The Pierce County Community Health Improvement Plan Core Partners include:

Franciscan Health System

MultiCare
BetterConnected

UNIVERSITY of
WASHINGTON
TACOMA

Tacoma-Pierce County
Health Department
Healthy People in Healthy Communities

The Pierce County Community Health Improvement Plan (CHIP) Core Partners developed the following Vision Statements to help shape the entire assessment and planning process.

**Our vision for a healthy community:**

- Everyone has a role as a community steward for health and a healthy environment.

- Equity is valued in terms the opportunity to live life to the fullest: adequate transportation, employment, housing, education, safety, and where socio economic status doesn’t affect your health.

- Health care costs and allocations are improved:
  - In terms of the costs to insurers and employers.
  - Reduced barriers to free or low cost healthcare, encompassing preventative and acute care.
  - Enhanced continuity of care through community-based services.

- Norms continue to shift related to how we think about health (e.g. similar to how end of life care norms have shifted).

- A healthy environment includes the availability of healthy foods and recreational opportunities.

- Communities incorporate the whole person, where people are able to live, learn, work, worship, and play.

- Policies are oriented to and support health promotion and disease prevention.

- Individual and population threats to health are minimized, including air, water and land, as well as emerging risks.

- There is increased participation by marginalized communities in civic life.

**Our vision for the organization of a health system:**

- Health care systems recognize and work with “upstream” social determinants of health:
  - Food, water, and transportation systems.
  - Increased focus on populations rather than individuals.

- There is a broader scope of partnerships actively engaged with:
  - Improved coordination.
  - Minimized duplication of efforts (i.e. MultiCare/ Franciscan partnership at the Carol Milgard Breast Center).

- Health care systems use evidence-based practices, but allow for innovation to organize, engage and change.

- The health care system, including public health has clearly defined and practical roles for all partners.
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Introduction

What is a Community Health Improvement Plan?
A community health improvement plan is a long-term, systematic effort to address the community’s most important public health problems. The plan is based on the results of a community health assessment process. Community partners interested in and working toward improving the health of Pierce County residents use the plan to identify local health issues, set priorities and coordinate resources. All of this is toward the ultimate goal of creating healthy people in healthy communities.

How Will We Use This Plan?
The plan guides Pierce County community organizations, health care systems, public health department, social service agencies and other community partners in our collaborative work together. We will track our progress toward completing each of the strategies and improving each of the health outcomes for the three health priorities. We will report progress back to the community each year. While this is a long-term plan, it will also be refined and improved as we work with it.

How Did We Develop This Plan?
The Pierce County Community Health Improvement Plan core partners facilitated the development of the plan in collaboration with many community partners across Pierce County. See the Appendix for a complete list of community partners who participated in the assessment and planning process.

The Pierce County Community Health Assessment took place during 2012 and 2013. (See www.tpchd.org/chip for the three full assessment reports.) That assessment identified five key health findings for Pierce County: mental health, substance abuse, health disparities, access to quality health care services, and protecting and improving the environment.

The core partners then facilitated a prioritization process with two parallel components—one for community partners and one for community residents. Both groups provided feedback on which health findings were most important to address.

Prioritization Process for Community Partners
We met with more than 150 community partners during two meetings in February 2014. We first invited community partners to vote on which of the health issues identified in the community health assessment should be the health priorities for Pierce County. The top health issues selected were:

1. Mental health
2. Health disparities
3. Access to quality care and services
4. Protecting and improving the environment
5. Substance abuse

At the second meeting with community partners, they ranked the top health issues identified at the first meeting using five criteria. The criteria were:

- Does the issue affect a lot of people?
- Does the issue affect vulnerable groups of people?
- Are more resources needed to adequately address the health issue?
- Is there a good chance that it could be improved if local organizations and agencies work on it?
• Do you or your organization have resources to work on it?

