



Community Health Improvement Plan

Pierce County
2020



Original inhabitants

The first inhabitants of the land, now Pierce County, were the ancestors of the Puyallup, Nisqually, Steilacoom, Squaxin, and Muckleshoot tribes.

Acknowledgements

CHIP Partnership:

CHI Franciscan Health:

- Doug Baxter-Jenkins

Kaiser Permanente:

- Kim Wicklund
- Derrick Tsoi

MultiCare Health System:

- Stefan Agyemang
- Jamilya Sherls-Jones

Tacoma-Pierce County Health Department:

- Karen Meyer—CHA-CHIP Coordinator

University of Washington-Tacoma

- David Reyes
- Robins Evans-Agnew

Our values

The CHIP partnership developed the vision, mission and process to guide the Community Health Assessment and Community Health Improvement Plan.

Vision: Building healthy and fair spaces and places for all.

Mission: We will lead the region in growing healthier spaces and places.

Process principle: Our processes will be collaborative, communicative, data-driven and based on listening, engagement and observation.

What is a Community Health Improvement Plan?

A Community Health Improvement plan (CHIP) 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

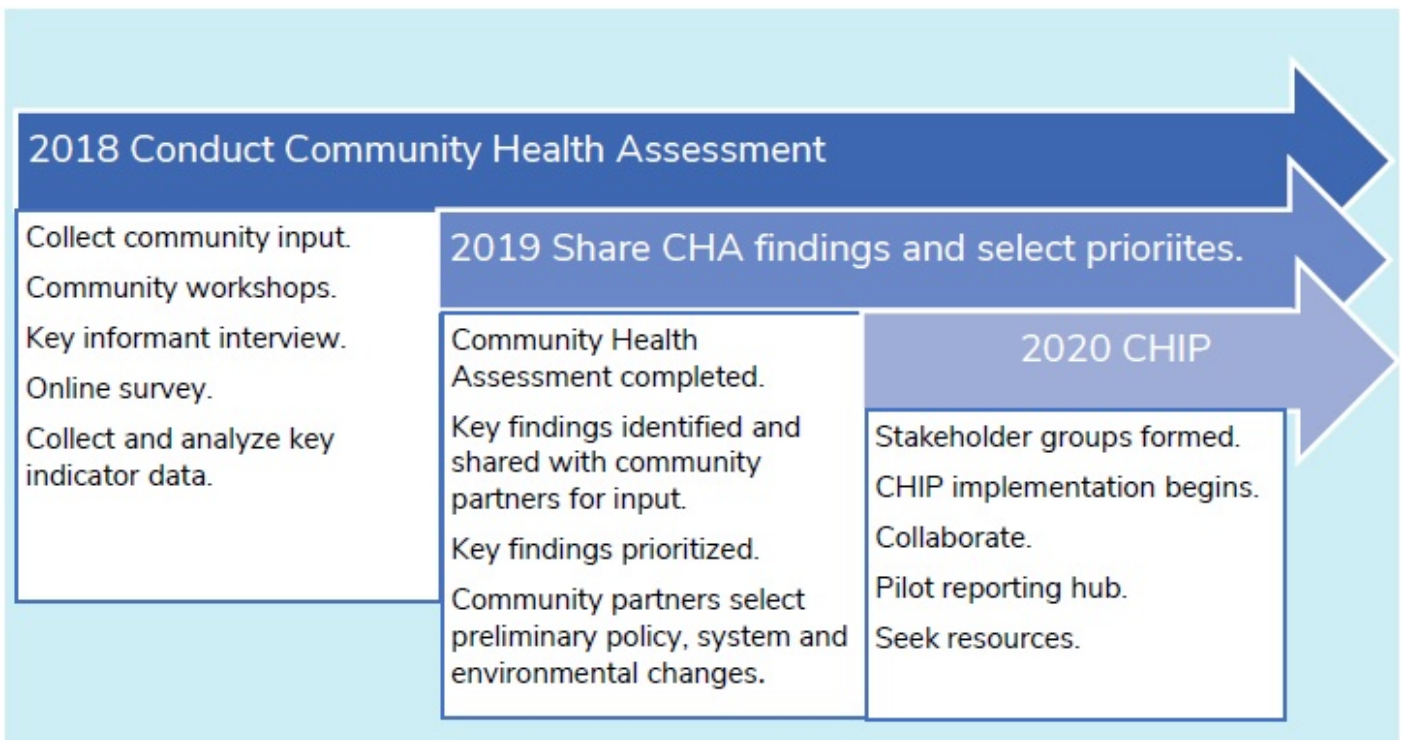
(CHA) process. Community partners interested in and working to improve the health of Pierce County residents use the plan to identify local health issues, set priorities and coordinate resources. The goal is to create healthy people in healthy communities.

