



healthy
Pima

Community Health Improvement Plan

2018-2021

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Letter to the Community

Dear Community Health Improvement Partners and Members of Pima County,

On behalf of the Healthy Pima initiative, it is my honor and privilege to present to you the 2018-2021 Pima County Community Health Improvement Plan. This plan is a product of discussion, collaboration, and participation by diverse stakeholders of our community and lays the foundation for improving health outcomes in Pima County.

Since Healthy Pima's inception in 2010 to undertake the Mobilizing for Action through Planning and Partnerships strategic planning process, over 500 community members have convened to identify and address the root causes of poor health outcomes in our county. The following document summarizes the goals, strategies and objectives that will be implemented over the next 3 years by members of Healthy Pima to address the county's four priority health issues selected by the community: Substance Misuse, Mental Health, Accidents and Injuries, and Diabetes.

Although much has been accomplished in the 8 years since Healthy Pima's inception, there is still much more to be done. Pima County continues to face evolving public health threats including the burden of chronic diseases and the growing opioid epidemic. Public health is a shared responsibility and Healthy Pima is committed to working together to find creative and effective solutions to these challenges.

Healthy Pima's success is dependent on the robust action of collective community impact and I hope you will read this plan and consider how you or your organization can contribute so we may all move toward a place where everyone has the opportunity to live healthy.

If you have any questions about the Community Health Improvement Plan or would like to be involved in its implementation, I urge you to visit the initiatives' website at: www.healthypima.org

No single person or agency can improve the health of a community. Pima County has shown before that when we come together to address our county's most pressing health issues we can truly create monumental health impacts for Everyone. Everywhere. Everyday.

Sincerely,



Marcy Flanagan, DBA, MA

Director, Pima County Health Department

Letter from Healthy Pima Community Leaders

The new CHIP is here!

Believe us we know what you're thinking: Another acronym. Great.

If you didn't think that, the more experienced among you probably noticed that this government document – at least so far – hasn't said, "This page intentionally left blank."

But shed your cynicism.

CHIP (Community Health Improvement Plan) is revolutionary. We, all of us, get together, decide on what is important, then work together to reach those goals. We use our strengths and abilities as individuals and organizations to pull toward the same objectives.

We house this joint effort within Healthy Pima, a loose organization that welcomes anyone. Healthy Pima is community-driven. No cronies here. Leaders are from all walks of life and represent groups and agencies and communities that have had no or fragmented voices in the past. The goals and objectives are from you, what you have voiced as important to this sun-drenched section of the world.

Healthy Pima is supported mightily by the Pima County Health Department. And the Health Department gets it right. It doesn't lead, guide or dictate. Instead, it enables communication, trumpets our successes and aids us in learning from failure. It feeds us ideas from the rest of the nation, updates vital local statistics and analyzes results of our efforts.

And every three years it helps us look hard at what we've done and helps us ask you what is emerging. That is the way to move forward. Not perfect by any means but better.

Certainly beats the old silo game, non-profits, hospitals, and government programs all hunkered in their own worlds, jealously guarding their part of the play-yard and zealously protecting funding streams. We measured nothing – except numbers served – and had no access to current data or breaking methodologies. New grants had us scrambling to reinvent, losing some of the good we did and were doing simply because something shinier, and funded, was being offered. Worse, we were unaware of other programs doing similar work to ours or of ways we could build something better by working together to create continuity and community.

So enjoy this report. It's yours. If you like what's being done, jump on board. Your leap will be yet one step more toward healthy now, wellness for generations to come.



Jennifer Peters
Program Manager
Arizona State Office of Rural Health



Steve Nash
Executive Director
Tucson Osteopathic Medical Foundation

Pima County Snapshot

Pima County is located in Southern Arizona and is the second largest county in the state with just over one million residents. The county encompasses an area of 9,184 square miles with land governed by the Tohono O’odham Nation and Pascua Yaqui Tribe and shares over 120 miles of the United States-Mexico border.¹

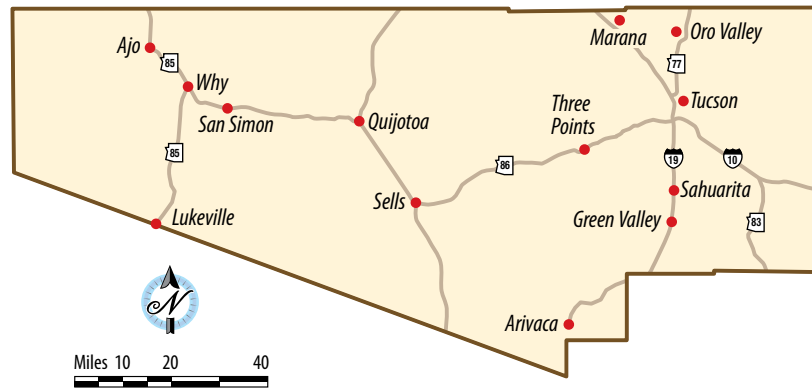
Pima County is comprised of seven suburbs: Tucson, Green Valley, Oro Valley, Marana, South Tucson, Sahuarita and Vail. The majority of residents live in and around the city of Tucson with less than 10% living in rural areas. Comparable to other Arizona counties, the population is predominately Caucasian with nearly a third of the population identifying as Latino and/or Hispanic. Throughout its history, the county has been heavily influenced by Hispanic culture with approximately one fourth of the population speaking Spanish at home. The county is also home to a large refugee population with small communities located throughout the county.