Based on average responses to all five criteria, the top health issues selected were:

1. Mental health
2. Protecting and improving the environment
3. Health disparities
4. Access to quality care and services (tie)
4. Substance abuse (tie)

Prioritization Process for Community Residents
Almost 250 community residents completed a web-based survey in March 2014 using the same five criteria to rank the key health findings. (A paper-based option was also available.) The survey was provided in English, Spanish and Korean. Core partners distributed the survey to multiple health and social service agencies serving Pierce County residents and asked the agencies to distribute it to their clients. Multiple community partners also distributed the survey using their own email distribution lists. For example, the survey went to people who recently signed up for health insurance through the Affordable Care Act, clients and customers of the Asia Pacific Cultural Center, community health workers and their clients and neighbors, a Jewish fellowship, and UW-Tacoma students. In addition the survey was available on the health department’s web page.

When asked about their top health priority, community residents ranked the following issues:

1. Mental health
2. Access to quality care and services
3. Protecting and improving the environment
4. Health disparities
5. Substance abuse

Community residents also ranked each of the five key health findings using four of the five criteria mentioned previously. The results are shown below in Table 1. Average scores for these four questions resulted in the following rank order:

1. Mental health
2. Health disparities
3. Access to quality care and services
4. Substance abuse
5. Protecting and improving the environment
Table 1 Pierce County Health Priorities Survey for Residents

<table>
<thead>
<tr>
<th>Table 1 Pierce County Health Priorities Survey for Residents</th>
<th>Mental health</th>
<th>Substance abuse</th>
<th>Health disparities</th>
<th>Access to quality care and services</th>
<th>Protecting and improving the environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>This health issue affects a lot of Pierce County residents.</td>
<td>80.0%</td>
<td>71.8%</td>
<td>64.5%</td>
<td>66.5%</td>
<td>60.4%</td>
</tr>
<tr>
<td>This health issue affects vulnerable groups of Pierce County residents.</td>
<td>70.3%</td>
<td>56.9%</td>
<td>84.6%</td>
<td>81.3%</td>
<td>39.0%</td>
</tr>
<tr>
<td>More resources (e.g., money, advocacy, staff) are needed for this health issue.</td>
<td>86.1%</td>
<td>56.5%</td>
<td>56.1%</td>
<td>53.2%</td>
<td>43.5%</td>
</tr>
<tr>
<td>There's a good chance that this health issue could be improved if local organizations and agencies work on it.</td>
<td>74.3%</td>
<td>59.3%</td>
<td>61.8%</td>
<td>63.5%</td>
<td>56.8%</td>
</tr>
</tbody>
</table>

**Priority Selection**
For the final step in the prioritization process, core partners looked at the results from both residents and community partners—keeping in mind the data from the community assessment—and selected three health priorities for Pierce County.

One overarching theme emerged from our community partners throughout the prioritization process: the five key health findings are very much related to one another, and it is difficult to separate them from one another. For example, with mental health you could think about mental health and substance abuse together because the two are often present together. You could also think about access to quality health services as a major issue related to mental health. This recognition that the key health findings were very much interrelated with one another helped guide the selection of the health priorities for Pierce County.

In addition, community partners identified an overarching guiding principle: healthy equity and reducing health disparities and the burden of disease for all Pierce County residents. These principles will be central to all three priorities selected for the Pierce County Community Health Improvement Plan.

**What are the Health Priorities for Pierce County?**
The top three health priorities for Pierce County are:
1. Mental health
2. Access to quality health care and preventive services
3. Chronic disease prevention
Below are strategic questions identified by the core partners for the Pierce County health priorities.

**Mental health**
- What activities, programs or policies can support a system that promotes positive mental health and healthy development for individuals, families and communities?
- What barriers to accessing mental health treatment services can be reduced?
- What are ways to increase the availability of mental health service providers?
- How can coordination between mental health treatment providers be improved?
- How can barriers to seeking mental health treatment or information be reduced and/or eliminated?

**Access to quality health care and preventive services.**
- What specific inequities can be addressed so that Pierce County residents have fair and just access to health?
  - These may include transportation, health insurance, health literacy, and job skills.
- What cultural competency needs can be addressed so that Pierce County residents have fair and just access to health?
  - These may include culture of poverty training, training on LGBTQ inequities, language translation services, and cultural competency education/training around African American, Asian, and Latino communities.