Health in Pierce County is a more than being able to see a medical provider. We learned from recent community conversations people view a healthy community in much broader ways. As we plan to improve health over the next 5 years, we will focus on what Pierce County residents identified as the key elements that make healthy neighborhoods and community and improve their quality of life. Examples include transportation, emergency food agencies, non-profit and community-based organizations.

How did we develop the Pierce County CHIP ?

The infographic on page 5 shows the process used to conduct a CHA and CHIP.

Timeline



Pierce County CHA: We shared assessment results and key findings with a wide variety of community partners to check the accuracy of the draft findings. After thorough vetting, the [final CHA key findings](#) include:

- Access to healthcare—especially mental health and substance abuse services.
- People are dying before their time. Premature death from injuries.
- Access to healthy food.
- Safe, reliable and affordable housing.
- Ways to get around.

How did we select CHIP priorities and goals?

We used an online survey (n==355) to prioritize key findings. We surveyed community partners, including many who participated in the Community Health Assessment. In addition, we used input from community partners, Health Department staff and managers and community residents to guide this decision. For example, we asked Health Department staff to prioritize key findings by creating a human bar graph. Core partners synthesized the feedback received to create CHIP priorities.

The survey asked participants to consider the following criteria when selecting priorities and goals for the Pierce County CHIP:

- Where there are long-term consequences to not working on an issue.
- Where there are short-term consequences to not working on an issue.
- Where added work and resources may help organizations that are already working on an issue.
- Where changing policies and processes may improve the underlying conditions that affect an issue.

Core partners synthesized all feedback to select CHIP priorities. In reviewing feedback, we identified priorities with a more detailed set of goals:

- Healthy Neighborhoods (where we live).
- Healthy Communities (how we live together).

How did we develop strategies?

Once community partners selected the CHIP priorities, we worked with them to develop strategies to tackle CHIP priorities and goals. Questions to guide this process included:

- What is currently happening that ties to the 2019 CHIP priorities and goals?
- What would you and your organization like to see happen that ties to 2019 CHIP priorities and goals?
- To support 2019 CHIP priorities and goals, what policy, system and environmental changes can we work on together?

We drafted strategies in a variety of settings:

- Health department staff identified strategies at staff meetings.
- Community partners developed strategies at meetings like the Pierce County City and Town Association and the North Pierce County Community Coalition.
- We held several unique workshops to bring together a cross section of community organizations and generate new creativity and collaboration. We invited participants through word of mouth, social media and by circulating flyers.
- We recruited non- traditional community partners (e.g. public utilities, community land trusts, public library systems) to participate. We brought together organizations that don't usually collaborate.

- Staff and core partners synthesized and organized suggested strategies.

The following questions guided the initial draft list objectives and strategies.

- Does it address equity?
- Does this strategy address an underserved population? Persistent gaps?
- Is someone else already doing the work? Can multiple partners come together to affect needed change?
- Is it feasible?
- Is the scope all in Pierce County or does it cross county lines?
- Are there existing resources available to address this strategy?
- Who will/can benefit? Who needs to benefit? Where is the need the greatest?
- Are there opportunities for pilot projects?
- What assets can be leveraged?

Staff wrote results and indicators to provide a framework to measure progress. To the CHIP, a result is a population- level condition of well-being. An indicator is the measure to help quantify achieving the result.

Participating organizations

The following organizations, agencies and other groups participated in the development of CHIP interventions.

- North Pierce County Community Coalition.
- Pierce County City and Town Association (elected officials).
- Pierce County Growth Management Coordinating Committee (city, town and county land use planners).
- Pierce County, City of Tacoma and Pierce County mayors.
- South Sound Alliance (SSA).
- Tacoma-Pierce County Health Department staff (Communicable disease staff, environmental health program managers, management team, communities of focus teams).
- Representatives from 90 community organizations who gathered at Asia Pacific Cultural Center in November 2019.

2020–2025

Community Health Improvement Plan Process



Look at the data.



Ask the community.



Work with partners.



Create a 5-year **Community Health Improvement Plan** with goals and strategies to improve health in Pierce County.



Set the priorities.



Create a **Community Health Assessment** to show Pierce County's health status, needs and issues.



Collaborate.



Invest resources.



Improved health for the people and communities of Pierce County.

CHIP Partnership

CHI Franciscan Health • Kaiser Permanente • MultiCare Health System
Tacoma-Pierce County Health Department • University of Washington Tacoma

CHIP Goals

View a more detailed list of CHIP goals and a representative sample of what we heard from the qualitative data collection process below. You can read more details about the process and what the community mentioned in the Community Health Assessment.

Healthy neighborhoods. Where we live.

Access to healthy food: Grocery stores. Healthy eating and cooking education. Farmers markets. Affordable, healthy food that is available close to work and home.

