



2019 RWJF Culture of Health Prize-Winning Communities

Highlights, Themes, and Actions Toward Equity



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About the RWJF Culture of Health Prize

The Robert Wood Johnson Foundation (RWJF) Culture of Health Prize honors and elevates U.S. communities working at the forefront of advancing health, opportunity, and equity for all. The RWJF Culture of Health Prize is an annual competition that awards \$25,000 to Prize-winning communities. Communities selected as Prize winners share their stories and lessons learned with the country and join a national network of past Prize-winning communities. For more information about the RWJF Culture of Health Prize winners and for details on the annual selection process, please visit www.rwjf.org/prize. Please email info@cohprize.wisc.edu if you have any questions.

The RWJF Culture of Health Prize is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute.

Executive Summary

The Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute awarded the 2019 RWJF Culture of Health Prize (the Prize) to five winners from across the country that demonstrate accomplishments at the forefront of advancing health, opportunity, and equity for all. The purpose of this report is to highlight common themes across the 2019 winners, with a focus on:

- What strategies are communities using to address social and economic conditions that build a Culture of Health?
- How are leaders, partners, and residents working together in comprehensive ways to influence health and equity?

This report describes cross-cutting themes and specific examples from the five 2019 Prize winners to raise awareness about the different strategies and approaches they are using to build a Culture of Health. These accomplishments are also presented to highlight elements of the six Prize criteria (see page 3) demonstrated throughout their community improvement work.

While the accomplishments were reported by the Prize winners before COVID-19, the pandemic has highlighted existing inequities and racial injustices. In this report you will find examples of communities working to improve essential community conditions and working collectively to ensure all residents have a fair and just opportunity for health.

Highlights

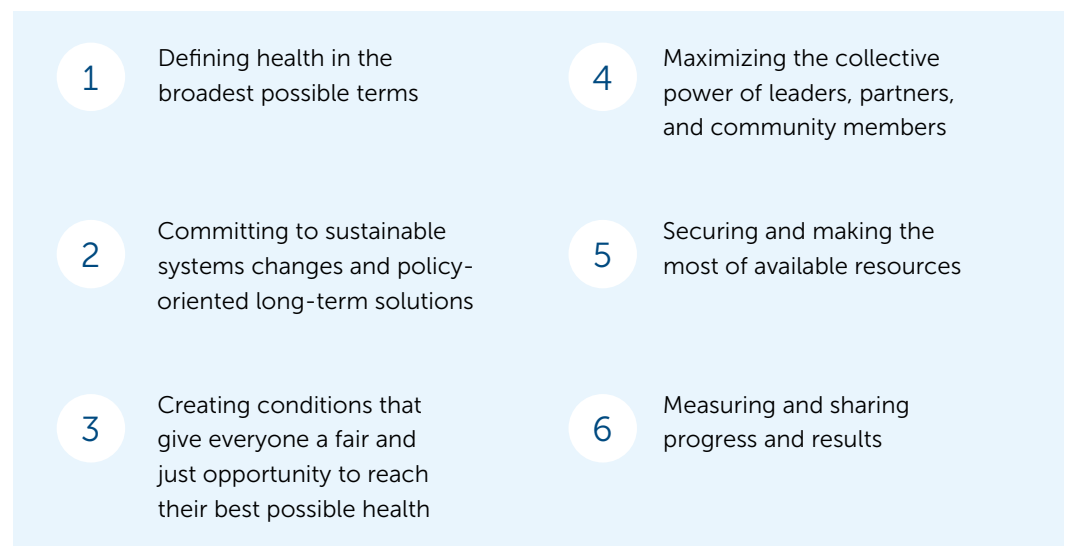
1. The accomplishments showcased by 2019 Prize winners illustrate a variety of actions that **address multiple areas that influence health**. A total of 277 community strategies were identified from Prize-winner application materials and categorized based on the [County Health Rankings model](#); of these:
 - 131 (47%) addressed Social and Economic Factors
 - 50 (18%) addressed Physical Environment
 - 77 (28%) addressed Health Behaviors
 - 19 (7%) addressed Clinical Care
2. Prize winners use a variety of community-specific approaches that balance innovation and evidence. Of the community strategies (44%) that could be matched with content in the [What Works for Health](#) (WWFH) database of evidence-informed policies and programs, almost all (98%) showed evidence of effectiveness. In addition, 60 percent of the matched strategies were designated as likely to decrease disparities in health outcomes. Of the remaining strategies (56%) that were unmatched, some may include promising practices, pilot programs, or multi-faceted approaches that have not yet been studied or may be beyond the scope of the types of interventions assessed in WWFH.
3. Prize-winners' accomplishments include substantial work to improve the social and economic conditions that are most directly associated with the underlying causes of poor and disparate health outcomes. All 2019 winners demonstrate efforts that address education, employment, family and social support, community safety, and housing.
4. The most compelling finding is how the 2019 Prize winners work to improve health, opportunity, and equity through the following cross-cutting themes:
 - **Connection, Culture, and Tradition:** Addressing racism and historical trauma to foster inclusion and cultural resilience
 - **Environment and Economics:** Maximizing environmental resources to increase sustainability and economic vitality
 - **Power Building:** Ensuring opportunities for residents to influence solutions

Overview and Purpose

The accomplishments of the 2019 Robert Wood Johnson Foundation (RWJF) Culture of Health Prize winners represent a variety of strategies and approaches that address the priorities of each community and focus on changing the social and economic conditions that ultimately influence health outcomes. While each Prize-winning community's journey is unique, all of their efforts balance innovation and evidence of effectiveness.

The purpose of this report is to describe this work and to highlight specific examples of Prize-winners' efforts to advance equity in their communities through the lens of the Prize criteria. Findings are based on analysis of Prize-winner accomplishments.¹ Examples are intended to provide insights and inspiration for other communities working on their own improvement efforts.

RWJF Culture of Health Prize Criteria



Profile of the 2019 Prize Winners

Tables 1 and 2 illustrate the diversity of the five 2019 Prize-winning communities, including community type and physical, economic, and demographic characteristics. The communities vary in both population size, ranging from less than 10,000 residents to nearly 2 million, and in the rate of children living in poverty.² The rate of children living in poverty is an upstream measure of poverty that assesses both current and future health risk, and is provided here as one indicator of economic conditions in a community. These rates underscore the importance of uplifting how communities are taking bold steps to address social and economic factors to create conditions that improve

¹ See the Methodology section on p. 20 for details about how community strategies were categorized and analyzed.

² Data from the United States Census Bureau / American Fact Finder (<https://data.census.gov/cedsci/>), 2018.

health and well-being for all. The 2019 Prize-winning communities are diverse in terms of race and ethnicity. According to the 2018 American Community Survey, a substantial proportion of residents (over 30%) in the 2019 Prize-winning communities are people of color (See Table 2). The map on page 5 includes additional details about each community.

TABLE 1: Characteristics of 2019 Prize-winning communities

2019 PRIZE WINNER	COMMUNITY TYPE	U.S. REGION ³	POPULATION SIZE ²	% CHILDREN IN POVERTY ²	APPLICANT CONTACT SECTOR(S) ⁴
Broward County, FL	County	South	1,909,151	18.7%	Government; Public Health
Gonzales, CA	City	West	8,402	15.1%	Government; Public Health
Greenville County, SC	County	South	514,213	16.8%	Foundation; Nonprofit
Lake County, CO	County	West	7,585	19.7%	Education; Public Health
Sitka, AK	Region	West	8,738	7.6%	Health Care