Key demographic indicators play a significant role in calculating the overall population health of a community. While there is no single indicator that can adequately assess health status, indicators such as the percent of the population below the federal poverty line and the percent of individuals without health insurance can be used to predict population health outcomes. Moreover, these characteristics are collected and made available at the sub-county level, allowing for a better understanding of the geographic distribution and the specific needs of the communities across Pima County.

Key Demographic Indicators	Arizona	Pima
Population (2017)	7,016,270	1,022,769
Male (2016)	49.7%	49.2%
Female (2016)	50.3%	50.8%
Under 18 years (2016)	23.5%	21.4%
65 years or older (2016)	16.9%	19.1%
White (2016)	83.3%	85.3%
Black or African American (2016)	4.9%	4.1%
American Indian and Alaskan Native (2016)	5.4%	4.3%
Asian (2016)	3.4%	3.2%
Native Hawaiian and Other Pacific Islander (2016)	0.3%	0.2%
Two or More Races (2016)	2.8%	2.9%
Hispanic or Latino (2016)	30.9%	36.8%
Non-Hispanic or Latino White (2016)	55.5%	52.5%
Less than high school degree (2012)	14.5%	12.5%
With high school degree (2012)	22.8%	25.2%
Some college education	28.2%	25.9%
College graduate (2015)	32.2%	38.5%
No health insurance (2015)	12.8%	12.2%
Other language age 5+ spoken at home	26.9%	28.6%
Below FPL	26%	19.3%
Age 18 or less below FPL	18.2%	27.5%
Unemployed	5.3%	5.8%

P I M A C O U N T Y



Executive Summary

Purpose of the Community Health Improvement Plan

The 2018-2021 Pima County Community Health Improvement Plan is a call to action for all members of Pima County to collaboratively and creatively build a system of health. The intent of this plan is to address the most pressing health needs facing Pima County through the implementation of shared community goals, strategies, and objectives that improve the public's health.

This plan builds upon the 2015 Pima County Community Health Needs Assessment, a joint report describing the health status of Pima County and the conditions that contribute to population health. Within the assessment, four health needs were recognized as priorities for members of Pima County:

- Diabetes
- Substance Misuse
- Anxiety and Depression
- Injuries and Accidents

The Pima County Health Department in partnership with Healthy Pima convened the community to share the assessment results and prioritize the areas further. Based on community input and available resources, the priority areas were further refined to address falls among older adults, youth violence, substance misuse with an emphasis on opioid misuse, mental and behavioral health, diabetes, and pedestrian, bicyclist, and motorist safety.

All action plans in this document were built on the momentum of the county's first health improvement plan in 2010 emphasizing a commitment to improve health literacy, increase access to care, and reduce health disparities. Additional strategies and interventions were also incorporated into each plan based on continued community and stakeholder input. The resulting plan was developed over a 12-month planning period by over 120 broad multisector entities that impact the public's health, including: hospitals, healthcare centers, behavioral health agencies, government agencies, not-for-profit organizations, faith-based services, business communities, social service organizations, education and academia institutions, unions, tribal nations, and philanthropy groups.

All are welcome in Healthy Pima and encouraged to

contribute. As membership grows, action plans will augment to ensure that the needs of the community are met. These changes will be reflected in annual reports that will describe the progress made each year and showcase the successes, challenges, and adjustments of each of the action groups.

If you are a member of Healthy Pima, we thank you for your commitment to public health and recognize the hard work and dedication that you display every day. If you are not yet a member, we encourage you to review this plan and consider joining Healthy Pima in achieving a healthier Pima County. For additional information, please visit www.healthypima.org or email us at healthypima@pima.gov.

Overview of the Plan

This community-driven plan showcases the work of over 500 community members under the Healthy Pima Initiative who have worked over the past year to develop strategies and objectives that address the county's most pressing health needs. The plan's hourglass format was selected by Healthy Pima members and reflects the most important information first (the action plans) followed by the history of Healthy Pima and then ending with a call to action.

The first section provides an overview of the action plans developed by each group under the Healthy Pima Initiative. Action plans are organized by priority health need and state the goals, objectives, strategies, and tactics that each action group will take to address one of the four priority health needs.

The second section is an overview of Pima County's past community health improvement planning efforts including a history of the Healthy Pima Initiative, the community-led health needs assessment process, and how the action groups were formed. This section also highlights how a health equity, access to care, and health literacy lens approach was developed and used and explains how these lenses align with Pima County's new priority health needs.

The plan concludes with a dual purpose: a recognition for all of the community partners that have contributed to the community health improvement planning process and a call to action for every community stakeholder and person in Pima County to improve their own health, their community's health, and the health of the people they serve.

Health Priorities and Plans

Healthy Pima action groups used the results of Pima County's second Community Health Needs Assessment to develop action plans to address the county's four priority health needs. The action plans include goals, objectives, strategies, activities, and expected outcomes the action groups will achieve over the next three years to improve community health.

The action plans were developed with a targeted approach that emphasizes a commitment to the principles of health equity, health literacy and access to care. The process and methods used to develop the action plans and details on how the action plans will be monitored and reported to the community can be found in the second half of this document.

Priority: Diabetes

Key Findings

The health and economic burden of diabetes in Pima County are well known and of major public health concern. In recent years, both prevalence and incidence of type 2 diabetes have increased in Pima County as a result of the increasing occurrence of obesity and sedentary lifestyle.³ While genetic factors associated with type 1 diabetes are still poorly understood, it has been well documented that type 2 diabetes can be largely prevented through modifiable behaviors such as losing weight, increasing physical activity, and improving dietary choices. Since type 2 diabetes accounts for nine tenths of all diabetes cases in the United States⁴ and can be managed through lifestyle



modifications and health care interventions, it is an ideal target for prevention strategies at the local level.