¹Strategic questions:

- What systems, structures and policies are needed to address food security and food injustice in low-income areas?
- How can we help local jurisdictions bring grocery stores to food deserts?
- What planning tools can be used to discourage unhealthy uses (e.g. fast food restaurants) from locating close to where children are, such as schools and parks?
- Who is responsible for providing food in your communities?
- What parts of the farm to table pipeline are important in communities?

Safe, reliable and affordable housing. Available and affordable housing. The impacts of gentrification on marginalized communities. Quality of housing stock. Effects of housing costs in King County on housing availability and housing costs in Pierce County. Housing and land use related planning and policy needs.

Strategic questions:

- How can Pierce County resident and public and non-profit organizations work together to advocate for and develop policies that promote the maintenance of existing rental housing?
- What planning policies are needed to ensure housing is affordable to workers nearby?
- Who is responsible for improving housing security in our communities?
- What can we do to keep people from being evicted in our communities?

Ways to get around. Availability of public transit, safe cross walks, sidewalks, lit streets, bike lanes, curb cuts, trails, etc. Buses that meet people where they live, learn, work and shop.

Strategic questions:

- What are the solutions needed to help people, particularly vulnerable populations to get where they need/want to go?
- How can systems be more integrated to develop needed solutions?
- Who is responsible for improving the ways people can get around in our communities?
- How can we increase safe routes for people to get around that don't increase our carbon footprint?

¹ Strategic questions are intended to prompt conversation, thinking and innovating and to help identify goals and strategies. The CHIP Core Partners developed strategic questions in consultation with community partners such as city and town planners, community leaders and others involved in justice issues. The use of [strategic questions](#) is a part of [Mobilizing for Partnership and Planning](#), developed by the National Association of City and County Health Officials.

Healthy communities. How we live together.

Friends and support: Number of friends and family within one's support system. Belonging and trust. Opportunities to give and receive social support. Organizations that encourage and support social connections, in addition to health and wellbeing.

Strategic questions:

- What is needed to understand the needs of those at greatest risk of isolation?
- What is needed to address the needs of those at greatest risk of behavioral health issues?
- What can planners do to improve community vibrancy, social connection and access to social capital?
- Who is responsible for improving social connections in our communities?
- How can social media be a tool for less screen time/more face to face time?

Equitable access to resources. Youth and family support programs to meet seniors' needs. Parent training and involvement opportunities. More parks. Teen-friendly places to hang out.

Strategic questions:

- How can resources be allocated in a way that is fair, just and reduce health disparities? What structural changes need to be made?
- Who is responsible for the gap between rich and poor in our communities?
- How can we improve human rights in our communities?

Value and celebrate diversity: Opportunities to participate in and celebrate various ethnic and cultural community traditions, including one's own. Sharing of cultural knowledge—music, dance, drama.

Strategic questions:

- How can the importance and value of diversity be elevated?
- What opportunities should be elevated so that all people feel accepted and a part of their neighborhoods and communities?
- What structural, cultural and other barriers need to be eliminated?
- What can urban design do to celebrate cultural diversity?
- Who is responsible for undoing racism in our communities?
- How can we begin every meeting in our communities with a reflection on racism and discrimination?

How will we use the CHIP?

The CHIP guides Pierce County community organizations, health care systems, public health department, social service agencies and other community partners in our work together. We will track our progress on each strategy to improve health outcomes for the 2 health priorities. We will report progress to the community each year. While this is a long-term plan, we will refine and improve as we work.

This plan serves an opportunity for innovation and strengthened cross-sector collaboration. Most importantly, this plan is the community's plan- a way for partners to work together to address the highest priority issues. This plan will evolve as we learn more about community priorities, and as progress and landscapes change. We will share updates regularly on the Health Department website.

Glossary of Terms

Result: Desired condition of well-being for the population.

Indicator: Measures that help quantify the achievement. They answer the question “How would we recognize these results in measurable terms?”

Priority: Highest level target.

Goal: Issue areas for each priority.

Objectives: What we are trying to achieve.

Strategy: Actions which have a reasoned chance to improve results. Strategies come from our best thinking about what works and include the contributions of many partners. No single action by any one agency can create the improved results we want and need. (Strategies are bulleted.)

Collaborators: Who will do the work to make things better.

Performance measures: How well public and private programs and agencies work. Sample measures may include how much did we do? How well did we do it? and is anyone better off?

Result 1: Pierce County communities define their own success and can achieve it.

Indicator: By 2024, selected communities identify what is important to them, have access to adequate resources, build partnerships and make relevant decisions.