TABLE 2: Demographics of 2019 Prize-winning communities²

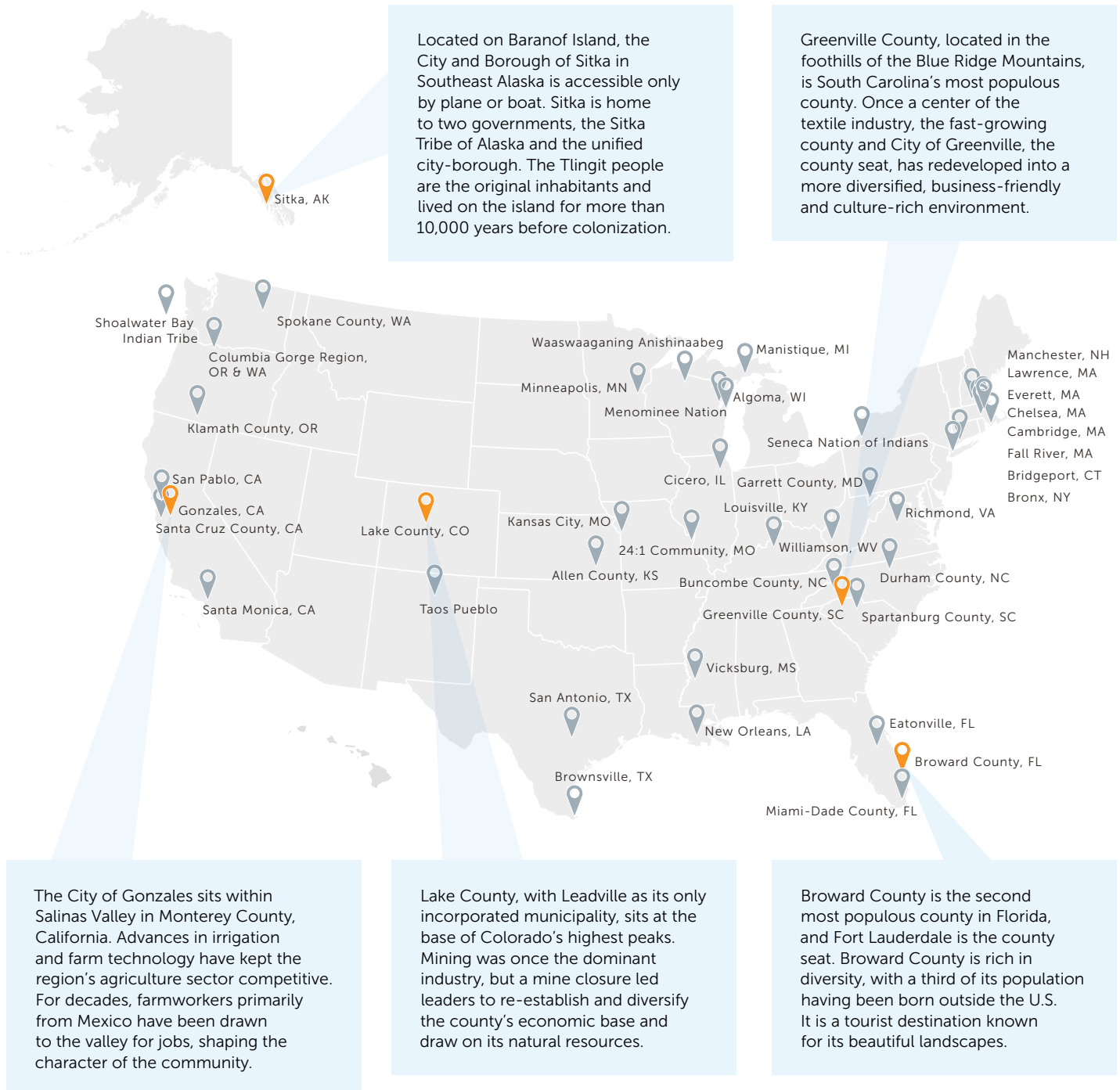
2019 PRIZE WINNER	% AFRICAN AMERICAN	% AMERICAN INDIAN AND ALASKA NATIVE	% ASIAN	% NATIVE HAWAIIAN/ OTHER PACIFIC ISLANDER	% HISPANIC OR LATINO	% WHITE	% SOME OTHER RACE	% TWO OR MORE RACES	% PEOPLE OF COLOR (TOTAL)
Broward County, FL	27.5%	0.2%	3.5%	0.0%	29.1%	37.2%	0.5%	2.0%	62.8%
Gonzales, CA	0.4%	0.1%	2.0%	0.3%	92.2%	4.8%	0.0%	0.2%	95.2%
Greenville County, SC	17.9%	0.2%	2.3%	0.1%	9.0%	68.7%	0.1%	1.8%	31.4%
Lake County, CO	0.1%	0.2%	1.3%	0.0%	30.9%	65.9%	0.0%	1.6%	34.1%
Sitka, AK	0.7%	12.2%	4.6%	0.2%	15.7%	64.7%	0.2%	1.8%	35.4%

Note: For this table, the variable "Hispanic or Latino AND Race" was used from the Census American Community Survey (ACS) 2018 5-year Estimates.

³ Based on U.S. Census Regions and Divisions: <https://www.eia.gov/consumption/commercial/maps.php#census>

⁴ Represents the sector(s) of the two organizational contacts listed on the Prize-winner application; these contacts typically play the role of convening partners and connecting community-wide efforts to complete the application.

Each 2019 Prize winner displayed pride in their unique histories, characteristics, and accomplishments; they also shared commonalities across their work that led them to be recognized for building a Culture of Health. The following sections highlight select strategies from the 2019 Prize-winning communities, demonstrating how they utilize their assets to advance community-identified challenges and focus on enhancing social and economic conditions to advance health, opportunity, and equity for all in their communities.



What Strategies Are Communities Using to Address Social and Economic Conditions that Build a Culture of Health?

The strategies that 2019 Prize-winning communities used to build a Culture of Health illustrate a variety of actions that address multiple areas which influence health. The factors in the [County Health Rankings model](#) represent one way to conceptualize these areas. A total of 277 strategies across the communities were identified from the 2019 Prize-winner application materials and were categorized according to the model.¹ Of the 277 community strategies, it is noteworthy that nearly half (47% or 131) addressed social and economic factors. Comparatively, 77 strategies (28%) promoted health behaviors; 19 (7%) addressed clinical care; and 50 (18%) focused on the physical environment (see **Appendix I**).

The number of community strategies that fall within each of the 13 health factor focus areas in the County Health Rankings model is shown in **Appendix II**. A detailed summary of the 277 community strategies categorized by their general approach to improving health is provided in **Appendix III**. These appendices illustrate the breadth of strategies 2019 Prize winners have used to incorporate a broad definition of health, in order to make their communities healthier places to live, learn, work, and play.

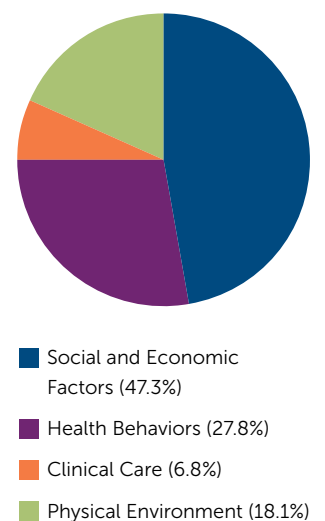
Community strategies were also mapped to strategies in the [What Works for Health](#) (WWFH) database, which includes hundreds of policies and programs designed to make a difference in local communities and assigns evidence ratings based on a thorough review of research on each strategy's effectiveness.⁵ Of the 277 community strategies identified, 123 (44%) could be matched to a strategy in WWFH, as shown in **Appendix IV**. Almost all of the 123 strategies (98%) demonstrated empirical evidence for effectiveness, with ratings of Scientifically Supported, Some Evidence, or Expert Opinion. Half of the matched strategies

(50%) were rated Scientifically Supported, the highest evidence of effectiveness rating. In addition, 60 percent of these matched strategies were designated as likely to reduce disparities.

Information about the remaining 154 community strategies (56%) that did not directly match to an existing strategy in WWFH is summarized in **Appendix V**. The ability to match strategies is affected by limitations in the data available, such as the level of detail provided in community application materials and the information included in WWFH at the time of analysis. Some unmatched strategies may include promising practices, pilot programs, or multi-faceted approaches that have not yet been studied or may be beyond the scope of the types of interventions assessed in WWFH. The 154 unmatched strategies represent a variety of approaches to community improvement; these were distributed across the four health factors, with over half (57% of the 154 unmatched strategies) in the area of social and economic factors, particularly education (20%) and family and social support (18%).

