • In-kind contributions of resources from participating agencies • Support from the California Department of Public Health, which facilitates the task force • Foundation funding from The California Endowment and the Kaiser Permanente Community Benefit Foundation Grants Program

Find Out More: www.sgc.ca.gov/hiap

Key Insight: Identify Shared Goals

Every state has issues that are critical to its leaders. Find one in your state and explore how a HiAP approach can be part of the solution for an issue that already has traction. Here are three steps to identifying and addressing a HiAP opportunity:

- Identify key influencers (e.g., governor, legislators, or community leaders).
- Identify partner agencies' priorities and determine which affect health.
- Show how health promotion can create opportunities for non-health sectors.

Engage Partners Early Now, public health leaders are involved with planning a project from its earliest stages, pooling their expertise with that of transportation and environmental experts in a collaborative and proactive process.

Case Study: Health and Transportation Collaborating to Address HiAP

In June 2009, Massachusetts Gov. Deval Patrick signed a transportation reform law that consolidated transportation efforts and established the Healthy Transportation Compact (HTC), an interagency initiative that promotes collaboration between the state's Executive Office of Health and Human Services, Department of Public Health, Department of Transportation (MassDOT), and Executive Office of Energy and Environmental Affairs. The law also requires a process for assessing the health impacts of MassDOT projects. Consequently, the law created an opportunity to showcase the power of two major branches of state government working together in an unprecedented partnership.

One of the law's results was a revolutionary approach to health impact assessments (HIAs). The traditional environmental impact review process, which did not uniformly assess health impacts, was frequently viewed as

reactive. Projects or stakeholders would not seek evaluations of health impacts until they were in the very final stages of approval. If the health impact was negative, transportation or other projects subject to the Massachusetts Environmental Policy Act process could experience higher costs and major delays if the state needed to revise the project. Now, public health leaders are involved with planning a project from its earliest stages, pooling their expertise with that of transportation and environmental experts in a collaborative and proactive process to create projects that promote health and optimal transportation design from the beginning. To begin implementing this new process, public health leaders and MassDOT staff supporting HTC initiated discussions to understand the transportation planning process. Rather than propose a new process, the Department of Public Health looked for opportunities to fit into the current process and help MassDOT and the broader HTC network achieve their goals with greater effectiveness. As the agencies began collaborating, they found that having an inclusive perspective early on helped them streamline the project planning process and increase efficiency. The transportation reform initiatives resulted in more opportunities for the public health department to work with MassDOT, as well as other agencies.

Key Insight: Become an asset to other agencies. Make the effort to understand your partners' process and see how you can fit in.

- Act early and work to understand your partners' planning process
- Identify areas where you can fit in a supporting role.
- Help your partner agency do its job more easily.
- If you want to lead, learn to follow

Why It Matters By utilizing HIAs and accommodating the transportation planning approach, the Department of Public Health exhibited an effective way to build relationships with other agencies. Department staff spent time learning to understand their partner before trying to make a change. Although this approach may sound obvious, it is often overlooked. Take a step back and see what bridges you can build.

Partners: • MassDOT • Energy and Environmental Affairs • Health and Human Services

Source of Funding : Health Impact Project grant from the Pew Charitable Trusts/Robert Wood Johnson Foundation

Find Out More: www.massdot.state.ma.us/GreenDOT/HealthyTransportationCompact.aspx

Activate the Community

This direct line to communities enables state health officials to engage in ongoing dialogue about the important influences that policy and environment have on health.

Case Study: Community Engagement Empowers Sectors to Focus on Health

Oklahoma has developed multiple initiatives to work effectively with people in its cities, rural areas, and tribal communities to improve the state's health outcomes. Oklahoma has found success by identifying community health champions, educating communities about local health conditions and determinants of health, and developing local forums for communities to identify locally appropriate solutions to community health problems. The Oklahoma State Department of Health took the lead by creating the Oklahoma Turning Point Council and related coalitions that bring together people from multiple sectors in the community to address health issues and community conditions that lead to health outcomes.