**Chronic disease prevention.**
- What are the actual causes of chronic disease, and what specific inequities can be addressed so that all Pierce County residents live and work in places that support healthy behaviors?
- What policies, systems and environmental changes can we make to support healthy behaviors?
- How can we design healthy communities that support chronic disease prevention?

This rest of this document provides goals, objectives and strategies to bring about improvements for each of the three health priorities.

**Action Plan Development**
Working collaboratively with about 40 people representing 20 community partners, the core partners developed action plans for the three priorities during eight community meetings and one core partner meeting in spring 2014. The action plans include measurable objectives, improvement strategies including best practices and policy changes, **preliminary** identification of lead agencies for each priority, and performance measures with measurable and time-framed targets. These are listed beginning on the next page.
2014 Pierce County Community Health Improvement Plan

Guiding Principle: The aim of the Pierce County Community Health Improvement Plan is to reduce health disparities and to achieve health equity.

<table>
<thead>
<tr>
<th>Priority #1: Mental health.</th>
<th>Goal 1-A: Increase opportunities for positive and healthy development across the lifespan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision: All Pierce County citizens have behavioral and emotional well being.</td>
<td>Objective: By 2016, increase use of best or promising practices to prevent behavioral health disorders among underserved Pierce County residents.</td>
</tr>
</tbody>
</table>

**Strategies:**
- Implement early childhood best practices to promote positive behavioral health.
- Implement school based best practices that promote positive behavioral health.
- Assess locations/settings most in need of community-based behavioral health specialists.
- Incorporate behavioral health training for community health workers and health advocates to connect underserved residents to behavioral health resources.
- Support work of community coalitions that prevent violence and promote positive youth development

**Performance Measures:**
- Number of evidence-based programs promoting behavioral health serving low-income families with children
- Number of best practices promoting behavioral health in schools serving low-income neighborhoods
- Assessment conducted
- Number of community health workers and health advocates trained
- Number of community coalition meetings attended

**Responsible for Implementation:**
- Tacoma-Pierce County Health Dept. (TPCHD)
- Puget Sound Educational Service District (PSESD)
- TPCHD
- Comprehensive Health Education Foundation (CHEF)
- TPCHD
### Goal 1-B: Everyone can get mental health, substance abuse and other treatment services.

**Objective:** By 2018, increase funding for behavioral health services.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Performance Measures</th>
<th>Responsible for Implementation</th>
</tr>
</thead>
</table>
| - Advocate for stable behavioral health services funding (e.g., .01% sales tax) in Pierce County  
- Monitor public policy and legislative actions related to behavioral health funding. | - Number of eligible jurisdictions implementing .01% sales tax  
- Number of public policy or legislative actions identified | - City of Tacoma Mental Health/CD Collaboration  
- TPCHD and partners to be identified |