Action Plan

During the development of the 2015 Community Health Needs Assessment, members of Pima County shared the need for education, training and prevention resources to reduce the burden of diabetes in the community. In response to the community's request for more education and prevention resources, Healthy Pima's Together 2 End Diabetes coalition will work to accomplish the following 2018-2021 action plan:

Goal 1 Reduce the number of residents in Pima County who develop type 2 diabetes.				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
1.1 Implement strategies to increase educational opportunities for residents of Pima County with type 2 diabetes.	• Increase access to affordable and quality type 2 diabetes self-management programs.	X	X	
1.2 Implement strategies to increase awareness of community resources for residents of Pima County with type 2 diabetes.	• Implement an online guide to include type 2 diabetes education, self-management, and support services.		X	X
Goal 2 Reduce the number of residents in Pima County who develop type 2 diabetes				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
2.1 Implement strategies to delay and prevent new cases of type 2 diabetes among residents of Pima County.	• Educate community members on pre-and type 2 diabetes. • Build capacity to train and support community health workers, peer counselors, and students on diabetes prevention efforts.		X	X
Expected Outcomes				
<ul style="list-style-type: none"> • Increased access to high quality type 2 diabetes preventative and management workshops for members of Pima County with low socioeconomic status. • Standardized community messaging developed and used by Pima County community organizations and health care facilities with diabetes programming. • Increased participation in evidence-based type 2 diabetes prevention programs by members of Pima County with diabetes. • Trained a minimum of 34 nursing students to implement type 2 diabetes prevention efforts in Pima County. 				

Priority: Substance Misuse and Mental Health

Key Findings

Substance misuse is one of the most significant public health challenges in the country which poses a wide range of safety and health risks impacting physical, social and emotional wellbeing.

Within Pima County, misuse and dependency to legal and illegal substances such as prescription pain medication and heroin continue to be increasingly high and contribute to the growing rate of deaths and hospitalizations due to accidental overdose. In 2017, more Pima County residents died from drug overdose than motor vehicle crashes, suicide and firearms combined.⁵

Substance misuse and mental health disorders often occur together and more than one in four adults living with serious mental health disorders has a substance misuse problem.⁶ Subsequently, substance misuse occurs more frequently with certain mental health conditions including depression and anxiety spectrum disorders.⁷

Action Plan

During the development of the 2015 Community Health Needs Assessment, members of Pima County shared the need for increased education, training and targeted programming and services to reduce the prevalence of substance misuse, anxiety and depression.



To achieve the greatest impact in reducing substance misuse and the growing community concern to address co-occurring mental and substance use disorders, Healthy Pima's Substance Misuse and Mental Health Alliance will work to accomplish the following 2018-2021 action plan:

Goal 1 To reduce access to and dependence on prescription medications and illicit substances in Pima County.				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
1.1 Increase the use of proper disposal methods for prescription medications in Pima County.	<ul style="list-style-type: none"> Place permanent prescription drug drop boxes in every law enforcement station/substation and identify additional Drug Enforcement Administration approved sites for placement opportunities. Increase community awareness of prescription drug drop box locations. Implement prescription drug take-back events. Increase community awareness of safe prescription drug storage options. 	X		X
Goal 2 Encourage adoption of best practice guidelines by Pima County prescribers and pharmacists.				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
2.1 Promote best practice prescribing and dispensing protocols among Pima County prescribers and pharmacists.	<ul style="list-style-type: none"> Encourage prescriber and pharmacist adoption of best practice guidelines. Promote continuing education for prescribers and pharmacists on prescribing and dispensing controlled substances. Provide patient education training and materials for prescribers and pharmacists to improve the prescription drug literacy of their patients. Increase prescriber and pharmacist use of the Arizona State Board of Pharmacy Controlled Substances Prescription Monitoring Program. 		X	X
2.2 Encourage patients to take personal responsibility and advocate for their personal health.	<ul style="list-style-type: none"> Improve awareness and access to resources for patients. 		X	X

Goal 3
Increase access to substance misuse and mental health services for residents of Pima County.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
3.1 Adopt and promote activities to address substance misuse in Pima County.	<ul style="list-style-type: none"> • Improve coding structure of data management systems for tracking drug offenses. • Increase law enforcement use of the Arizona State Board of Pharmacy Controlled Substances Prescription Monitoring Program. • Conduct enforcement efforts to address current and emerging substance misuse issues. • Identify and promote best practices among local law enforcement for substance misuse interventions. 	X		
3.2 Increase access to mental health treatment services for residents of Pima County.	<ul style="list-style-type: none"> • Work with community organizations and stakeholders to coordinate workforce training for frontline staff around substance misuse and mental health resource navigation. 		X	X
3.3 Promote an integrated approach to treating substance misuse by increasing community awareness of screening tools and available models.	<ul style="list-style-type: none"> • Promote consistent practice of prescribing guidelines and policies among medical professionals. 	X		X

Goal 4
Increase awareness and education on the effects of substance misuse among residents of Pima County.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
4.1 Increase awareness among Pima County residents of the risks associated with substance misuse.	<ul style="list-style-type: none"> • Implement a mass media campaign and disseminate materials on associated risks. • Promote a speakers bureau to provide presentations to community members, agencies, and other groups. • Implement evidence-based curriculums to educate community members about the risks of substance misuse. • Engage local anti-drug coalitions, organizations and other stakeholders to promote and disseminate public education materials on substance misuse. 	X		X
4.2 Create and promote an online directory of available programs, services, and educational materials on substance misuse.	<ul style="list-style-type: none"> • Identify and promote Pima County specific programs and treatment services for substance misuse. 		X	
4.3 Establish a Steering Committee to identify opportunities to improve provider capacity, accessibility, and treatment outcomes for substance misuse and mental health services in Pima County.	<ul style="list-style-type: none"> • Identify scope of current substance misuse and mental health challenges by reviewing existing data sets. 		X	



