

# NACCHO

National Association of County & City Health Officials

## THE ROAD TO POPULATION HEALTH TOOLKIT

### BUILD A CULTURE

**Build a culture of population health within the walls of the health department.**

Health departments need to walk the talk. Work to create a vision for population health with staff and community. Infuse population health concepts within the health department's policies and practices.

### TAP INTO RESOURCES

**Tap into external resources if internal gaps exist.**

Health departments may not possess all the necessary expertise to do population health work. Tap into resources through staff contacts, partner organizations, or national groups to fill in where internal gaps exist.

### LEAD THE MOVEMENT

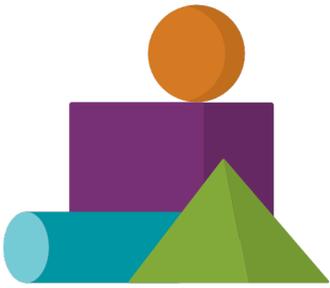
**Define the LHD role as the community leader in population health initiatives.**

The health department's role is dependent on each individual community, but all should consider ways to build the multisectoral partnerships necessary for population health improvement.

### DEVELOP STAFF CAPACITY

**Develop existing staff capacity to meet the community's needs.**

Build staff development plans based on a gap analysis to address the specific needs for the community. Consider competencies that address data literacy and management, partnership building and understanding and applying the social determinants of health.



# BUILD A CULTURE OF POPULATION HEALTH

The following activities and subsequent resources provide a plan of action to consider when embarking on population health initiatives. Pick and choose which will accelerate your path to population health improvement.

## LEADERSHIP

Create a vision that includes population health. Include staff and community members in the planning session.

Create a strategic plan for the health department that aligns with your Community Health Improvement Plan (CHIP).

## STAFF ENGAGEMENT

Ensure every staff member participate on a work-group of the health department's strategic plan.

Communicate to all staff about how the health department is working in the community through the Community Health Assessment (CHA) and the CHIP.

Incorporate population health and Social Determinants of Health concepts and learning during every staff engagement opportunity.

## FORMALIZE POPULATION HEALTH

Create formal cross-cutting teams to do population health work.

## PROMOTE A LEARNING CULTURE

Create a book or documentary club for staff with rotating facilitators.

## MIRROR VISION INTERNALLY

Internally embrace the practices that you support externally (e.g., flu vaccinations). Do your mission, vision and values line up with your Human Resource processes, including hiring, performance management, and benefits?

## STAFF RECRUITMENT

Use standard interview questions that include population health concepts.

Include Population Health and SDOH concepts or training in onboarding processes.

How can you help?  
Join [NACCHO's Population Health Learning Network](#) and submit your own tool, talk with peers, and learn about what health departments around the country are doing.

"We're really trying to walk the talk on a lot of things we're doing in our community. I think that's helped create the culture, both internally for where we're going, and I think it also helps our staff out in the community to really be able to say, "We're not asking you to do something we're not willing to do ourselves." So I think it shows us as a leader on a lot of initiatives, too." – *Local Health Officer*

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Strategic Planning</a>	A how-to guide for undertaking the strategic planning process aligned with PHAB's strategic planning requirements, this guide offers step-by-step instructions, important considerations, and modifiable tools and templates for use in any type of LHD	Guide and modifiable templates	NACCHO
<a href="#">CHA and CHIP Examples</a>	As part of the MAPP network, health departments share their examples of CHAs and CHIPs.	Templates	NACCHO
<a href="#">BARHII Framework</a>	A conceptual framework that illustrates the connection between social inequalities and health and focuses attention on measures which have not characteristically been within the scope of public health department epidemiology.	Conceptual framework, webinars, reports	Bay Area Regional Health Inequities Initiative
<a href="#">Visioning</a>	Phase II of the MAPP process guides the community through a collaborative, creative process that leads to a shared community vision and common values.	Trainings and tools	NACCHO
<a href="#">PBS documentaries</a>	Topical documentaries on health issues.	Documentaries	Public broadcasting
<a href="#">Unnatural Causes</a>	An acclaimed documentary series broadcast by PBS used by organizations around the country to tackle the root causes of our alarming socio-economic and racial inequities in health.	Video series with discussion guide	NACCHO and California Newsreel