Objective and Strategies	CHIP Goal	Collaborators	Performance Measures
<p>Mobilize communities most impacted by inequities for actions that address local priorities.</p> <ul style="list-style-type: none"> • Use community based participatory processes. • Promote policies that address social, economic and environmental causes of health. • Expand participatory planning and budgeting • Promote increased civic engagement by building local capacity. 	<p>Objectives and strategies address multiple goals.</p>	<p>Health Department, City of Tacoma, Pierce County Auditor's Office</p>	
<p>Compensate community advocates and experts for their time and expertise.</p> <ul style="list-style-type: none"> • Develop systems for fair compensation. 	<p>Objectives and strategies address multiple goals.</p>	<p>Health Department</p>	<p>Share Health Department example with community partners.</p>
<p>Include representatives (i.e. age, ethnic, racial, geographic) from the community being served on boards, commissions, committees, councils, etc.</p> <ul style="list-style-type: none"> • Include the question who should be involved in this discussion who is not here? as a regular agenda item. 	<p>Objectives and strategies address multiple goals.</p>	<p>Health Department</p>	
<p>Develop bi-directional reporting hub for process and outcome data on key indicators collected from and shared with community partners.</p> <ul style="list-style-type: none"> • Collect from and share key indicator data with community partners. • Regularly share outcomes with the public. 	<p>Objectives and strategies address multiple goals.</p>	<p>Health Department, MultiCare Health System</p>	

Result 2: Pierce County residents live full and healthy lives.			
Indicator: Policies, systems and environments promote wellbeing.			
Objective and Strategies	CHIP Goal	Collaborators	Performance Measures
Develop family friendly work policies for Pierce County organizations (i.e. baby at work, parenting education at work, on-site childcare).	Equitable Access to Resources.	Health Department	
Support wellbeing by increasing availability of and access to services. <ul style="list-style-type: none"> • Pass .01% sales tax for mental health services. • Evaluate role of school-based health clinics to deliver primary care and behavioral health services for K-12 students. • Extend Medicaid perinatal eligibility from 60 days to 1 year. • Address barriers that restrict benefits crossing county lines (e.g. residents live in King Co and go to school in Fife). • Increase opportunities for capacity building for community health workers (CHWs). <ul style="list-style-type: none"> ○ Evaluate qualifications required for CHWs. 	Equitable Access to Resources.	Health Department, Elevate Health, Pierce County CHW Collaborative	
Support integration of mental health services into physical health settings. <ul style="list-style-type: none"> • Provide universal depression screenings. 	Equitable Access to Resources.	KP, MHS, CHIFH	
Develop policies to address housing affordability. <ul style="list-style-type: none"> • Create policy to set aside public land for affordable housing. • Inventory available public land. • Create policy to require on site social service care management in public housing developments. 	Safe, Reliable and Affordable Housing.	South Sound Alliance, Health Department	

<ul style="list-style-type: none"> • Create task force to develop transit and housing policy recommendations for 2021 (and beyond) legislative session. • Increase availability of permanent supportive housing. • Review and recommend revisions to hotel/motel health and safety regulations. 			
<p>Support the formation of a Pierce County housing affordability coalition.</p> <ul style="list-style-type: none"> • Provide collective lobbying efforts, fund seeking and planning/code recommendations and revisions. • Evaluate co-housing as a possible response to housing crisis. • Continue to engage local colleges and universities to increase subsidized family student housing. • Evaluate use of McKinney Vento funds. 	<p>Safe, Reliable and Affordable Housing.</p>	<p>Pierce County and City of Tacoma; participating cities and towns.</p>	
<p>Design and implement a pilot project to co-locate housing near an employment center (e.g. City of Sumner)</p>	<p>Ways to Get Around.</p>	<p>Pierce Transit, Step It Up Coalition</p>	
<p>Increase walking and walkability through:</p> <ul style="list-style-type: none"> • Partnership development. • Bus rapid transit line. • Safe routes to place. • Complete Streets implementation. • Develop trails, sidewalks, and active transportation facilities. • Leveraging funds. 	<p>Ways to Get Around.</p>	<p>Step It Up Coalition partners</p>	
<p>Evaluate opportunities to increase integration of transit and emergency food delivery.</p> <ul style="list-style-type: none"> • Evaluate relevant food reclamation policies. 	<p>Access to Healthy Food.</p>		
<p>Improve access to greenspace, transportation options, and walking trails in Communities of focus.</p>	<p>Ways to Get Around.</p>	<p>KP, MHS, CHIFH, Step it Up Pierce County</p>	

A note about healthy system partners.

Strategies the three Pierce County health systems are working on together are listed above. MultiCare Health System, Kaiser Permanente and CHI Franciscan Health have their own needs assessments and implementation strategies. Many strategies directly connect to CHIP priorities and are not listed in the table. Readers are encouraged to refer to the links below.

[MultiCare CHNA and Implementation Strategies](#)

[Kaiser Permanente CHNA and Implementation Strategies](#)