Although there has been an increase over the years in Prize-winners' application materials explicitly addressing social and economic conditions, some areas are not as frequently featured; missing were strategies that address income enhancements and supplements and those focusing on the social and economic impacts of transportation projects. Work in these areas may well be happening in Prize-winning communities, as this analysis only reflects what was included in Prize application materials. These may point to areas for communities to further explore or to address more prominently as integral components to improving health and equity.

FIGURE 1
Community strategies aligned with health factors in the County Health Rankings model



5 For more information, see: <https://www.countyhealthrankings.org/take-action-improve-health/what-works-health/our-methods>; strategies in this report were matched to existing content in What Works for Health as of October 2019.



Greenville County, SC.
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Common Ground: Health Factors Addressed by 2019 Prize Winners that Focus on Social and Economic Conditions

Though the 2019 Prize-winning communities have unique approaches to building a Culture of Health, there are commonalities in their work. Analysis of the 2019 Prize-winners' accomplishments revealed efforts to improve education, support employment, offer family and social support, and enhance community safety. This is significant given that social and economic factors are most directly associated with the underlying causes of poor and disparate health outcomes. In addition, Prize-winning communities highlight noteworthy efforts to address housing. Although housing is categorized as a physical environment factor (rather than a social and economic factor) in the County Health Rankings model, housing can provide social and economic opportunity and decrease barriers to optimal health.⁶ This section highlights examples of informative community strategies employed in each of these areas.

⁶ For example, see [Housing and health: An overview of the literature](#) (Taylor, 2018) and [Connecting housing, transportation and education to expand opportunity: Living, learning and moving together](#) (Vincent, 2015).

Education

The 2019 Prize winners demonstrated broad-based strategies to address educational achievement, such as creating supportive environments and enhancing the quality of K-12 and early learning. Some highlights are below.

The City of Gonzales provided funding for Wings of Knowledge, a voluntary afterschool program for middle and high school students that advances their skills in STEAM (science, technology, engineering, arts, and math). Students address real-world technology challenges outside of the classroom, such as working directly with farmers to assess needs and develop solutions. One cohort even created a digital soil monitoring device to help farmers manage their water usage. Gonzales has strived to improve educational attainment and outcomes through youth engagement and has seen positive results, such as improved graduation rates.

Greenville County Schools and United Way of Greenville County developed OnTrack Greenville, an evidence-based and collective impact model that matches students who have gone off track in attendance, behavior, or course performance with wraparound supports. OnTrack partners adopted the Compassionate Schools framework to address Adverse Childhood Experiences (ACEs), and the school district added a Trauma-Informed Specialist position. The two-year evaluation of the program showed a 29 percent reduction in total number of behavioral referrals and a 23 percent reduction in out of school suspension referrals. Elements of OnTrack are being expanded throughout the 93 schools in the district.

The Sitka Tribe of Alaska, Sitka School District, Sitka Native Education Program, Tlingit & Haida Head Start, and other partners created the Woosheen Preschool with the goal to close the achievement gap for students who qualify as low-income. Programming engages children and their families, ensures a central role for parents in decision-making, and emphasizes Tlingit language revitalization. In its first year, the program served 37 students and 35 families; 23 families were Alaska Native, and 30 were families with incomes under the federal free and reduced price meal income eligibility guidelines.

SITKA, AK



Broward County Public Schools (BCPS) invested \$80,000 in capital bond funds for computing devices, reducing the student-to-computer ratio from 6:1 to 2:1 and better ensuring students had equal access. BCPS also increased student participation in computer coding courses, resulting in more Black students taking advanced placement coding courses. With Broward County's focus on equity in education, graduation rates for students who are Black have climbed from 66 percent in 2013 to 82 percent in 2019.

The Lake County School District offered primary, behavioral, and oral health care through a school-based health center open to all students, staff, and their families regardless of ability to pay. Over 70 percent of district students enrolled in the health center in 2015, its first year, and use doubled over the next few years. Several health indicators have improved from 2015 to 2017, including a 10 percent increase in students who had a check-up in the last six months and a 10 percent decrease in sexually active students who chose not to use birth control.

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Employment

The 2019 Prize winners implemented policies and programs to provide job opportunities and to support employment for all community members. Some highlights are below.

Partners in Greenville County successfully advocated to pass the state Workforce Expansion Act which expanded the offenses eligible for expungement from the criminal record to include felony drug possession (after three years without any other arrests). Soteria Community Development Corporation, which is led by and supports individuals who were formerly incarcerated, partnered with the Chamber of Commerce, anti-poverty and social justice groups, community leaders, and major employers to propose the bill.

The City of Gonzales established a low-interest loan program, seeded with a \$400,000 Community Development Block Grant, to help create local jobs and encourage small business growth. The revolving fund uses repaid amounts to fund new loans. One of the loans went to a new restaurant downtown, the city's first fine-dining restaurant, which provided jobs to local high school students. From 2010 to mid-2018, the city made 10 small business loans worth more than \$1 million.

LAKE COUNTY, CO



Broward County established partnerships to focus on job opportunities. Memorial Healthcare System adjusted hiring policies and practices, with a commitment to navigating barriers to employment for individuals who were previously incarcerated and engaged in employee recruitment in disadvantaged neighborhoods. In partnership with the Community Foundation of Broward County and Broward Regional Health Planning, the community established a peer certification/peer specialist training to prepare those who are HIV positive to become part of the workforce.

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In Lake County, Get Outdoors Leadville! partnered with Colorado Mountain College to offer high schoolers local internships in Outdoor Recreation Leadership and Natural Resources Management. Through Lake County Build a Generation, community initiatives frequently employ youth or community researchers, interns, promotoras or community health workers, and organizers from communities most affected by poor health outcomes.

Sitka started a youth-run business, The Smoothie Truck, in 2016. The goal is to support youth experiencing employability challenges with the opportunity to practice and develop the skills necessary for sustained employment in a real-life business. The project, which brought together partners from education, social services, businesses, and funders, had 81 youth participants in its first three years. Many of the youth gained employment with local employers afterwards.

Family and Social Support

Family and social support efforts across the 2019 winners included work to ensure access to counseling and support, to increase connectedness through social engagement, and to build social capital in the community. Some highlights are below.

Lake County partners designed Get Outdoors Leadville! (GOL!) to provide a suite of programs connecting youth and families to the outdoors, including afterschool clubs, summer camps, school-based field work, and family outings. In 2017, GOL! offered over 1,700 hours of programming, serving over 1,000 local youth. GOL! increased the average time Lake County youth spend outdoors by almost an hour a week and resulted in academic, social-emotional, and health benefits for youth.

The City of Gonzales and the county school district crafted the Gonzales Youth 21st Century Success Initiative, a joint endeavor to comprehensively expand the reach and impact of youth services in response to residents raising this issue at city council meetings. The city expanded its programming to include 27 different recreation, community, afterschool, and sports programs to engage and enrich the city's youth from preschool through high school.

In Greenville County, the Institute for Child Success (ICS) led the state's implementation of the evidence-based Nurse Family Partnership (NFP) using a Pay for Success social impact financing model. Through NFP, specially trained nurses regularly visit young, first-time mothers-to-be, providing resources and supports that improve child development outcomes. ICS expanded the state program to 3,200 women and children, mobilizing \$30 million of private and public funding.

The Broward County government and nearly 250 organizations applied their Broward Children's Strategic Plan and utilized data to coordinate policy, system, and program solutions to maximize resources for children and families and connect new partners. The collaborative efforts contributed to securing an \$80 million allocation for prevention programs at the Children's Services Council of Broward, and to youth being diverted from the criminal justice system. Arrests of Black youth decreased by 34 percent and arrests of Hispanic youth decreased by 38 percent between 2013 and 2017.

The Sitka Fine Arts Camp (SFAC) assumed ownership of most of a 13-acre college campus in the center of the community and organized the revitalization and repurposing of the campus to house an array of programs and nonprofits. In addition, getting youth involved in extracurricular activities was a priority for Sitka. SFAC provided expanded space for a summer program with 16 different camps and workshops. In 2018, SFAC provided more than \$94,000 of need-based financial aid for its summer program students. Additionally, the Sitka Tribe of Alaska and the South East Alaska Regional Health Consortium established a scholarship fund to ensure Tribal Citizens could participate in a variety of summer camps and activities.

