ARIZONA CHRONIC DISEASE STATE STRATEGIC PLAN
2012 - 2017
ACKNOWLEDGEMENTS

Chronic Disease Collaborative Leadership Team
Thank you to the members of the Chronic Disease Collaborative Leadership Team, who spent many hours developing this plan for their leadership, their expertise and their dedication to chronic disease prevention and control.

The Chronic Disease Collaborative Leadership Team includes representatives from:
- Alliance for a Healthier Generation
- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Lung Association
- Arizona Department of Administration
- Arizona Department of Education
- Arizona Department of Health Services Bureaus of Health Systems Development, Nutrition & Physical Activity, Tobacco & Chronic Disease, & Women & Children’s Health
- Arizona Public Health Association
- Greater Valley Health Education Center
- Maricopa County Department of Public Health
- Navajo County Department of Public Health

In addition, thank you to the more than 100 other individuals and organizations that participated in the development of the plan and provided valuable feedback which is reflected throughout this document.

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## Contents

I. Executive Summary ................................................................. 4

II. Overview of State Strategic Plan Development ................................................. 5

   Community Input ........................................................................ 5

   Focus Groups and In-Depth Interviews ...................................................... 5

   CDC Chronic Disease Prevention and Health Promotion Domains .................. 6

III. Chronic Disease Burden in Arizona ............................................................. 7

IV. Guiding Principles for Arizona Chronic Disease State Strategic Plan ............ 14

V. Arizona Categorical Programs .................................................................. 16

   Arizona Cancer Control Programs History ............................................ 17

   Arizona Diabetes Prevention and Control Program ...................................... 20

   Arizona Health Disparities Center History .............................................. 22

   Arizona Healthy Aging History .............................................................. 24

   Arizona Heart Disease and Stroke Program ............................................. 26

   Arizona Obesity Prevention and Control History ....................................... 26

   Arizona Tobacco Prevention and Control History ..................................... 28

VI. Arizona Chronic Disease State Strategic Plan Vision and Framework ............ 30

   Strategic Area: Where We Learn ....................................................... 33

   Strategic Area: Where We Work .......................................................... 35

   Strategic Area: Where We Live .............................................................. 37

   Strategic Area: Where We Receive Care .................................................. 40

   Strategic Area: Coordination ................................................................. 42

VII. Matrix of Potential Strategies .................................................................. 43

VIII. Evaluation of Coordinated Chronic Disease .............................................. 43

IX. Advancing the Arizona Chronic Disease State Strategic Plan ..................... 45

X. Appendices ...................................................................................... 48
I. Executive Summary

The Arizona Chronic Disease State Strategic Plan is a 5-year plan designed to address chronic disease prevention and control and is intended to provide state and local county health department level agencies, communities, health care providers, funding agencies, organizations, policy and decision makers, and consumers direction and support in creating a system of care that proactively addresses the prevention, early detection and treatment of chronic disease in Arizona. It is hoped that the plan will encourage the development of partnerships to promote a comprehensive and integrated approach to reducing mortality and morbidity due to chronic disease. The vision guiding this plan is:

**Arizona Communities Coming Together to Address Chronic Disease**

To support this vision, the state strategic plan was developed by Arizona stakeholders, both those who currently are and are not engaged in chronic disease prevention and control. To ensure the plan is not “top down” and driven by priorities identified by the state health department, community stakeholders were engaged in developing this state strategic plan from the beginning. This plan was created through a community process and represents voices from across the state.

As community stakeholders came together, they identified the following expectations which they would like incorporated into the state strategic plan:

- Provide efficient and effective strategies to address chronic disease.
- Leverage and coordinate efforts to address chronic disease throughout Arizona.
- Provide a framework to address chronic disease that is easy to understand.
- Offer a menu of strategies from which communities can choose how they would like to address chronic disease.
- Address health disparities.
- Develop a coordinated approach to addressing chronic disease rather than one that is focused on categorical diseases.
- Strengthen the capacity for communities to access health data and make data driven decisions to address chronic disease.