### Objective: By 2018, increase the availability of behavioral health specialists providing evidence based care.

<table>
<thead>
<tr>
<th>Strategies</th>
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<th>Responsible for Implementation</th>
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</table>
| - Explore dispersed behavioral health service locations in underserved areas (e.g., satellites and “in home/natural settings”)  
- Explore feasibility of implementing best practices for peer-to-peer counseling models  
- Identify local opportunities for behavioral health education components of health care degrees.  
- Pursue expanded access to behavioral health services in schools (e.g., behavioral health specialists in middle and high schools)  
- Promote best practices for treating behavioral health disorders among health care systems (e.g., use of collaborative care for the management of depressive disorders). | - Number of service locations with behavioral health specialists  
- List of best practice models for peer-to-peer counseling  
- Number of health care degrees offered that include behavioral health component  
- Number of behavioral health specialists in schools  
- Number of best practices implemented by health care systems | - TPCHD and partners to be identified  
- TPCHD and partners to be identified  
- TPCHD and partners to be identified  
- MultiCare (MHS), Franciscan Health System (FHS) |
<table>
<thead>
<tr>
<th><strong>Goal 1-C:</strong> Pierce County providers work together so residents receive effective mental health care.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective:</strong> By 2018, increase communication and collaboration among providers, partners and systems.</td>
</tr>
<tr>
<td><strong>Strategies:</strong></td>
</tr>
<tr>
<td>- Participate in City of Tacoma’s Mental Health/Chemical Dependency Collaboration</td>
</tr>
<tr>
<td>- Identify opportunities for increased collaboration among service providers from multiple disciplines who interact with behavioral health patients</td>
</tr>
<tr>
<td><strong>Performance Measures:</strong></td>
</tr>
<tr>
<td>- Number of meetings attended</td>
</tr>
<tr>
<td>- Number of recommendations for increased collaboration developed</td>
</tr>
<tr>
<td><strong>Responsible for Implementation:</strong></td>
</tr>
<tr>
<td>- TPCHD, FHS</td>
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<tr>
<td>- City of Tacoma MH/CD Collaboration, Pierce County Community Connections</td>
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<tr>
<th><strong>Goal 1-D:</strong> Prevent use of alcohol, tobacco and other drugs among youth.</th>
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<tbody>
<tr>
<td><strong>Objective:</strong> By 2017, increase the number of youth served by evidence based prevention programs for alcohol, tobacco and other drugs.</td>
</tr>
<tr>
<td><strong>Strategies:</strong></td>
</tr>
<tr>
<td>- Promote the use of evidence base practices for alcohol, tobacco and drug prevention</td>
</tr>
<tr>
<td>- Pursue additional funding opportunities for early prevention programs in underserved communities</td>
</tr>
<tr>
<td><strong>Performance Measures:</strong></td>
</tr>
<tr>
<td>- Number of evidence based practices implemented</td>
</tr>
<tr>
<td>- Number of funding opportunities identified</td>
</tr>
<tr>
<td><strong>Responsible for Implementation:</strong></td>
</tr>
<tr>
<td>- TPCHD</td>
</tr>
<tr>
<td>- Pierce County coalitions</td>
</tr>
</tbody>
</table>
## Priority #2: Access to quality health care and preventive services.

**Vision:** Pierce County residents will have fair and equitable access to health care and preventive health services.

### Goal 2-A: Everyone has access to quality health services, focusing on those who currently do not.

**Objective:** By 2015, increase enrollment in Affordable Care Act (ACA) health insurance exchange among underserved populations.

<table>
<thead>
<tr>
<th>Strategies</th>
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<th>Responsible for Implementation</th>
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</thead>
</table>
| - Promote enrollment in health insurance exchanges in hard to reach communities.  
  - Identify opportunities to partner with businesses to promote and better understand ACA. | - Number of Pierce County residents enrolled in health insurance exchanges  
  - Number of discussions with business contacts | - TPCHD and in-person assistor organizations  
  - Network of Pierce County community-based organizations |

### Goal 2-B: Increase access to community resources to support emotional, physical, spiritual well being.

**Objective:** By 2018, increase availability to information and community resources such as health literacy and health education and non-motorized transportation.

<table>
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<tr>
<th>Strategies</th>
<th>Performance Measures</th>
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</thead>
</table>
| - Explore funding for community health workers to expand outreach effort  
  - Consider alternative sources of community resource information (e.g., nurse-led clinics in underserved communities)  
  - Collaborate with existing transportation equity efforts in Pierce County to identify where information sharing is most needed  
  - Investigate the feasibility of an enhanced United Way’s 2-1-1 system | - Number of funding opportunities applied for  
  - Number of alternative sources of community resource information  
  - Number of meetings with groups working on transportation equity  
  - Number of collaborative meetings with United Way | - TPCHD  
  - MHS/FHS Medical Reserve Corps/Medical Explorers  
  - United Way of Pierce County |
### Goal 2-C: Increase the use of data sharing across systems.