Goal 5
Provide free training to Pima County community and clinical service providers on coping skills for anxiety, depression, and related disorders.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
5.1 Develop and maintain a community mental health crisis team.	<ul style="list-style-type: none"> Provide free training to community professionals that have a role in serving or treating individuals with anxiety and depression. 	X		X

Expected Outcomes

- Increased community access to opioid addiction services through the creation of an online referral and treatment directory.
- Held 50 safe medication disposal events to reduce the number of homes with opioid painkillers and divert medications from landfills and the public water system.
- Provided a minimum of 45 presentations to students, parents, caretakers, school staff, and community members about the risks of prescription drug misuse and abuse.
- Increased prescriber enrollment in the Arizona State Board of Pharmacy Controlled Substances Prescription Monitoring Program to 95% or above.
- Held a minimum of 5 mental health first aid trainings at no cost to the public.
- Conducted 10 workforce development trainings for frontline staff around substance misuse and mental health resource navigation.



Priority: Accidents and Injuries

Key Findings

Unintentional injuries or “accidents” remain a persistent issue within Pima County, ranking as the third leading cause of death among all age groups and the leading cause of death among children. Accidents in Pima County also account for a higher percentage of deaths than the state’s capitol, Phoenix, and the entirety of Arizona. Areas within Pima County that experience statistically high rates of accidents include Flowing Wells, Tucson Foothills, and the Tohono O’odham Nation.



Action Plan

During the development of the 2015 Community Health Needs Assessment, members of Pima County shared the need for prevention resources, education, community-building, and enhancements to the built environment to reduce the number of accidents and injuries in Pima County.

In response to the community’s request to address accidents and injuries, Healthy Pima’s Youth Violence Prevention Coalition, the Southern Chapter of the Arizona Falls Prevention Coalition, and the Vulnerable Road User and Motorist Safety Task Force will work to accomplish the following 2018-2021 action plan:



Goal 1 <i>Increase collaboration among community partners to coordinate referral and access to fall prevention interventions and resources in Pima County for older people.</i>				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
1.1 Create a multi-sector system to coordinate referral and access to fall prevention interventions and resources in Pima County for older people.	<ul style="list-style-type: none"> • Develop a model for understanding current fall prevention resources. • Collect and analyze data for the fall prevention system model. • Determine funding needed for system implementation and sustainability. 	X	X	
1.2 Pilot the system model created to coordinate referral and access to fall prevention interventions and resources in Pima County for older people in two geographic areas.	<ul style="list-style-type: none"> • Plan, implement, and evaluate the fall prevention intervention system model pilot. 	X	X	
Goal 2 <i>Improve awareness of fall risk factors, prevention strategies, and resources among older people, caregivers, and organizations serving older people in Pima County.</i>				
Objectives	Strategies	Health Equity	Access to Care	Health Literacy
2.1 Implement a fall prevention awareness campaign targeting older people and their family caregivers in Pima County.	<ul style="list-style-type: none"> • Develop a strategy and formulate a timeline for distribution of fall prevention messaging. 	X		X
2.2 Build the capacity of 5 community organizations to conduct fall risk assessments for older people in Pima County.	<ul style="list-style-type: none"> • Establish, implement, and evaluate a standard fall risk assessment tool. 	X		X
2.3 Create a Community Speakers Bureau with 5 community organizations to advocate and promote fall prevention efforts to local leaders and organizations in Pima County.	<ul style="list-style-type: none"> • Promote and build support for fall prevention efforts among community leaders and organizations. 	X		X

Goal 3

Reduce the severity and frequency of preventable crashes and collisions for all roadway users within Pima County.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
3.1 Implement a regional data infrastructure by identifying extant data resources related to crashes and collisions involving all roadway users in Pima County that support informed decision-making.	<ul style="list-style-type: none"> • Develop an inventory of existing local databases related to crashes and collisions. • Collect and evaluate data from other states and cities at the national level that evaluate vulnerable road user crash risk and inform decision-making. • Actively seek opportunities to improve data collection and use. 	X		
3.2 Coordinate with regional partnerships to increase education regarding transportation safety among all roadway users in Pima County through a regional awareness campaign.	<ul style="list-style-type: none"> • Increase education and awareness for vulnerable road users and motorists. • Recommend the implementation of clear, succinct, direct and consistent messaging for a public media education campaign aimed at all roadway users. 	X		X
3.3 Identify, recommend, and support education, legislative, and policy changes related to all roadway user safety including, but not limited to, advocating for distracted driving and vulnerable road user laws for Pima County.	<ul style="list-style-type: none"> • Build on the existing work in the region, the data collected, and information gathered through education and awareness raising campaigns. • Identify issues that require legislative and/or policy action and prioritize efforts to implement safer laws to improve safety. • Make recommendations to appropriate entities and policy makers to develop and adopt safety laws by jurisdiction. 	X		X
3.4 Improve the transportation infrastructure safety for all roadway users within Pima County in order to reduce the overall number of crashes and collisions.	<ul style="list-style-type: none"> • Evaluate infrastructure roadway plans for safer facilities. • Implement policies and best practices to promote transportation infrastructure safety. • Focus on infrastructure developments/enhancements that promote use by all road users. • Develop and adopt infrastructure enhancements that promote safer road use. 	X		X