To accomplish these expectations, a framework has been developed that provides goals, objectives, and matrices of evidence-based chronic disease policy, systems and environmental change strategies addressing chronic disease. This framework is presented by the areas of Where We Live, Learn, Work and Receive Care because community members felt these terms were easy to understand and can,
therefore, be utilized by a wider audience. Additionally, since community stakeholders felt that a “one size fits all” approach to addressing chronic disease does not take into account the differing needs of Arizona’s many communities, a matrix\(^1\) of strategies from which communities can choose how to address chronic disease has been developed and is a part of this framework. Arizona’s state plan allows for communities to choose the specific strategies that best suit their community’s needs to address chronic disease.

This plan is designed to support other efforts in Arizona to address health improvement including the community health assessments and community health improvement plans that counties have recently completed and will be referencing if they choose to apply for public health accreditation. As other planning efforts such as this one are occurring simultaneously, community stakeholders felt that it is important to synchronize the chronic disease state plan with these other planning efforts and related initiatives.

II. Overview of State Strategic Plan Development

In September 2011, the Arizona Department of Health Services (ADHS), Bureau of Tobacco & Chronic Disease (BTC\(D\)) was awarded its CDC Chronic Disease Prevention and Health Promotion (CDPHP) grant, also known as Coordinated Chronic Disease Program (CCDP). A key deliverable of the CCDP is the creation of a statewide chronic disease plan which focuses on the prevention, early detection, and effective management of the leading chronic diseases in Arizona, specifically heart disease, stroke, diabetes, cancer and arthritis.

Community Input

Utilizing resources provided by the CCDP, BTC\(D\) held a series of stakeholder sessions across Arizona to seek input from community members on what some of the greatest needs are in Arizona when it comes to chronic disease. Specifically BTC\(D\) sought community member input on what the needs are within the areas of “Where We Work”, “Where We Live”, “Where We Learn” and “Where We Receive Care”. Sessions were held in the communities of Yuma, Phoenix, and Tucson. An additional session was scheduled for Flagstaff, however due to inclement weather it had to be cancelled. In addition, input was sought through a statewide online survey. Through this process, more than 200 individuals, representing 98 different organizations provided input. Key partners included the Arizona Departments of Education, Administration and Transportation (Safe Routes to School); Community Health Centers, voluntary health organizations (American Cancer Society, American Diabetes Association, American Lung Association, American Heart Association, etc.), University of Arizona, Arizona State University, city planning, community based organizations, etc.

Focus Groups and In-Depth Interviews

Taking the input from these partners, BTC\(D\) then conducted focus groups with various populations adversely impacted by chronic disease. In partnership with Riester, a Phoenix-based marketing and communications firm, Focus groups were conducted with impacted populations across the state, including older adults, adults and children who are obese or overweight, caregivers, administrators,

\(^1\) Additional information about the matrices may be found in Section VII.
human resources representatives, teachers, nurses, and representatives from the Tohono O’odham, Navajo and Salt River Pima Tribal Communities. While not comprehensive in scope, due to limited resources, the focus groups did provide a brief snapshot of some of the major issues these populations experience around chronic disease.

In addition, in-depth interviews were conducted with community leaders. The objective of the one-on-one interviews was to comprehend the stakeholders’ perspective of chronic disease in Arizona; their perceptions of the general public’s understanding of chronic disease as well as their awareness of any existing programs, best practices and/or successful initiatives which impact chronic disease.

Key findings from the focus groups and in-depth interviews include:

- Foundational behaviors must be learned at an early age, and built upon year over year. Core competencies have to be established within the home environment, demonstrated more so than taught. Most people are not privy to this type of upbringing and consequently, they lack the skill set needed to carry out these actions on their own.

- A holistic approach to the prevention and care of chronic disease is a must. The information that most individuals receive regarding health and wellness tends to focus on the physical sense of “health.” The role that stress plays on one’s well being is often overlooked. Further, most people view the mind (mental health), body (physical appearance, physical health) and soul (spiritual wellness and emotion), as contributors to “health.”

- Taken as a whole, the challenge for chronic disease outreach is substantial. Many believe there are additional opportunities to further educate populations on the importance of disease prevention, the impact of personal behavior and choice on health outcomes, and causal relationship between decisions and health outcomes. For example, the cause and effect relationship between a healthy diet and a substantial reduction in the chances of contracting diabetes may not be understood by many Arizonans.