The Turning Point coalitions take a bottom-up approach to health improvement initiatives. They exist at the micro level to get the best read on a community and achieve the highest level of community engagement.

Turning Point consultants assist coalitions by conducting community surveys, providing locally relevant data, and facilitating public events to review the information, identify community needs, and prioritize issues for local action plans. The community coalition infrastructure creates a consistent platform for local stakeholders and policymakers to come together and engage in local health improvement. This direct line to communities enables state health officials to engage in ongoing dialogue about the important influences that policy and environment have on health. It also provides a relationship that may be utilized to quickly build awareness and understanding of emerging public health issues.

In addition to fostering education, the council has created a framework for incentivizing pro-health policies and activities—using a certification program that focuses on reducing tobacco use and substance abuse, as well as improving physical activity and nutrition. Certification can be obtained by communities, businesses, schools, campuses, and restaurants. The council started the Certified Healthy Oklahoma project to reward and highlight the different groups around the state that are improving their environments to create opportunities for positive health. Certified healthy organizations are recognized at an annual event, receive state and local publicity, and are given awards and promotional items that allow them to differentiate themselves based on their pro-health activities. Certified healthy communities and schools are also eligible for incentive grants—awarded from a state trust—for passing specified ordinances and policies that will improve the health of their populations.

The Oklahoma Turning Point Council is making strides in improving health outcomes in Oklahoma. With at least one coalition in nearly all of Oklahoma's 77 counties, communities are coming together to create plans for improving health. Established programs that provide evidence-based solutions, like the Certified Healthy Oklahoma programs, assist communities with identifying local solutions to community health problems. In the Certified Healthy Oklahoma program's first year, 43 communities achieved certification. Thirteen of those passed local ordinances and policies to become certified, including ordinances that restrict alcohol near schools, provide zoning for farmers markets, prohibit tobacco marketing at city-sponsored events, and support active transportation.

Why It Matters

Engaging a variety of interests at the local level creates a strong foundation for positive health initiatives. Oklahoma health officials showed how organizing people at the local level can benefit policymakers and communities. Their efforts also show what can happen when you build relationships with the people of your state and how those relationships serve as conduits for progress. In a little more than 10 years, the Oklahoma Turning Point Council partnerships have increased from three members to more than 75.

Partners: • Parks and Recreation • University of Oklahoma Health Sciences Center • Oklahoma Institute for Child Advocacy • The Oklahoma Academy

Sources of Funding: • W.K.Kellogg Foundation • Robert Wood Johnson Foundation • State and federal funding

Find Out More: www.okturningpoint.org

Leverage Funding Key to their success was capitalizing on staff and partners' enthusiasm and willingness to take a novel approach to addressing the health impacts of decisions made in other sectors

Case Study: Addressing Community Health Concerns Through Sharing Resources

When the Oregon Health Authority (OHA) had the opportunity to complete a health impact assessment (HIA) on the effects of wind farms on local communities, they only had a fraction of the funds needed to support enough

staff to meet the project's needs. OHA had to be smart about finding the resources necessary to capitalize on the opportunity to conduct an assessment on an issue pivotal to the state.

Embarking on this project also came with the promise of a lasting relationship with the Oregon Department of Energy (ODOE), whereby health would be routinely considered in wind farm siting decisions. By assigning staff from other programs with overlapping missions and activities to specific components of the project, OHA and ODOE were able to leverage existing resources, which helped them to more efficiently distribute their limited funding.

OHA also capitalized on a partnership with Portland State University's Master of Public Health program and recruited student interns to conduct literature reviews and compile data, again reducing costs. But beyond dollars, OHA and ODOE leveraged a different kind of currency to make progress. Key to their success was capitalizing on staff and partners' enthusiasm and willingness to take a novel approach to addressing the health impacts of decisions made in other sectors. OHA faced a big challenge: to complete an HIA for an important, controversial issue in Oregon. They didn't have unlimited funding, but they assembled a team that made effective use of three resources: 1) new federal funding; 2) other compatible program resources; and 3) students and graduate interns. Although the effort required actual dollars, it also encouraged and relied on enthusiasm, commitment, flexibility, collaboration, and a shared goal for making the wind farm siting project a success.