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BROWARD COUNTY, FL



Community Safety

The 2019 Prize winners featured broad-based strategies to improve safety for individuals, families, and the whole community, with a focus on reducing differences in health outcomes. Some highlights are below.

In Greenville County, Soteria Community Development Corporation, which provides transitional housing, life skills, job training, and advocacy for economic and social justice policies, reduced barriers to employment for individuals who were formerly incarcerated. Soteria has served 5,000 clients since 1999 with a low recidivism rate of 4 percent.

The Advocates of Lake County established a Latina Outreach Project in 2015. Latina women who serve as promotoras, community health workers in Spanish-speaking communities, are educated about domestic violence dynamics and local support services and help increase Latinx residents' access to these services.

Community partners in Gonzales provided the Road to Success pre-diversion program to keep youth with first-time, nonviolent criminal offenses from entering the criminal justice system. The program engages the family, teaches life skills, and involves youth in positive social activities.

In 2016, the City Assembly in Sitka passed the "Safe Streets – Focused Drivers" ordinance, the first of its kind in Alaska. The ordinance banned using handheld electronic devices while driving, and as a result, distracted driving decreased from 22 percent in 2015 to less than 4 percent in 2018.

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GONZALES, CA



To gain collective and mutual understanding, build bridges, and strengthen community trust, the Justice Project, led by the Urban League of Broward County, created safe spaces to foster dialogue between law enforcement and youth of color in communities with past and present experiences of police violence. In addition, an annual community-wide Justice Day brings together law enforcement, youth, parents, community leaders, and others to implement a restorative justice model.

Housing

In 2019, Prize-winning communities featured a number of strategies that address the impact of housing on health. These initiatives incorporate unique strategies to increase housing availability and affordability through creative financing approaches. Some highlights are below.

Broward County voters supported new taxes to fund the creation of a Housing Trust Fund for the construction of more affordable housing. For example, the housing authority replaced aging public housing with 669 new affordable units in developments that include a system of pedestrian pathways, scattered urban gardens, and community space. The county is also making a variety of transportation improvements to increase access and improve infrastructure with consideration of housing/transit-oriented redevelopment opportunities. In addition, the Children's Services Council of Broward improved supportive housing and integration of services as a way to reduce child welfare involvement for vulnerable families.

Greenville County is supporting affordable housing through land banking by the City of Greenville and Greenville County Redevelopment Authority. The county is acquiring property, or banking land, in low-income areas at risk of gentrification and deeding the properties to the Greenville Housing Fund to include in the larger community housing strategy. Additionally, congregants of Mountain View Baptist Church in a historically African American neighborhood began purchasing properties around their church and land banking them for future affordable development.

Gonzales incorporated a Health and Wellness Element into the city's general plan that calls for livable neighborhoods with access to affordable housing, health care, walkability, public parks, and other amenities. The city has taken steps to develop new affordable housing, and the city plan requires that all new housing developments include a connecting central element such as a park, greenbelt, or school. This has been shown to help maintain a sense of community and access to amenities for residents as the community grows.

Residents from Lake County's Mountain View Village, a manufactured housing community, joined with other tenants' rights groups in the state to petition for a review of Colorado's Mobile Home Park Act. The review found that much of the act was unenforceable, and a local state representative introduced legislation to increase protections for residents in manufactured housing communities, which was signed into law in 2019.

GREENVILLE COUNTY, SC



Sitka launched several initiatives to address a shortage of affordable housing suitable for young families and older adults. Sitka Community Land Trust is building seven affordable homes on land donated by the city. Baranof Island Housing Authority, a Native housing authority, offers rental housing, homeownership assistance, and funding to help homeowners who qualify as low-income with repairs. Youth Advocates of Sitka received a grant to support a transitional living program for teens aging out of foster care, and the Sitka Homeless Coalition is working to create a seasonal winter shelter for men.

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How Are Leaders, Partners, and Residents Working Together in Comprehensive Ways to Influence Health and Equity?

The 2019 Prize-winning communities demonstrated several strategies and approaches to improving health and equity by working in comprehensive ways to take action, leverage existing resources, and create new opportunities to meet residents' needs. Their efforts are illustrated through the following cross-cutting themes:

Connection, Culture, and Tradition:
Addressing racism and historical trauma to foster inclusion and cultural resilience

Environment and Economics: Maximizing environmental resources to increase sustainability and economic vitality

Power Building:
Ensuring opportunities for residents to influence solutions

These cross-cutting themes span the Prize criteria and are consistent with examples of diverse approaches to advancing equity implemented by past Prize winners (as featured in [Actions Toward Equity: Examples from RWJF Culture of Health Prize Winners](#) and the [Actions Toward Equity Full Report](#)). In particular, they reflect:

- Creating Equitable Conditions;
- Engaging Residents Most Directly Impacted by Inequities;
- Building and Supporting Resident Leadership;
- Changing Policies, Systems, Institutions, and Structures: Equitable processes to distribute resources; and
- Fostering Inclusion and Cultural Resilience.

In all instances, leaders, partners, and residents worked together on creative solutions for long-term impact and benefit of all community members. This section highlights some compelling examples and provides in-depth descriptions to illustrate each cross-cutting theme.

Connection, Culture, and Tradition: Addressing Racism and Historical Trauma to Foster Inclusion and Cultural Resilience

The 2019 Prize winners demonstrated ways to foster inclusion as well as honor and preserve their history and cultural heritage to create more equitable communities. These actions identified and addressed generational and historical trauma, colonialism, and institutional and structural racism.

Working Toward Dismantling Racism

Broward County, FL

To address racism as a significant barrier to equity, Broward County launched Dismantling Racism in 2015, a \$500,000 investment funded by Broward County Public Schools, Broward County Human Services Department, Children's Services Council of Broward, and Department of Health Broward. Other partners include the Broward Sheriff's Office and community-based organizations. The initiative provided interracial dialogue, implicit bias trainings, and intensive workshops on the history, structures, and dynamics of racism to 3,400 residents and 119 agencies representing education, employment, criminal justice, and health care.

ACTIONS AND IMPACT

- Dismantling Racism trainings and dialogue have helped change how community members and decision-makers talk about and address racism by giving them shared language and tools; the trainings and dialogue prompted founding institutions to begin disaggregating data to identify disparities and evaluate improvements across key indicators.
- Several policy and process changes have been implemented throughout the county as a result. For example, in 2017 the Broward County Commission passed a 10-year land use plan with a new Environmental Justice Policy that requires developers to assess the impact of projects on vulnerable populations including, but not limited to, racial and ethnic minorities, older adults, populations who have no insurance, children living in low-income environments, and populations experiencing homelessness, economic disadvantage, or chronic health conditions, including severe mental illness. Another example is the school district received a Title IV grant to support equity and embedded an equity liaison in each of the district departments and in all 234 public schools.
- As a result of Broward partners participating in the Dismantling Racism work, overrepresentation of Black children in the child welfare system decreased, including a reduction in the number of Black children being removed from their homes from 749 in 2016 to 595 in 2018 (a 4% decrease).

Addressing Structural Inequity through Inclusivity and Trauma-Informed Practices

Lake County, CO

To create welcoming, respectful, safe spaces, the Resilient Lake County project worked to increase inclusivity, address structural inequities, and implement trauma-informed practices to improve health outcomes among Lake County's Latinx residents and residents who qualify as low-income. The project engages 16 local agencies, ranging from the Department of Human Services to local law enforcement, in partnership with resident groups. In 2017, local agencies and members of the community group Lideres Latinoamericanos partnered

to discuss high stress levels among Latinx and low-income residents. Together, partners identified the primary sources of chronic stress – how residents of manufactured home communities are treated in local agencies and by their community managers or owners.