Goal 4
Increase access to violence prevention tools for members of Pima County who work with youth.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
4.1 Increase access to violence prevention tools for Pima County teachers and program coordinators who work with youth.	<ul style="list-style-type: none"> Develop and distribute a resource map to teachers and program coordinators. Provide Pima County Wellness Coordinators with three free prevention tools. Maintain and augment a school program for teachers that utilizes evidence-based violence prevention tools. Utilize the School Health Innovation Partnership to provide professional development trainings on violence prevention and bullying. 	X	X	X
4.2 Increase access to violence prevention tools for Pima County school educators and support staff.	<ul style="list-style-type: none"> Provide school employees with mandated reporting training. Assist five schools in developing strategies that prevent bullying and dating violence. Increase training opportunities for before and after school program staff. 		X	X
4.3 Increase access to violence prevention tools for Pima County parents, parental figures and caregivers.	<ul style="list-style-type: none"> Increase enrollment in substance misuse prevention training for parents, caregivers and families. Increase Community Prevention Programming Enrollment that supports parents and caregivers. Increase resource awareness for before and after school programming. 		X	X
4.4 Increase access to youth violence prevention tools for Pima County youth.	<ul style="list-style-type: none"> Identify youth needs to prevent violence and provide support. 		X	X

Goal 5
Increase community engagement and collaboration on youth violence prevention efforts in Pima County.

Objectives	Strategies	Health Equity	Access to Care	Health Literacy
5.1 Increase community engagement and collaboration between Pima County schools and community organizations on youth violence prevention efforts.	<ul style="list-style-type: none"> Increase enrollment at the Annual Youth and Peace Conference. 	X		
5.2 Increase community collaboration in Pima County on youth violence prevention efforts.	<ul style="list-style-type: none"> Provide support for sexual violence prevention community events. Establish a Center for Community Dialogue. Develop a platform for the Center for Community Dialogue to share information about training and programming. 	X		
5.3 Create a Community Speakers Bureau with 5 community organizations to advocate and promote youth violence prevention efforts to local leaders and organizations in Pima County.	<ul style="list-style-type: none"> Promote and build support for youth violence prevention efforts among community leaders and organizations. 	X		

Expected Outcomes

- Reduced road user traffic fatalities and injuries in Pima County.
- Increased public awareness of traffic laws on drunk-driving, texting, seat-belt usage and speed limits.
- Reduced peer violence perpetration and victimization among youth aged 14-24.
- Expanded community opportunities and resources for positive youth development through community engagement.
- Enhanced public safety through improved coordination and focus of community resources and social capital.
- Improved access to available violence prevention resources for school personnel, community members, families and others who work with and care for youth.
- Developed falls risk self-assessment tool to screen older adults for risk factors that provoke falls and vulnerabilities that warrant further attention.
- Increased the number of home safety assessments completed by older adults, caregivers and trained professionals.
- Decreased the number of avoidable falls among older adults.
- Improved coordination of fall prevention interventions, reporting and procedures among regional health providers, fire districts and trained professionals.

Alignment with State and National Health Priorities

Healthy Pima supports and builds on existing collaborative efforts taking place at the local, state and national level. Objectives and key action items outlined in this plan were informed by state and national priorities to ensure a collaborative and systems-based approach toward improving community and population health. State and national guidelines reviewed for alignment with the 2018-2021 Pima County Community Health Improvement Plan include:

- Arizona State Health Improvement Plan 2016-2020 from the Arizona Department of Health Services.⁸
- Healthy People 2020 from the United States Department of



Health and Human Services Office of Disease Prevention and Health Promotion.⁹

- National Prevention Strategy (June 2011) from the United States Department of Health and Human Services National Prevention Council.¹⁰

Priority Health Needs			
Pima County	Arizona State	Healthy People 2020	National Prevention
Accidents & Injuries	Unintentional Injury (<i>State priority</i>)	Injury & Prevention	Injury & Violence Free Living
Anxiety & Depression	Suicide (<i>State priority</i>) Mental/Behavioral Health (<i>Priority for six Arizona counties</i>)	Mental Health & Mental Disorders	Mental & Emotional Wellbeing
Diabetes	Diabetes (<i>State priority</i>)	Diabetes	Healthy Eating & Active Living
Substance Misuse	Substance Misuse (<i>State priority</i>)	Substance Misuse	Preventing Drug Misuse

Pima County Community Health Improvement Plan Alignment with Arizona State Community Health Improvement Plan		Cross-Cutting Factors
Shared Priority Health Needs	Shared Outcome(s)	
Diabetes	• Increase access to and awareness of prevention and management practices for diabetes and pre-diabetes	
Substance Misuse	• Reduce and prevent substance use among adults and youth	
Unintentional Injuries	• Targeted interventions to reduce falls among older adults	
Pima County Community Health Improvement Plan Alignment with Healthy People 2020		
Shared Priority Health Needs	Shared Outcome(s)	
Diabetes	• Increase the proportion of persons with diabetes who receive formal diabetes education	
Injury Prevention	• Reduce bullying among adolescents • Reduce motor vehicle crash-related injuries • Reduce pedestrian injuries on public roads • Prevent falls among adults aged 65 and older	
Mental Health	• Increase the proportion of adults with mental health disorders who receive treatment	
Substance Misuse	• Increase the proportion of adults who receive treatment for substance misuse • Reduce the nonmedical use of prescription drugs	
Pima County CHIP Alignment with National Prevention 2020		
Shared Priority Health Needs	Shared Outcome(s)	
Injury Prevention	• Provide individuals and families with the knowledge, skills, and tools to make safe choices that prevent violence and injuries • Support community and street design that promotes safety and prevents injuries	
Mental Health	• Promote early identification of mental health needs	
Substance Misuse	• Reduce inappropriate access to and use of prescription pain medications (opioids)	