Why It Matters

You won't always have traditional means of accessing the resources you need to make progress. State health leadership needs to be resourceful in finding the time, people, expertise, and commitment needed for success. Develop relationships with educators and experts from other offices. Start garnering capital in this nontraditional "currency" and it will pay dividends.

Sources of Funding: • CDC HIA Cooperative Agreement • ASTHO HIA Capacity Building Grant

Partners: • Department of Energy • Members of the Wind Energy HIA Steering Committee, comprised of community members, private and large-scale wind energy developers, Oregon's Energy Facility Siting Council, public health practitioners, and elected officials • Oregon Universities • NGOs • Noise Exposure Experts

Find Out More: www.healthoregon.org/hia

Key Insight:

- When you don't have enough money, think of funding in a new way
- Develop complementary relationships with university programs.
- Look to other state officials as experts who can contribute.

The Value of Health in All Policies

Transportation & Urban Planning

"The way a community is planned—its land development patterns, transportation options, or community design—bears heavily on the health of those living there. Compact neighborhoods with a mix of uses make it easy for residents to walk or bicycle to a store, school, or work."— American Planning Association

Agriculture

"Improved food and farm systems yield returns on investment in terms of farm and rural economic viability, resource conservation, improved public health, and food system resilience. With greater recognition of the

challenges facing urban communities, including 'food deserts,' there is growing interest in situating local food enterprises in urban settings.”– National Sustainable Agriculture Coalition

Public Safety and Criminal Justice

“Having a medical home—a trusted, reliable source of continuing healthcare—can ease the process for people leaving jail so that they’re less likely to return. Better integration of healthcare services within the community will benefit individuals regardless of justice system involvement. However, the health benefits and cost-savings are even greater if implemented within jail populations, which are characterized by high rates of infectious and chronic diseases, including psychiatric and substance use disorders.” - Community Oriented Correctional Health Services

Housing

“Investment in housing can be more than an investment in bricks and mortar—it can also form a foundation for the health and well-being of populations. A healthy home is sited, designed, built, renovated, and maintained in ways that support the health of residents.” – National Center for Healthy Housing

Business

“A healthy workforce leads to a healthy bottom line. Well-designed health plans, supported by wellness programs and other health improvement tools, encourage employees to become more involved in healthcare decisions. Creating both engaged and informed employees is about making them aware of what they can do to improve their personal health and reduce the need for costly healthcare services.” – United HealthCare Services, Inc.

Education

“Schools play a critical role in addressing the physical, mental, social, and environmental factors related to health and well-being that affect learning. When school districts and schools have effective policies that support the health and well-being of their students and staff, absenteeism decreases, student concentration improves, behavior problems are reduced, and children and adolescents establish health promoting behaviors.”
– National School Boards Association

Faith-Based

“Faith-based organizations are trusted entities within many communities. Increasingly, we are seeing spiritual mores incorporated into the holistic model of disease prevention and health and wellness promotion. Faith-based organizations have a legacy of providing safety net services in many communities. By connecting health issues to the values and priorities of a community, a faith-based organization can help healthcare organizations develop effective approaches to improve patient self-management.” – The National Center for Cultural Competence

ASHTO Logo

(202) 371-9090 tel
(202) 371-9797 fax
2231 Crystal Drive, Suite 450
Arlington, VA 22202
www.astho.org
Association of State and Territorial Health Officials
Health in All Policies
January 2013
Copyright © 2013 ASTHO.
All rights reserved.

The development of this resource was supported by Cooperative Agreement Numbers EH11-1110 and 5U38HM000454-04 from the Centers for Disease Control and Prevention. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Centers for Disease Control and Prevention.