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Health Affairs</a>	Current health articles for a journal club.	Health Magazine	Health Affairs
<a href="#">5% and Falling</a>	Podcast from NYU College of Global Public Health.	Podcast	NYU
<a href="#">Free Associations</a>	A journal club podcast from BUSPH. A journal club discussion podcast.	Podcast	Boston University School of Public Health's Population Health Exchange (PHX)



# TAP INTO EXTERNAL RESOURCES

The following activities and subsequent resources provide a plan of action to consider when embarking on population health initiatives. Pick and choose which will accelerate your path to population health improvement.

## PEER SHARING

Don't reinvent what works. Implement evidence-based or evidence-informed initiatives through model practices, vetted by peers.

## LOCAL OR WEB-BASED TRAININGS

Find local leadership program or institutes that will discount tuition for local government employees.

## GUEST SPEAKERS

You don't have to have all the expertise. Ask community non-profits, university faculty, businesses, or other experts to speak at your staff meetings.

Join forces with the mayor's office, human services and/ or other county government agencies to create a rotating internship program.

## LANGUAGE ASSISTANCE

Use a language service for translation in the community. Print the number on a sticker and place on the back of staff badges.

## BUILD UNIVERSITY RELATIONSHIPS

Connect with researchers for help with data assessments, gathering and translation for the Community Health Assessment (CHA) process.

Formalize an internship program with a local university. Even if there isn't a school of public health, consider the various skills you could tap into, including economics, business, and graphic design.

## OUTREACH COMMITTEE

Have an internal outreach committee to create a master list of all the staff's community (police, fire, churches, mayor's office, etc.) contacts. Tap into them when expertise is needed for training or partnership.

How can you help?  
Join [NACCHO's Population Health Learning Network](#) and submit your own tool, talk with peers, and learn about what health departments around the country are doing.

"When I go to conferences, or meetings, and I hear a health department discuss something that I'm interested in, I reach out to those individuals because they want to talk and they're happy to share their resources, and people have done that with me. Use your networking, your resources, get on listservs, reach out to the authors or presenters and to the people that you want to model your practice after." – *Local Health Officer*

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">The Community Guide</a>	The Guide to Community Preventive Services is a collection of evidence-based findings to help you select interventions to improve health and prevent disease in your community.	Evidence-based intervention portal	Centers for Disease Control and Prevention (CDC)
<a href="#">The 6 18 Initiative</a>	A guide that addresses high-burden health conditions with effective intervention designed to improve health and control health care costs.	Evidence-based intervention portal	Centers for Disease Control and Prevention (CDC)
<a href="#">Healthy People</a>	Healthy People provides science-based, 10-year national objectives for improving the health of all Americans.	Website and database	ODPHP
<a href="#">Healthy People and Social Determinants of Health</a>	A guide to support and increase the use of HP 2020 among local health departments (LHDs), non-profit hospitals, and other organizations related to community health assessment and improvement planning.	Website and resources	NACCHO
<a href="#">Community Benefit</a>	Database of how U.S. tax-exempt hospitals commit community benefit expenditures to fulfill the hospital mission, and to meet tax-exempt regulatory requirements.	Database	PHI/RTI
<a href="#">Sample Internship MOU</a>	Example of a Memorandum of understanding for internship program.	Template	Georgetown University
<a href="#">500 Cities</a>	City- and census tract-level small area estimates for chronic disease risk factors, health outcomes, and clinical preventive service use for the largest 500 cities in the United States.	Data portal	Centers for Disease Control and Prevention (CDC)