History of Health Improvement Efforts

In early 2010, the Community Health ACTION Task Force led by the Pima County Health Department engaged in a comprehensive community health needs assessment and improvement planning process. The ACTION Task Force began with a core group of 60 community members who conducted the county's first health needs assessment to learn about the health status of the county and prioritize areas of most need. The assessment was developed using a modified version of the National Association of County and City Health Officials' Mobilizing for Action through Planning and Partnerships model.¹¹ As part of the assessment, ACTION Task Force members reviewed a wide range of secondary data from state, regional and local sources to identify emerging health needs and gaps. Using the data collected, ACTION Task Force members conducted an in-depth prioritization process to identify the four most pressing health needs experienced by members of Pima County:

- Health Equity
- Healthy Lifestyles
- Health Literacy
- Access to Care

Following the completion of the first community health needs assessment, the ACTION Task Force convened four action groups each tasked with developing a five-year action plan that would address one of the four priority health needs identified by the assessment. These action plans included detailed goals, objectives, strategies, and indicators that would become the foundation for the county's 2013-2017 Community Health Improvement Plan.¹² The ACTION Task Force made great strides and achievements over a three year span in the areas of health literacy, healthy lifestyles, health equity, and access to care, and by 2014 the Task Force had doubled in community participation and rebranded its name to "Healthy Pima."

In fall 2014, the Pima County Health Department invited local hospitals, community health centers, and tribal partners to conduct the county's second Community Health Needs Assessment. Similar to the first assessment, health data was collected, analyzed and reviewed by community members and stakeholders to identify health gaps and select the top four health areas that would become the focus of community health planning efforts over the next three years:

- Diabetes
- Substance Misuse
- Anxiety and Depression
- Injuries and Accidents

Defining Healthy Pima

Following the release of Pima County's second community health needs assessment in December 2015, Healthy Pima members were tasked with identifying how to address the new priority health needs and incorporate them into the current Healthy Pima structure. From January to December 2016, Healthy Pima hosted a series of monthly meetings to define the future state of Healthy Pima and define its role.

The first step in defining Healthy Pima was to conduct a thor-



ough analysis of the initiatives' history to identify key successes and challenges. This included surveying all Healthy Pima members about the initiative's effectiveness, operation, and decision-making processes. The results of the survey were shared and discussed among Healthy Pima members who found the information to be both eye opening and encouraging. Inspired by this feedback, Healthy Pima spent the following month defining shared mission and vision statements to serve as the starting point for Healthy Pima's community health improvement and goal setting process.

In March 2016, Healthy Pima members came to a consensus on the following mission and vision statements.

Mission: We work together to build a culture of health in Pima County for Every one. Every where. Every day.

Vision: Healthy now, wellness for generations to come

To successfully achieve its mission and vision, Healthy Pima members in partnership with the Pima County Health Department spent the month of April 2016 identifying shared roles and responsibilities for supporting and performing all activities associated with the initiative.

Alignment with New Health Priorities

Beginning May 2016, Healthy Pima engaged in a collective brainstorming session to identify how best to incorporate the new priority health needs into the initiative's current structure. Over a four month period, Healthy Pima members met monthly to thoroughly evaluate the initiative's current structure and assess a variety of possible scenarios for combining action groups and forming new ones.

By August 2016, Healthy Pima members had come to a consensus on a new structure. Healthy Pima determined that three of the original health needs (health equity, health literacy, and access to care) would become the lens by which all community health planning efforts would be carried out. Healthy Lifestyles continues on an partner action group to the Healthy Pima initiative. Additionally, Healthy Pima chose to address substance misuse and anxiety and depression together due to the county's upward trend in co-morbidity of mental and substance misuse disorders.

Integrating Past Health Needs

The purpose of applying a health equity, health literacy, and access to care lens to all health planning efforts was to identify and remove barriers for populations likely to be disadvantaged in achieving the same health outcomes as other populations. By using these three lens during the community health improvement plan planning process, Healthy Pima members were able to consider and tackle the specific health needs of different populations and develop goals, objectives, and interventions accordingly.

- Applying a “health equity lens” means Healthy Pima members will ensure the needs of all vulnerable individuals, neighborhoods, subpopulations, and communities have been considered when planning, supporting, developing, implementing or evaluating a program, service, initiative, and policy.
- Applying an “access to care lens” means Healthy Pima members will assess the availability of and access to health services when providing, planning, or supporting a program, service, initiative, and policy.
- Applying a “health literacy lens” means Healthy Pima members will consider how health-related materials and information will be read, viewed, understood, and used by the population the materials and/or information is targeting.

Prior to the development of the 2018-2021 Community Health Improvement Plan, Healthy Pima subject matter experts held a two-day seminar to provide Healthy Pima members with a better understanding of how each health lens could be incorporated into the community health improvement planning process. The seminar consisted of a 2-hour presentation that defined each lens and provided specific examples of how each lens could be used to determine strategies and coordinate resources that improve health for all. For those who could not attend in person, an online recording of the seminar was made available on the Healthy Pima website and e-mailed out to all members.

To close out the year, Healthy Pima hosted an information session to provide new and current members with an overview of the activities that took place over the last year. The session served as a precursor to a kick-off event held in January 2017 to welcome new partners to the initiative, introduce the 2015 Community Health Needs Assessment, and celebrate Healthy Pima’s accomplishments to date. Following the session, Healthy Pima chose to refer to the previous Healthy Pima infrastructure as 1.0 and the newly established structure as 2.0.