ACTIONS AND IMPACT

- In response, Resilient Lake County was launched in 2018 to increase trauma-informed policies and practices in local agencies to change how organizations treat community members, alongside efforts to build power among residents through community organizing around tenants' rights. Local agencies aligned efforts to:
 - Develop a common understanding of what trauma-informed practices are and what they mean for Lake County;
 - Conduct an internal assessment of their own current practices; and
 - Use the assessment to change their physical spaces and organizational policies to better serve all.
- The project provided technical assistance and training to help all 16 community agencies achieve these goals. In addition, community members conducted environmental scans of local agencies and nonprofits to identify opportunities to make those spaces more welcoming for all.

Sitka, AK

Preserving Cultural Heritage and Promoting Trauma-informed Systems

To deepen and preserve connections to cultural heritage, identity, and tradition and to promote community healing and trauma-informed efforts, Sitka implemented a number of collaborative efforts including: the National Park Service partnering with the Sitka Tribe of Alaska where tribal citizens provide interpretation and information about the Native and colonial history at Sitka National Historical Park; a tribal-state court partnership; and a community-wide Sitka Health Summit coalition including residents, health care, nonprofit organizations, and the Sitka School District.

ACTIONS AND IMPACT

- To strengthen compliance with the federal Indian Child Welfare Act, tribal custodians were notified before any proceedings where parental rights could be terminated. This approach resulted in the lowest child removal rate in Alaska.
- To help improve understanding about the effects of colonization on Alaska Native People, citizen planners advocated for Sitka to become a trauma-informed community during the 2017 planning summit to promote community healing. At the Sheet'ká Kwáan Naa Kahídi (community house), culture bearers held a televised, well-attended public event on Tlingit culture. Following the summit:
 - The city assembly unanimously passed a non-discrimination ordinance;
 - Native and non-Native people joined forces to form the Herring Rock Water Protectors; and
 - Sitka held its first trauma-informed community conference with 114 attendees.
- The Sitka School District worked to close the achievement gap between Native and non-Native students through efforts to become a trauma-informed school district.

Environment and Economics: Maximizing Environmental Resources to Increase Sustainability and Economic Vitality

The 2019 Prize winners showcased innovative, comprehensive approaches to address both environmental sustainability and economic vitality.

Building a Green Economy

Gonzales, CA

The Gonzales Grows Green (G3) Sustainable Community Initiative was launched in 2009 to reduce the city's carbon footprint and support the community's goal to provide for the needs of current generations without compromising the needs of future generations. G3 includes three guiding principles—economic vitality, environmental responsibility, and social equity—that are woven into every city department and promoted across the community. City government partners with a number of public and private entities, including United Way, Monterey County Child Care Planning Council, county public health, the school district, the health care system, private businesses, and community volunteers, to realize their vision for a sustainable community.

ACTIONS AND IMPACT

- Given the region's abundant sunlight, the city partnered with private companies and used solar assistance programs to install solar panels, conduct an energy audit, and make energy-efficient retrofits. A "solar-ready" ordinance requires all new agency and residential buildings to be pre-wired and pre-plumbed for solar panels and solar hot water heaters.
- The city also erected two wind turbines and offered the energy generated as an incentive to sustainability-conscious companies. The power from the wind turbines attracted new businesses to the city's industrial park, including Taylor Farms and Mann Packing/Del Monte Fresh, bringing more than 1,500 new jobs to the city.
- Gonzales is meeting and exceeding state-mandated environmental benchmarks as a result of its many renewable energy initiatives. Overall, the city's environmental and economic efforts have resulted in a 13 percent reduction in greenhouse gases and a significant increase in the city's tax base.

Funding Infrastructure to Support Health and the Economy

Greenville County, SC

In 2006, the Greenville County Council approved a 2 percent tax on prepared foods to fund recreation infrastructure. The passage of the tax resulted from the work of the broad Tourism, Recreation and Athletics Coalition, comprising diverse stakeholders such as parents, leaders from neighborhoods with lower incomes, and economic development professionals. The coalition emphasized the expected economic and health benefits to the community.

ACTIONS AND IMPACT

- The tax has generated \$50 million for neighborhood parks and for the 22-mile Swamp Rabbit Trail (with 500,000 users annually), among other projects.
- The Swamp Rabbit Trail connects multiple parts of the county to downtown Greenville, providing an important route to local services and amenities, and has been expanded to add spurs connecting it to more neighborhoods and schools in lower income areas.
- These infrastructure improvements have had a \$95 million economic impact.

Sitka, AK

Protecting Natural Resources and Maximizing Renewable Energy

Sitka has a track record of investing in sustainable changes and maximizing resources to reduce costs throughout the community and by working with a diverse array of partners such as the Sitka Tribe of Alaska, the Baranof Island Housing Authority, the Sitka School District, as well as the City and Borough of Sitka. The local investment in clean power is supported by residents' efforts to promote electric heat and electric vehicles.

ACTIONS AND IMPACT

- In 2014, Sitka expanded the Blue Lake Dam to provide clean, renewable hydropower for decades to come, with the aim to reduce emissions, keep expenditures local, and generate cost savings from less reliance on fossil fuels.
- These renewable energy investments are helping the local government and tribal and community organizations address the increasing cost of living for residents with low incomes by subsidizing utilities. The city created a needs-based electric subsidy program, drawing on the energy created by the Blue Lake Dam and generating additional revenue by leasing space on city power poles to a local telecommunications provider.
- The city is also working to lower electricity rates by encouraging fuel-switching, installing electric boilers at both elementary schools, and by partnering with Baranof Island Housing Authority to replace oil-fired furnaces with heat pumps; 22 conversions were made in 2018.

Power Building: Ensuring Opportunities for Residents to Influence Solutions

The 2019 Prize-winning communities included stand-out examples of equipping residents with shared language and leadership skills and centering community voices in decision making.

Broward County, FL

Fostering Dialogue and Inclusion

To bolster and embed the learnings of its Dismantling Racism workshops in Broward County, monthly caucus groups were formed to foster ongoing, productive conversations and interracial dialogue, and to develop innovative anti-racism strategies and solutions. Partners include the Broward County Human Services Department, Children's Services Council, Department of Health Broward, Broward Sheriff's Office Child Protection Investigation Section and the local child welfare organization, ChildNet.

ACTIONS AND IMPACT

- The caucuses, which include People of Color, White, and Joint Caucus groups, help build common language, strengthen relationships in the community, and serve as a structure to identify and to eliminate institutional racism and health disparities in policies and practices.
- The People of Color Caucus ensured that people of color were included at decision-making tables across the county and identified opportunities to elevate their voices, perspectives, and power.
- The White Caucus supported members in deepening their analysis and compassion and identified strategies to leverage white privilege to transform policies, practices, and relationships to create equitable community conditions.

Developing Youth Leadership and Civic Engagement

Gonzales, CA

In Gonzales, young people are regularly engaged and empowered as leaders and decision-makers in a formal, structured process. In 2014, in partnership with the police department and the Monterey County Office of Education, youth spearheaded a community forum to discuss local issues relevant to them. This led to the city and school district jointly establishing positions for two Youth Commissioners to serve as the formal youth voice on the city council and the school board.

ACTIONS AND IMPACT

- The inaugural Youth Commissioners engaged the city council to establish a Youth Council of middle and high school students to further expand a formal youth voice and youth leadership development.
- The Youth Council plans events, informs community programming, and advocates for policy changes. For example:
 - The Youth Council worked with the city attorney, police department, and a local substance abuse prevention organization to develop a social host ordinance to hold adults responsible for underage drinking at house parties, which was unanimously adopted by the city council in 2017.
 - The council is designing a teen innovation center, funded by the city, to provide students with space and resources for enhancing their academic studies.
 - In addition, many youth serve as supports and advocates for their parents and families, bringing an important voice on immigration and other policy issues to the city.

Supporting Leadership Development and Advocacy

Greenville County, SC

In Greenville County, several community partners work to foster leadership development and advocacy among residents and youth. The Greenville Partnership for Philanthropy brings together local funders and is supporting efforts to invest more resources in capacity building for small nonprofits and grassroots groups primarily led by people of color. LiveWell Greenville, a coalition hosted by the YMCA of Greenville, works across community-based organizations, resident groups, and church congregations to improve health and wellness. Local organizations such as the Hispanic Alliance and Student DREAMers Alliance partner across the community to support Hispanic families and youth, cultivate Hispanic leaders, and mobilize community members, local officials, and employers.