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Community Health Peer Learning Program Learning Guides</a>	Learning guide series with practical experiences, key lessons, and insights from five communities about addressing population health management challenges through improved capture, sharing, and use of electronic health data.	Learning guides	Academy Health
<a href="#">Resources for assessing and measuring SDOH</a>	A compiled a set of resources to support LHDs seeking answers to commonly asked questions about how to select indicators, access data, and map social determinants of health.	Resource compendium	NACCHO
<a href="#">Model Practices</a>	Local public health practices vetting by peers	Practice descriptions and peer contact information	NACCHO
<a href="#">Data for Community Health</a>	A learning network of communities testing new ways to improve community health outcomes through multi-sector partnerships working to share data.	Learning Network	ALL IN: DATA FOR COMMUNITY HEALTH
<a href="#">Info-Aid</a>	short-term informatics assistance	CDC Informatics Support	Centers for Disease Control and Prevention (CDC)
<a href="#">Epi-Aid</a>	Epidemiology investigative services	CDC Epidemiology Support	Centers for Disease Control and Prevention (CDC)
<a href="#">Informatics Innovation Lab</a>	Innovative technology solutions including: consultation, product development, computing resources, and more.	CDC Technology Support	Centers for Disease Control and Prevention (CDC)
<a href="#">The Art of Asking</a>	Amanda Palmer's TED Talk	YouTube Video	TED



# LEAD THE COMMUNITY

The following activities and subsequent resources provide a plan of action to consider when embarking on population health initiatives. Pick and choose which will accelerate your path to population health improvement.

## LEADERSHIP IN THE COMMUNITY

Take on the role as Community Health Strategist and mobilize key individuals and organizations into a coalition. Align goals for health outcomes to push population health forward.

Allow community members to participate in the vision-setting for health priorities of the community coalition. Ground the work with the social determinants of health.

## STAFF DEVELOPMENT

Use staff performance plans to guide behavior change. Add community partner relationship cultivation into goals with SMART objectives.

Include staff in a task force to get community input so all priorities have been informed by citizen experiences.

## PARTNERSHIPS

Multisectoral partnerships for population health improvement can be challenging. Learn what works and what doesn't. Use an evidence-informed partnership framework to engage with community organizations.

Connect with your SACCHO or others around the country doing this work to share experiences and resources.

How can you help?  
Join NACCHO's [Population Health Learning Network](#) and submit your own tool, talk with peers, and learn about what health departments around the country are doing.

"Our role is to bring our partners to the table and provide that education for everyone to speak the same language when it comes to social determinants of health and population health. Assuring that we are implementing practices that are based on evidence, and focusing on policy, systems, and environmental changes." – *Local Health Officer*

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Mobilizing for Action through Planning and Partnerships (MAPP)</a>	A community-driven strategic planning process for improving community health	Handbook	NACCHO
<a href="#">MAP-IT</a>	A guide to using Healthy People 2020 in your community	Website with resources	HealthyPeople.gov/ODPHP
<a href="#">Community Toolbox</a>	A guide to organize a group of individuals and professionals around a common cause, working together to achieve a unified goal.	Toolkit	Center for Community Health and Development at the University of Kansas
<a href="#">Environmental Scan of Recent Initiatives Incorporating Social Determinants in Public Health</a>	An article that discusses recent initiatives incorporating the social determinants of health.	Publication initiative	Preventing Chronic Disease and National Academy of Medicine
<a href="#">Improving Health Through Intersectoral Collaboration</a>	A discussion paper that explains the Health in All Policies collaborative decision-making approach	Publication	Public Health Institute
<a href="#">Collective Impact</a>	A cross-sector collaboration framework to address complex social and environmental challenges	Website with resources	Collective Impact Forum/FSG
<a href="#">Collective Impact Community Health Improvement Toolkit</a>	This kit includes tools on building partnerships, ranking key health issues, creating a logic model, and creating an action plan.	Toolkit	Health Resources in Action