From Assessment to Action Healthy Pima 2.0

Formation of Action Groups

In January 2017, Healthy Pima invited over 350 invested community members representing professional affiliations, local government agencies, academia, health care organizations, social service agencies, for and not-for-profit entities, and tribal nations



to participate in a kick-off event. The purpose of the event was to introduce Pima County’s second community health needs assessment, celebrate Healthy Pima’s achievements, and provide community members with an opportunity to join a new Healthy Pima action group to address one of the community-selected health needs:

- Diabetes
- Substance Misuse
- Anxiety and Depression
- Injuries and Accidents

In February 2017, the Pima County Health Department reconvened stakeholders from the kick-off to conduct an extensive review of the community health needs assessment data. These review meetings took place every two weeks and were led by experienced Pima County Health Department facilitators who presented Healthy Pima members with information and handouts summarizing the key data and findings from the 2015 health needs assessment. Members reviewed the assessment data in detail and discussed areas of most need, taking into consideration the impact on the community, feasibility to address the health need, and ability to quantify health improvements made. From these discussions, Healthy Pima members further refined the health needs and identified specific action groups needed to address the following priorities:

- Pedestrian, bicyclist, and motorist safety
- Substance misuse and mental health
- Falls among older adults
- Youth violence
- Diabetes



Community Planning Informed by Data

In March 2017, action groups began an intensive community health improvement planning process guided by experienced Pima County Health Department facilitators. The purpose of this planning process was to develop action plans that would later become the 2018-2021 Community Health Improvement Plan.

From March to December 2017, the Pima County Health Department facilitated and hosted planning meetings every two weeks for each action group. Using the community health needs assessment as a guide, each action group identified areas for collaboration, local resources and assets, barriers to care, gaps in services, and potential solutions within their respective priority health area. A synthesized matrix of all feedback collected during each action group meeting was provided to Healthy Pima members to maximize opportunities for collaboration and to build on existing efforts.

SMART Goals and Objectives Workshop

In order to streamline and enable Healthy Pima action groups to write quality strategic action plans, the Pima County Health Department provided each action group with a one-hour Specific, Measurable, Attainable, Relevant and Timely (SMART) goals and objectives workshop. During the workshop, Healthy Pima members practiced developing goals, objectives, strategies, and indicators. Following the workshop, each group identified 2-4 goals their action group would like to achieve over the next three years.

Statewide Declaration of Emergency

On June 5, 2017, Arizona's Governor, Doug Ducey, signed a declaration of emergency acknowledging Arizona's opioid crisis as a public health emergency.¹³ The declaration was signed after newly released data from the Arizona Department of Health Services showed that 790 Arizonans had died from opioid overdoses in 2016 – a 74% increase since 2013.¹⁴ Following the declaration, the Arizona Department of Health Services released the Opioid Overdose Epidemic Response Report with recommendations for addressing the state's opioid epidemic. This report laid out strategies to reduce illegal use and diversion of opioids, promote safe prescribing and dispensing of opioids, and

improve access to treatment. Accompanying the plan was also a call to action from Governor Ducey for collaboration on all fronts to combat the statewide crisis.

In response to the Governor's call to action, the Healthy Pima action group working to address substance misuse and mental health conducted a thorough analysis of data collected through state and local efforts on substance misuse overdoses and deaths. Based on the information collected, a unanimous decision was made by the group to develop an action plan to complement and support Arizona Department of Health Services' Opioid Action Plan.

Action Plan Implementation and Leadership

Once the action groups had established their goals, Healthy Pima members began the process of identifying objectives, strategies, and expected outcomes followed by activities for implementation. Simultaneously, action groups explored how best to incorporate health equity, health literacy, and access to care elements into the proposed objectives and strategies.

In February 2018, community planning efforts came to a close and the bi-monthly two-hour planning meetings transitioned to one-hour monthly meetings to allow time for Healthy Pima members to focus on action item implementation. Following implementation, each action group hosted a roundtable to self-assign co-chairs responsible for providing oversight, facilitating meetings, developing meeting agendas, and coordinating with group members to record progress and track completion of action items.

Moving Forward

To ensure successful plan implementation, Healthy Pima's co-chairs will continue to facilitate monthly action group meetings, expand partnerships, align organizational priorities, identify resources, launch new projects, and raise community and stakeholder awareness of the county's most pressing health needs. Co-chairs will also collaborate with Pima County Health Department staff to develop annual reports that describe the progress made toward the 2018-2021 Community Health Improvement Plan goals.

Healthy Pima Planning Timeline

2016

January

- Identified past successes, challenges, opportunities, and lessons learned to serve as the foundation for conducting future Healthy Pima activities.

February

- Gained an understanding of Healthy Pima's internal and external functioning, including its purpose, desired health outcomes, priorities and values.

March

- Defined shared mission and vision statements to serve as the foundation for Healthy Pima's community health improvement and action planning efforts.

April

- Defined the Pima County Health Department's role in Healthy Pima and the responsibilities and duties to be carried out by Healthy Pima members.

May-August

- Brainstormed potential restructuring options for Healthy Pima's action groups to align current efforts with new health priorities.
- Integrated past health priorities into the new Healthy Pima structure
- Held two seminars on how Healthy Pima action groups can incorporate principles of health equity, health literacy, and access to care when developing interventions.
- Designed a new logo for the Healthy Pima initiative.

September

- Held the first planning meeting to prepare for the kick-off event.
- Recruited hospital partners and determined the role hospitals would play in addressing the identified health priorities.

October-November

- Finalized Healthy Pima's new structure and invited new stakeholders to the table.