**Objective:** By 2019, increase the availability of secure patient health data to both providers and patients.

<table>
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<tr>
<th>Strategies:</th>
<th>Performance Measures:</th>
<th>Responsible for Implementation:</th>
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<tbody>
<tr>
<td>- Advocate a legislative approach to allow patient data record sharing.</td>
<td>- Position statement developed</td>
<td>- Together We Care</td>
</tr>
<tr>
<td>- Assess barriers to successful data sharing effort.</td>
<td>- Assessment conducted</td>
<td>- Pierce County Health Innovation Partnership</td>
</tr>
<tr>
<td>- Increase access/use of personal health records.</td>
<td>- Number of residents using personal health records</td>
<td>- Pierce County Health Innovation Partnership</td>
</tr>
<tr>
<td>- Explore possibility of developing a Pierce County Health Information Exchange (HIE).</td>
<td>- Number of meetings of HIE committee</td>
<td>- Pierce County Health Innovation Partnership</td>
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</table>

### Goal 2-D: Health and human service providers are culturally competent.

**Objectives:** By 2016, increase the number of providers who participated in cultural competency training.

<table>
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<tr>
<th>Strategies:</th>
<th>Performance Measures:</th>
<th>Responsible for Implementation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Explore incorporating cultural competency training into workforce development for health and human service providers</td>
<td>- Number of health and human service organizations that provide cultural competency training for their staff</td>
<td>- MHS</td>
</tr>
<tr>
<td>- Explore incorporating cultural competency training in health provider education curricula.</td>
<td>- Number of educational institutions that include cultural competency training in their health provider curriculum</td>
<td>- UW-Tacoma; Pierce County community and technical colleges</td>
</tr>
<tr>
<td>- Assess increased availability of translation and interpretation services</td>
<td>- Number of organizations providing translation and interpretation services</td>
<td>- Tacoma Community House/CHEF</td>
</tr>
</tbody>
</table>
### Priority #3: Chronic disease prevention.

#### Vision: All Pierce County residents will live, learn, work and play in healthy environments.

#### Goal 3-A: Reduce tobacco use, focusing on populations that use the most.

**Objective:** By 2016, decrease initiation of smoking among youth populations with smoking rates higher than the county average.

**Strategies:**
- Promote policies, systems and environmental approaches (e.g., active enforcement of retailer sales laws) to prevent youth access to tobacco
- Explore evidence-based community mobilization efforts aimed at focusing community support for efforts to reduce youth access to tobacco

**Performance Measures:**
- Number of policies, systems and environmental approaches
- Population reached by community mobilization efforts

**Responsible for Implementation:**
- TPCHD, Tobacco Free Alliance of Pierce County
- TPCHD, Tobacco Free Alliance of Pierce County

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**Objective:** By 2016, reduce tobacco-related disparities among population groups

**Strategies:**
- Explore evidence-based interventions to increase the unit price for tobacco products
- Advocate for reinstating statewide funding for the tobacco quit line and free cessation medications for low-income smokers

**Performance Measures:**
- Intervention(s) identified and implemented
- Number of meetings with legislators and DOH tobacco program staff

**Responsible for Implementation:**
- TPCHD, Tobacco Free Alliance of Pierce County
- TPCHD, Tobacco Free Alliance of Pierce County
**Goal 3-B:** Reduce obesity, focusing on low-income and communities of color.

**Objective:** By 2019, build healthy communities with policies, systems and environments that support healthy eating.

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<th>Strategies</th>
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</table>
| - Encourage local governments to include built environment components as they update their comprehensive plans.  
- Consider ways to increase availability of fresh produce in low-income neighborhoods  
- Expand countywide healthy eating initiatives (e.g., 5-2-1-0)  
- Expand worksite wellness programs to companies/organizations that employee low-income residents | - Number of updated comprehensive plans that include built environment components  
- Number of full-service grocery stores, corner markets and other venues with fresh produce  
- Number of organizations and agencies implementing 5-2-1-0  
- Number of worksites that have wellness programs for their employees | - TPCHD  
- ACHIEVE, Healthy Communities Pierce County  
- MHS  
- TPCHD |

| Objective: By 2019, build healthy communities with policies, systems and environments that support active living. |