ACTIONS AND IMPACT

- The Grassroots Leadership Development Program, hosted by the United Way, offers skill- and capacity-building for primarily African American and Hispanic neighborhood leaders to strengthen neighborhood associations and promote advocacy at the city and county levels.
- Greenville Dreams, a network of grassroots leaders, advocates for changes in their neighborhoods. In one instance, they engaged youth in a photovoice activity to identify the assets and needs in their neighborhoods. Youth presented their projects to the city council, resulting in several suggested changes being implemented.
- LiveWell Greenville, which works collaboratively with 13 predominantly African American congregations to advance health and wellness initiatives, implemented policies to ground all its work in community-based participatory research.
- The Hispanic Alliance and Student DREAMers Alliance successfully advocated for supportive employment policies for Deferred Action for Childhood Arrivals (DACA) policy recipients.

Lake County, CO

Prioritizing the Leadership of Latinx Residents

Lake County prioritized building power and developing the leadership of its residents, especially within the Latinx community. Lake County Build a Generation (LCBAG), a project of the health department, uses a collective impact approach to support planning, community engagement, collaboration, and evaluation for initiatives across the county. Latinx staff from LCBAG, Full Circle (a youth and family support organization), and the county departments of health and human services developed *Lideres Latinoamericanos*, a group of Latinx community leaders, to elevate Latinx power and voices in Lake County.

ACTIONS AND IMPACT

- *Lideres Latinoamericanos* advises community agencies on issues relevant to the Latinx community and successfully recruited Latinx residents to apply for an open Board of Education position.
- Full Circle partners with Colorado State University to provide the Family Leadership Training Institute, a 20-week civic engagement program that supports power building and community organizing primarily among Spanish-speaking residents of the county's manufactured housing communities. The training has spurred several resident-led improvement projects, such as installing fire and carbon monoxide detectors, improving play spaces for children, and advocating for a safe pedestrian crossing on the state-owned highway.
- In developing the Get Outdoors Leadville! (GOL!) Initiative, LCBAG recruited six promotoras to conduct 239 interviews in the manufactured housing communities to explore barriers to accessing the outdoors, such as knowledge, transportation, cost, cultural discomfort, linguistic barriers, or immigration status concerns. LCBAG's robust and inclusive process resulted in a \$3 million grant to launch the GOL! Initiative that addressed residents' needs.

Summary

This report offers themes and highlights that can help us understand how local communities are building a Culture of Health. In particular, the 2019 Prize winners offer examples of how to address education, employment, family and social support, community safety, and housing. They also demonstrate ways to effectively address racism and historical trauma to foster inclusion and cultural resilience; invest in the environment and the economy to create more equitable conditions; and ensure opportunities and welcoming spaces for residents across generations to influence solutions. These efforts, which span the six Prize criteria, represent comprehensive and coordinated actions that involve multiple levels of interventions to reduce disparities and improve health outcomes. The 2019 Prize-winning communities provide excellent examples of what it means to be at the forefront in improving health, opportunity, and equity for all.

Methodology

To identify themes across the 2019 Prize winners, we focused on two overarching learning questions:

1. What strategies are communities using to address social and economic conditions that build a Culture of Health?
2. How are leaders, partners, and residents working together in comprehensive ways to influence health and equity?

To be named a Prize winner, communities compete in a three-phase selection process that includes two written essays, a community video, and a site visit from external reviewers (see rwjf.org/prize for further details about the Prize selection process). Staff at the University of Wisconsin Population Health Institute (UWPHI) conducted a detailed analysis of existing documents from the five 2019 Prize winners to answer the learning questions. The documents analyzed include: Phase I and Phase II application essays, which ask applicants to feature several community accomplishments that best exemplify the Prize criteria and describe how they are addressing each criterion; comprehensive site visit reports that synthesize the accomplishments and highlight the strengths and opportunities in the community's improvement journey; and the site visit itineraries from each community.

To examine the first learning question (What strategies are communities using to address social and economic conditions that build a Culture of Health?), we reviewed all Prize-winner accomplishments and divided them into separate strategies. One component of the Prize criteria is how communities are acting across multiple areas that influence health, such as, but not limited to, the factors in the [County Health Rankings model](#) (see Appendix I). Annually and since 2010, the County Health Rankings has provided a conceptual model of population health that includes both health outcomes and health factors which has become well-known and widely used.⁷ The model provides an easily understood, measurable, research-based framework for organizing and visualizing the many areas that influence how long and how well people live. A community strategy is defined as a specific unit of accomplishment that can be mapped to the health factors in the County Health Rankings model and potentially matched to specific strategies in the [What Works for Health](#) (WWFH) database. WWFH is also based on the County Health Rankings model and uses rigorous methods for better understanding the evidence base for communities' accomplishments.⁸ WWFH also systematically rates strategies for impact on disparities. For these reasons, the analysis in this report uses the County Health Rankings model and What Works for Health to define and categorize community strategies.

A total of 277 Prize community strategies were identified through this review and were categorized according to the four health factors and 13 health factor focus areas in the County Health Rankings model (see Appendix II). Community strategies were further categorized into approaches that represent common priority areas for improving health, using categories from the What Works for Health database as a starting point (see Appendix III). Note that some strategies are categorized under more than one factor or focus area in the County Health Rankings model; therefore, the same strategy was counted twice in those instances. There are 258 unique strategies among the 2019 Prize winners, and 37 strategies are categorized more than once.

7 Remington PL, Catlin BB, Gennuso KP. The County Health Rankings: rationale and methods. *Popul Health Metr*. 2015;13:11.

8 Bergum A, Grigg L, Givens ML, Booske Catlin B, Willems Van Dijk J. How to Be an Informed Consumer of Evidence Ratings: It's in the Details. *Prev Chronic Dis* 2019;16:190067.

Community strategies were assessed for whether or not they could be matched to specific strategies in WWFH. Out of the 277 Prize community strategies included in this analysis, 123 (44%) could be directly matched with a strategy in WWFH. Of the 123 matched strategies, 60 percent were rated as likely to reduce disparities. 154 (56%) strategies could not be directly matched, for a variety of reasons. The WWFH database does not include all possible strategies that a community might implement to improve health and it depends on the availability of published research literature. For example, some community strategies that do not directly align with a WWFH strategy include promising practices or pilot programs that have not yet been rigorously studied. Other community accomplishments may be broad and incorporate several elements that do not map neatly to a single strategy in WWFH or are outside the scope of the types of interventions assessed in WWFH. Furthermore, there is a limited amount of space in Prize application materials to describe the full range of efforts in their communities. In some cases, application materials do not provide enough detail or specificity to determine whether an effort matches a WWFH strategy.

Each strategy included in WWFH is assigned an evidence rating based on an extensive literature review and a multi-analyst assessment of the strength of the overall body of evidence (including the type, quality, number of studies, and consistency of findings) as it pertains to specified outcomes. Matching Prize community strategies with strategies in WWFH provides insight on communities utilizing strategies with high levels of evidence and their impact on addressing disparities, based on the already existing data and framework maintained by WWFH. The 123 matched strategies in this analysis were assessed for their level of effectiveness using WWFH ratings (see Appendix IV). The 154 community strategies that did not match WWFH are further described in Appendix V.

To examine the second learning question (How are leaders, partners, and residents working together in comprehensive ways to influence health and equity?), we conducted a detailed review of each community's Phase I and Phase II application materials and reports produced after the community site visits. Themes were developed from this review and select community examples were summarized to demonstrate elements of the Prize criteria in action, reflect diverse approaches to advancing equity highlighted in the [Actions Toward Equity Report](#), and illustrate what makes these communities stand out as winners.

Limitations

This report is based on existing documents for each Prize-winning community from 2018 to early 2019, which were produced for the purposes of competing for the RWJF Culture of Health Prize.