- Finalized the new logo for the Healthy Pima initiative.
- Identified Healthy Pima community leaders to counsel Healthy Pima members in matters of health equity and population health.
- Held a public information session to introduce the new structure of Healthy Pima and answer questions.

December

- Finalized kick-off details and prepared materials.

2017

January

- Hosted Healthy Pima 2.0 kick-off event.

February-March

- Conducted an in-depth review of data from the community health needs assessment and reviewed key findings for each priority health need.
- Used a prioritization process to select specific health areas of most need within each of the four priorities and formed action groups to address each area.

April

- Held a one-hour Specific, Measurable, Attainable, Relevant and Timely (SMART) goals and objectives training workshop for each action group.

June-December

- Developed goals, objectives, and strategies taking into consideration population impact, capacity to implement, community support, health disparities, health literacy, and access to care.

2018

January

- Selected action plan activities for implementation and established measurable outcomes and timelines.

February

- Determined co-chairs for each action group to offer guidance and provide ongoing oversight of action plan implementation.

Call to Action

Meeting the health needs of a community means understanding the community thoroughly. It requires talking to people who live and work in the community and utilizing available data to identify health gaps and prioritize areas of most need. Many individuals, organizations, and communities are working together through the Healthy Pima initiative to set priorities, coordinate resources, develop public policies, determine strategies, and define a vision for the health of Pima County through collective impact.

The health of Pima County is Healthy Pima's top priority and if you share this same passion then please consider joining the initiative in achieving health for all today.

Website: www.HealthyPima.org

E-mail: HealthyPima@pima.gov



Partnership for a Healthier Pima County

Healthy Pima would like to acknowledge the core planning and support team of community leaders and Pima County Health Department staff who have guided and facilitated the development of this plan. Team members and action group co-leads include:

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Steve Nash, Tucson Osteopathic Medical Foundation
Tania Long, Cenpatico Integrated Care

Healthy Pima is deeply grateful for the Pima County Board of Supervisors and Pima County Board of Health's role in supporting Healthy Pima's shared mission of working together to build a culture of health in Pima County for Every **one**. Every **where**. Every **day**.

Above all, Healthy Pima would like to thank the 500 and counting community members, representing nearly 120 community organizations, who gave their time and expertise to inform both the direction and implementation of this plan. Thank you!

Commitment to Improving Community Health

Pima County's 2018-2021 Community Health Improvement Plan fulfills the required prerequisite set by the National Public Health Accreditation Board for the Pima County Health Department to maintain its national accreditation status. As an accredited health department, the Pima County Health Department has been recognized by this board as meeting national standards for public health system performance. Although accreditation is voluntary, the Pima County Health Department is committed to attaining the highest standard of public health practice and performance improvement as a local health department.

The Pima County Health Department received national accreditation status in May of 2016 and will continue to maintain its accreditation status by working strategically and collaboratively with members of Healthy Pima to address the most pressing health needs of the Pima County region.

Glossary of Terms

Access to Care Lens: Assessing the availability of and access to health services when planning, providing, or supporting a program, service, initiative, or policy to improve population health.

Activities: Key actionable steps of the strategy needed to achieve an objective.

Community Health ACTION Task Force (CHAT): A collaboration between community members and stakeholders throughout Pima County tasked with developing the county's first Community Health Needs Assessment and Community Health Improvement Plan.

Co-chairs: Healthy Pima members in this role commit to providing oversight of an action group that addresses one or more priority health needs. Oversight includes facilitating meetings, developing meeting agendas, and coordinating with the Pima County Health Department and action group members to record progress and track completion of action items.

Community Health Needs Assessment Advisory Team: A steering committee of executive leaders from Pima County's qualified health centers, hospitals, and health departments providing oversight and guidance of the development of Pima County's community health needs assessment.

Community Health Needs Assessment (CHNA): A comprehensive evaluation of the most current and reliable information about the health status of a community and where gaps may exist in achieving optimal health. The assessment is also referred to as a "community health assessment."

Community Health Improvement Plan (CHIP): An action-oriented plan outlining how the priority health needs (based on the community health needs assessment findings) will be addressed, including strategies and measures, to ultimately improve the health of a community.

Health Equity Lens: Ensuring the needs of all vulnerable individuals, neighborhoods, subpopulations, and communities have been considered when planning, supporting, developing, implementing, or evaluating a program, service, initiative, and policy.

Health Literacy Lens: Considering how health-related materials and information will be read, viewed, understood, and used by the population the materials and/or information is targeting.

Healthy Pima: Healthy Pima is a community-led initiative of individuals, public, community, and business organizations throughout Pima County that have joined forces to improve community health by mobilizing resources, increasing awareness, promoting change, and taking collective action.



Mobilizing for Action through Planning and Partnerships (MAPP): An evidence-based model requiring collaboration between a community and its public health system to achieve improved health and quality of life. The model has six phases and four assessments to define a community's health status and generate a vision with clear goals and strategies to improve it.

National Association of County and City Health Officials (NACCHO): A leading public health organization representing thousands of United States city, county, metropolitan, district, and tribal health departments that work to protect and promote health for all people in their communities by coordinating programs and services that make it easier for people to be healthy and safe.

Public Health Accreditation Board (PHAB): A national nonprofit organization that advances the continuous quality improvement of tribal, state, local, and territorial public health departments by leading a voluntary public accreditation program.

Public Health Accreditation: A voluntary accreditation process based on national standards that allow health departments to demonstrate that they are providing, either alone or in partnership, the public health services necessary to keep their communities healthy and safe.

SMART Goal: A SMART goal is defined as one that is specific, measurable, achievable, results-focused, and time-bound.

Social Determinants of Health: Conditions (social, economic, and physical) in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.

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