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Community Health Improvement Navigator</a>	The CDC Community Health Improvement Navigator (CHI Navigator) is a website for people who lead or participate in CHI work within hospitals and health systems, public health agencies, and other community organizations.	Website with resources	CDC
<a href="#">Community Health Improvement Matrix</a>	A tool for addressing the social determinants of health through community health improvement planning.	Tool/template	NACCHO
<a href="#">Community Commons</a>	This website provides access to maps, data, and reports on the social determinants of health	Website with resources	Community Commons
<a href="#">Community Chief Health Strategist: How Will We Get There?</a>	This website provides resources for local health departments trying to operationalize the Chief Health Strategist framework	Website with other links to other publications	Public Health Foundation
<a href="#">Pulse Check on Multi-Sector Partnerships</a>	This report provides an overview of 237 multi-sector partnerships across the country as well as some of the factors that contribute to (or get in the way of) moving work forward.	Publication	ReThink Health
<a href="#">SACCHOs</a>	38 SACCHOs are affiliated with NACCHO. Use your SACCHO to develop new contacts and increase knowledge.	Contact list	NACCHO
<a href="#">Building Multisectoral Partnerships for Population Health and Health Equity</a>	How to create the conditions for successful partnerships	Journal article	Mobilizing Action Toward Community Health (MATCH)



# STRENGTHEN STAFF SKILLS

The following activities and subsequent resources provide a plan of action to consider when embarking on population health initiatives. Pick and choose which will accelerate the path toward population health improvement.

## POPULATION HEALTH SKILLS TRAINING

Population Health initiatives take diverse skills. Determine the needs and gaps in the workforce and create staff development plans. Some skills to consider: facilitation, communication and messaging, and advocacy.

Everyone at the health department should understand what role they have in population health and how the health department is addressing the social determinants of health. Dedicate a slide (or a few minutes) at every staff meeting to reiterate these messages.

## LEARNING CULTURE

Encourage a learning environment. Track trainings and log staff engagement. Reward staff for reaching professional development goals.

Have staff sit on local community organization boards to build relationships and strengthen the health department's connections to the community.

## INCREASE EPIDEMIOLOGY CAPACITY

Whether it be through external sources, or helping existing staff to better collect, gather, analyze, and translate data.

## COMMUNICATION

Can all staff define the health departments role in population health? Create a narrative that allows everyone to speak the language of population health and be able to align the health department's goals with partner's goals. Often moving upstream (and identifying root causes) will bring disparate groups together.

**How can you help?**  
**Join [NACCHO's Population Health Learning Network](#) and submit your own tool, talk with peers, and learn about what health departments around the country are doing.**

"We do trainings monthly, but we also do mini education expresses at every single staff meeting...we've really made a concerted effort to talk about and train staff on health equity and how the social determinants of health relate to health equity." – *Local Health Officer*

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">CDC-Train</a>	CDC TRAIN provides access to over 1300 courses developed by the Centers for Disease Control and Prevention (CDC) programs, grantees, and other funded partners.	Web-based Trainings	TRAIN
<a href="#">Public Health Practice Trainings</a>	Training opportunities for public health professionals	Web-based trainings	Northwest Center for Public Health Practice
<a href="#">Public Health Storytelling</a>	Storytelling and participatory media for reflection, education, and social change	Training	StoryCenter
<a href="#">QI Roadmap</a>	Roadmap to a Culture of Quality Improvement: A guide to leadership and success in local health departments	Toolkit	NACCHO
<a href="#">NACCHO University</a>	A learning portal that connects local governmental public health professionals with virtual education and training.	Training	NACCHO
<a href="#">Roots of Health Inequity</a>	Online learning collaborative	Web-based course	NACCHO
<a href="#">Collective Action</a>	A set of activities and methods that enables groups to organize, collaborate, and create solutions for problems affecting their community.	Toolkit	Frog Design

NAME	DESCRIPTION	TYPE	SOURCE
<a href="#">Community Toolbox Courses</a>	Free online courses to support community health assessment and community health improvement work	Web-based Trainings	Community Toolbox
<a href="#">Epi-Aid</a>	Epidemiology investigative services	CDC Epidemiology Support	Centers for Disease Control and Prevention (CDC)
<a href="#">Coursera</a>	An education portal with access top universities and organizations with courses online.	Web-based education platform	Coursera
<a href="#">CDC Learning Connection</a>	Public health training developed by CDC, other federal agencies, and federally funded partners some with free continuing education (CE) credit.	Web-based trainings	CDC
<a href="#">JHSPH OPEN courseware</a>	Open public health courses and materials through Johns Hopkins School of Public Health	Web-based education platform	Johns Hopkins School of Public Health