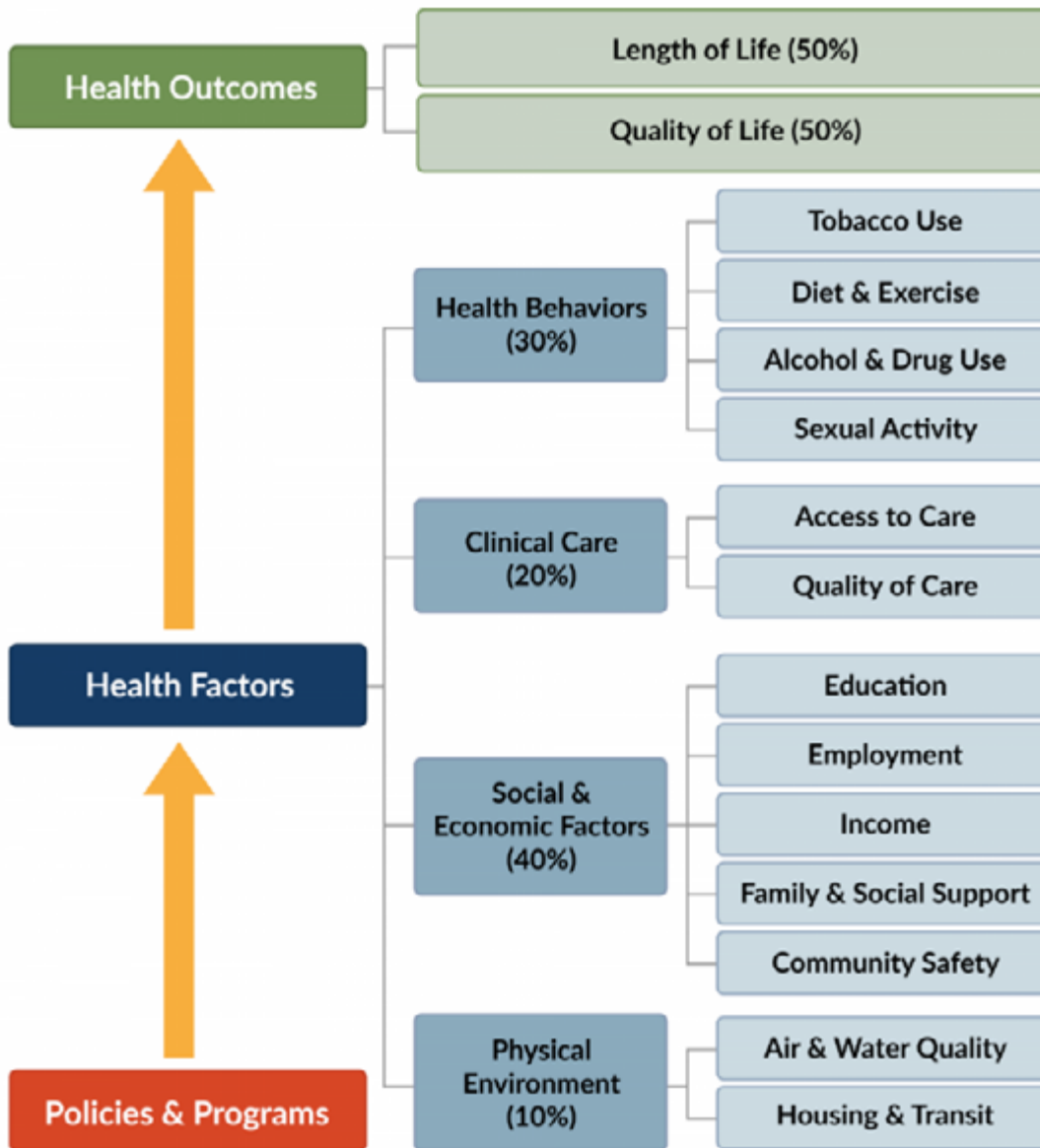
The strategies included in this summary are not an exhaustive list of all the strategies being implemented in the 2019 Prize-winning communities but rather those accomplishments mentioned in the reviewed documents. Furthermore, the community strategies matched to strategies in WWFH reflect information included in the WWFH database as of October 2019.

To understand how communities are demonstrating the Prize criteria in ways that advance equity, we conducted a detailed review of each community's application materials and site visit reports. These materials do not represent an exhaustive source of information about how communities are working to improve health and equity and are limited by the information available in the reviewed documents and the scope of the review.

Furthermore, the Prize selection process continues to evolve, including the criteria for selection, based on iterative learning. Prize winners are selected through a group review process that includes multiple inputs. Each year there is some variability in the number of winners, community characteristics, and level of detail included in application materials, which affects the information available for analysis.

APPENDIX I:

County Health Rankings Model



APPENDIX II:

Community Strategies Mapped to County Health Rankings Model

TABLE 3: Community strategies categorized according to health factors and focus areas in the County Health Rankings model

HEALTH FACTOR AND FOCUS AREA	# OF COMMUNITY STRATEGIES	% OF TOTAL COMMUNITY STRATEGIES
Social and Economic Factors		
Family and Social Support	50	18.1%
Education	43	15.5%
Community Safety	21	7.6%
Employment	17	6.1%
Subtotal	131	47.3%
Health Behaviors		
Diet and Exercise	68	24.5%
Alcohol and Drug Use	5	1.8%
Sexual Activity	2	0.7%
Tobacco Use	2	0.7%
Subtotal	77	27.8%
Physical Environment		
Housing and Transit	39	14.1%
Air and Water Quality	11	4.0%
Subtotal	50	18.1%
Clinical Care		
Access to Care	15	5.4%
Quality of Care	4	1.4%
Subtotal	19	6.9%
TOTAL	277	100%

APPENDIX III:

Community Approaches to Improving Health

TABLE 4: Community strategies categorized by health factor and focus areas with approaches mapped to communities⁹

HEALTH FACTOR AND FOCUS AREA	APPROACH	# OF COMMUNITY STRATEGIES	2019 PRIZE WINNERS USING APPROACH				
			BROWARD COUNTY, FL	GONZALES, CA	GREENVILLE COUNTY, SC	LAKE COUNTY, CO	SITKA, AK
Social and Economic Factors							
Family and Social Support	Increase social connectedness	24	●	●	●	●	●
	Build social capital within communities	17	●	●	●	●	●
	Ensure access to counseling and support	8	●		●	●	●
	Build social capital within families	1			●		
	Subtotal	50					
Education	Create environments that support learning	17	●	●	●	●	●
	Increase education beyond high school	9	●	●	●	●	●
	Improve quality of K-12 education	7	●	●	●	●	●
	Increase early childhood education	5		●		●	●
	Increase high school graduation rates	5	●		●		●
	Subtotal	43					
Community Safety	Prevent neighborhood crime and violence	5	●	●			●
	Support safe travel	5	●			●	●
	Prevent child maltreatment	3	●		●		●
	Improve emergency preparedness and response	2	●				●
	Prevent intimate partner violence	2				●	●
	Assist youth involved with the justice system	1		●			
	Ensure sports and recreation safety	1					●
	Reduce home safety hazards	1				●	
	Reduce mass incarceration	1			●		
	Subtotal	21					
Employment	Increase worker employability	9	●		●	●	●
	Increase opportunities for employment and economic growth	8	●	●		●	●
	Subtotal	17					

⁹ The categories in this table are based primarily on categories that serve as an organizing framework for the strategies included in What Works for Health, as of October 2019, and align with the health factors and focus areas in the County Health Rankings model.