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
</table>
| - Consider ways to increase availability of safe places to exercise in low-income neighborhoods  
- Expand countywide active living initiatives (e.g., 5-2-1-0)  
- Partner with local jurisdictions to include planning policies encouraging mixed-use environments.  
- Explore evidence based behavioral approaches to reduce screen time  
- Promote point-of-decision prompts to encourage use of stairs at workplaces | - Number of safe places to exercise  
- Number of organizations and agencies implementing 5-2-1-0  
- Number of local planning policies that encourage mixed use environments  
- Number of families who reduce their screen time  
- Number of workplaces using stair prompts | - ACHIEVE, Healthy Communities Pierce County  
- MHS  
- TPCHD  
- TPCHD  
- TPCHD |
### Goal 3-C: Protect and improve the natural environment, particularly in low income neighborhoods.

**Objective:** By 2015, increase indoor and outdoor air quality for low income neighborhoods.

<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>• Explore additional funding opportunities for wood burning devices change-out programs for low income households</td>
<td>• Number of households that replace their wood burning devices with cleaner options</td>
<td>• TPCHD, Puget Sound Clean Air Agency</td>
</tr>
<tr>
<td>• Educate wood burners about the importance of burning cleanly and abiding by burn bans</td>
<td>• Number of fines given during burn bans</td>
<td>• TPCHD, Puget Sound Clean Air Agency</td>
</tr>
<tr>
<td>• Enhance evidence based interventions for homes for low income children with asthma</td>
<td>• Number of low income children served by healthy homes programs</td>
<td>• TPCHD, MHS, UW-Tacoma</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Strategies</th>
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</thead>
<tbody>
<tr>
<td>• Promote programs that provide financial assistance to low income families to improve septic systems and wells</td>
<td>• Number of low income households receiving financial assistance</td>
<td>• TPCHD</td>
</tr>
<tr>
<td>• Promote natural lawn care among low income households</td>
<td>• Number of households in low income neighborhoods that receive information about natural lawn care</td>
<td>• TPCHD, City of Tacoma</td>
</tr>
</tbody>
</table>

### Objective: By 2019, increase access to clean water in low income neighborhoods.

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<thead>
<tr>
<th>Strategies</th>
<th>Performance Measures</th>
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</thead>
<tbody>
<tr>
<td>• Collaborate with local organizations to build on existing efforts related to diversity and equity (e.g., City of Tacoma’s Equity and Empowerment initiative).</td>
<td>• Number of equity/disparities organizations that are collaborating with each other</td>
<td>• TPCHD, , UW-Tacoma, others</td>
</tr>
<tr>
<td>• Provide health equity advocacy training for underserved populations; investigate development of health equity module</td>
<td>• Number of people trained; module developed</td>
<td></td>
</tr>
</tbody>
</table>

### Goal 3-D: All people can improve the conditions where they live, learn, work and play.

**Objective:** By 2019, train community health workers on health equity advocacy

<table>
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<tr>
<td>• Explore additional funding opportunities for wood burning devices change-out programs for low income households</td>
<td>• Number of households that replace their wood burning devices with cleaner options</td>
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</tr>
<tr>
<td>• Educate wood burners about the importance of burning cleanly and abiding by burn bans</td>
<td>• Number of fines given during burn bans</td>
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</tr>
<tr>
<td>• Enhance evidence based interventions for homes for low income children with asthma</td>
<td>• Number of low income children served by healthy homes programs</td>
<td>• TPCHD, MHS, UW-Tacoma</td>
</tr>
</tbody>
</table>
**Goal 3-E:** Health is considered in all local policies.

**Objective:** By 2019, increase the number of traditionally non-health policies that include components to promote health.

<table>
<thead>
<tr>
<th>Strategies</th>
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</tr>
</thead>
</table>
| • Advocate for fair policies for jobs, housing, transportation and education at the city, county and regional level  
• Educate decision makers regarding the benefits of taking a health approach to all policies | • Number of local officials and leaders reached  
• Number of policies incorporating components that promote health | • TPCHD, UW-Tacoma |