HEALTH FACTOR AND FOCUS AREA	APPROACH	# OF COMMUNITY STRATEGIES	2019 PRIZE WINNERS USING APPROACH				
			BROWARD COUNTY, FL	GONZALES, CA	GREENVILLE COUNTY, SC	LAKE COUNTY, CO	SITKA, AK
Health Behaviors							
Diet and Exercise	Create opportunities for active living	35	●	●	●	●	●
	Increase access to healthy food options	23	●	●	●	●	●
	Promote healthy eating	4		●	●	●	●
	Promote broad approaches to increasing physical activity	3			●	●	
	Reduce access to unhealthy foods	3			●		
	Subtotal	68					
Alcohol and Drug Use	Implement broad initiatives to reduce alcohol and drug use	2				●	●
	Support responsible marketing and provision of alcohol and other legal drugs	2		●			●
	Reduce availability of alcohol and other drugs	1					●
	Subtotal	5					
Sexual Activity	Reduce HIV/STIs	2	●				
	Subtotal	2					
Tobacco Use	Reduce exposure to environmental tobacco smoke	1			●		
	Reduce initiation and/or increase cessation	1					●
	Subtotal	2					
Physical Environment							
Housing and Transit	Support affordable housing options	13	●	●	●	●	●
	Ensure access to housing	9	●		●		●
	Support active travel	8	●		●	●	●
	Support shared transportation	6	●	●	●		
	Improve housing quality	3	●			●	
	Subtotal	39					
Air and Water Quality	Improve environmental restoration and preservation	8	●	●		●	●
	Increase water conservation and preservation	2		●			●
	Reduce emissions from mobile sources	1					●
	Subtotal	11					

HEALTH FACTOR AND FOCUS AREA	APPROACH	# OF COMMUNITY STRATEGIES	2019 PRIZE WINNERS USING APPROACH				
			BROWARD COUNTY, FL	GONZALES, CA	GREENVILLE COUNTY, SC	LAKE COUNTY, CO	SITKA, AK
Clinical Care							
Access to Care	Adopt alternate care delivery models	6	●		●	●	●
	Reduce barriers to care	6	●	●			
	Increase opportunities for oral health care	2	●			●	
	Increase preconception, prenatal, and interconception care	1		●			
	Subtotal	15					
Quality of Care	Provide culturally competent care	3	●		●	●	
	Improve quality of care	1					●
	Subtotal	4					
TOTAL		277					

APPENDIX IV:

Community Strategies and What Works for Health Evidence Ratings

Out of 277 community strategies identified from the 2019 Prize-winner application materials, 123 community strategies (44%) could be directly matched to existing strategies in the What Works for Health (WWFH) database, as of October 2019. As shown in Tables 5 and 6, the 123 strategies have varying degrees of empirical support but almost all (98%) demonstrated some level of effectiveness (rated as Scientifically Supported, Some Evidence, or Expert Opinion). Three of the 123 matched strategies were rated as having Insufficient Evidence, meaning more research is needed to determine their effectiveness.¹⁰

TABLE 5: Community strategies by WWFH evidence ratings

WWFH EVIDENCE RATING	# OF MATCHED STRATEGIES	% OF TOTAL MATCHED STRATEGIES
Scientifically Supported	61	49.6%
Some Evidence	32	26.0%
Expert Opinion	27	22.0%
Insufficient Evidence	3	2.4%
TOTAL	123	100%

TABLE 6: Community strategies by WWFH evidence ratings organized by health factors from the County Health Rankings model

HEALTH FACTOR	WWFH EVIDENCE RATING	# OF MATCHED STRATEGIES	% OF TOTAL MATCHED STRATEGIES
Health Behaviors	Scientifically Supported	27	22.0%
	Some Evidence	20	16.2%
	Expert Opinion	9	7.3%
	Subtotal	56	45.5%
Social and Economic Factors	Scientifically Supported	21	17.1%
	Some Evidence	5	4.1%
	Expert Opinion	15	12.2%
	Insufficient Evidence	3	2.4%
	Subtotal	44	35.8%
Physical Environment	Scientifically Supported	7	5.7%
	Some Evidence	3	2.4%
	Expert Opinion	2	1.6%
	Subtotal	12	9.8%
Clinical Care	Scientifically Supported	6	4.9%
	Some Evidence	4	3.3%
	Expert Opinion	1	0.8%
	Subtotal	11	8.9%
	TOTAL	123	100%

¹⁰ For more information about the What Works for Health evidence ratings and how they are assigned, see: <http://www.countyhealthrankings.org/take-action-improve-health/what-works-health/our-methods>

APPENDIX V:

Community Strategies Unmatched to What Works for Health

Of the 277 community strategies identified from the 2019 Prize-winner application materials, 154 (56%) were not matched to an existing strategy in the What Works for Health (WWFH) database. WWFH includes a collection of more than 400 strategies (as of October 2019) that address the health factors in the County Health Rankings model. The WWFH database does not include all possible strategies that a community might implement to improve health, and it depends on the availability of published and grey literature. For example, some unmatched strategies include promising practices or pilot programs that have not yet been studied and/or included in the published and grey literature. Other accomplishments may be broad and incorporate several elements that do not map neatly onto a single strategy in WWFH or are outside the scope of the types of interventions assessed in WWFH. Additionally, Prize applicants have a limited amount of space in their application materials to describe the full range of efforts happening across their communities; in some cases, there is not sufficient detail or specificity to determine whether efforts match a WWFH strategy.

This appendix provides additional details about the 154 unmatched community strategies. Table 7 shows that these strategies were distributed across the four health factors, with over half (57%) in the area of Social and Economic Factors.

TABLE 7: Community strategies not matched to What Works for Health, organized by health factors and focus areas

HEALTH FACTOR	FOCUS AREA	# OF UNMATCHED STRATEGIES	% OF TOTAL UNMATCHED STRATEGIES
Social and Economic Factors	Education	30	19.5%
	Family and Social Support	28	18.2%
	Employment	15	9.7%
	Community Safety	15	9.7%
	Subtotal	88	57.1%
Physical Environment	Housing and Transit	27	17.5%
	Air and Water Quality	11	7.1%
	Subtotal	38	24.7%
Health Behaviors	Diet and Exercise	17	11.0%
	Alcohol and Drug Use	2	1.3%
	Sexual Activity	2	1.3%
	Subtotal	21	13.6%
Clinical Care	Access to Care	5	3.2%
	Quality of Care	3	2.0%
	Subtotal	8	5.2%
	TOTAL	154	100%

Across the 13 health factor focus areas in the County Health Rankings model, the highest numbers of unmatched strategies are in education (20%), family and social support (18%), and housing and transit (18%). Table 8 breaks down the number of unmatched strategies by type of approach within each of these focus areas. For example, the unmatched educational strategies include collaborative efforts to form early learning networks and to increase high school graduation rates with a focus on reducing disparities; implementing cradle-to-career initiatives; and incorporating culturally significant classes in schools. In the area of family and social support, the unmatched strategies encompass addressing inclusion through a nondiscrimination ordinance, using an asset-based approach to develop leadership capacity among residents, and increasing access to resources, such as internet services. The unmatched strategies in housing and transit are related to increasing affordable housing options, ensuring access to housing, and improving shared transportation options.

TABLE 8: Top three health factor focus areas for community strategies unmatched to WWFH and associated approaches

HEALTH FACTOR FOCUS AREA	APPROACH	# OF UNMATCHED STRATEGIES
Education	Create environments that support learning	11
	Increase education beyond high school	8
	Improve quality of K-12 education	5
	Increase early childhood education	3
	Increase high school graduation rates	3
Family and Social Support	Increase social connectedness	14
	Build social capital within communities	10
	Ensure access to counseling and support	4
Housing and Transit	Support affordable housing options	10
	Ensure access to housing	8
	Support active travel	4
	Support shared transportation	3
	Improve housing quality	2

This review demonstrates a range of approaches that communities are using to address pressing health issues, several of which are multifaceted and/or innovative strategies that may not have been sufficiently researched to determine effectiveness. This information can be useful for demonstrating evaluation needs, identifying gaps in the published and grey literature, and indicating what strategies could be explored for future inclusion in the WWFH database.

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The University of Wisconsin Population Health Institute advances health and well-being for all by developing and evaluating interventions and promoting evidence-based approaches to policy and practice at the local, state, and national levels. The Institute works across the full spectrum of factors that contribute to health. A focal point for health and health care dialogue within the University of Wisconsin-Madison and beyond, and a convener of stakeholders, the Institute promotes an exchange of expertise between those in academia and those in the policy and practice arena. The Institute leads the work on the County Health Rankings & Roadmaps and the RWJF Culture of Health Prize in collaboration with the Robert Wood Johnson Foundation. For more information, visit <http://uwphi.pophealth.wisc.edu>.



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