- Efforts need to be positioned in a manner that accomplishes two synergistic but essentially discrete objectives:
  - First, enable the at risk population to recognize they are at risk.
  - Second, sufficiently motivate the at-risk population to change their behaviors to successfully avoid contracting preventable chronic diseases or mitigate the impact of a chronic preventable disease once it is contracted.

**CDC Chronic Disease Prevention and Health Promotion Domains**

Arizona recognizes that in order to effectively prevent and control chronic disease in Arizona, work in the following four domains is essential:

- Epidemiology and surveillance,
• Environmental approaches that promote health and support and reinforce healthful behaviors (statewide in schools, worksites, and communities),

• Health system interventions to improve the effective delivery and use of clinical and other preventive services in order to prevent disease, detect diseases early, and reduce or eliminate risk factors and mitigate or manage complications, and

• Strategies to improve community-clinical linkages ensuring that communities support and clinics refer patients to programs that improve management of chronic conditions.

Strategies to address each of these domains are woven throughout the following state strategic plan and highlight ADHS and community partners’ existing resources in each of the areas. Opportunities to expand capacity in these domains also are included and provide insight into our envisioned future.

Additional information regarding the CDC Four Domains to Chronic Disease Prevention and Health Promotion can be found in Appendix A.

III. Chronic Disease Burden in Arizona

In 2010, chronic disease – including cancer, heart disease, chronic lower respiratory disease, Alzheimer’s disease, diabetes, and chronic liver disease & cirrhosis were responsible for seven of the ten leading underlying causes of death in Arizona. When combined, these chronic diseases were responsible for more than 29,500 Arizona deaths in 2010. (Arizona Health Status & Vital Statistics, 2010).

In addition to 9,719 deaths that had heart disease assigned as the underlying cause, another 6,789 deaths had diseases of the heart assigned as the other than underlying cause. The sum of these two counts (16,508) is the total number of deaths that had any mention of diseases of the heart on the 2010 death certificates.

In 2010, diseases of the heart were the leading cause of death for American Indians. Cancer was the number one cause of death for Asians or Pacific Islanders, Blacks or African Americans, Hispanic or Latinos, and White non-Hispanics.

These leading causes of mortality and morbidity share common primary risk factors, including obesity, commercial tobacco use, poor nutrition and physical inactivity. However, their relationship is not limited to common indicators. Quite often, the populations most burdened by these conditions overlap; diabetes, for example, is also a significant risk factor for cardio-vascular disease (CVD).

When looking at burden of chronic disease in Arizona, the following can be found:

• In 2009 heart disease was the first leading and cancer was the second leading cause of death in Arizona however in 2010 cancer was the leading cause of death (22.7% of all deaths), followed by heart disease (21.2% of all deaths). When combined, cancer and diseases of the heart were the underlying cause of 43.9% of all Arizona deaths in 2010.
• In 2008, 7.8% of Arizona adults had been told by a doctor that they have diabetes. In 2009 this percentage increased to 8.4% and in 2010 to 9.0% (CDC – BRFSS). When accounting that a third of the population with diabetes is undiagnosed, it is not unreasonable that there are nearly 600,000 adults with diabetes in Arizona. (Arizona Diabetes Burden Report – 2011)

• Nearly 1.2 million people in Arizona are obese, 477,649 more people than 10 years ago. Arizona is tenth in the nation for obesity.

• While recent declines in smoking prevalence in the United States have become stagnated, smoking prevalence in Arizona has significantly decreased from 18.6 in 2000 to 13.5 in 2010 (CDC – YRBS). The 2010 Arizona Youth Survey indicated that 22.9 percent of seniors had smoked in the past 30 days; 3.6 percent reported smoking half pack or more daily. The 2010 Kids Count data (2007-08 data) found that nine percent of 12-17 year olds and 33 percent of 18-25 year olds had used cigarettes in the past month.

Geography and Burden
According to the 2010 Arizona Health Status and Vital Statistics report, cancer and diseases of the heart are the two top causes of death for both urban and rural populations in Arizona. Cancer is the lead with urban males, urban females, and rural females while diseases of the heart are the lead for rural males. Of note is that chronic lower respiratory disease was 4th on the list for three of the four designations (urban male and female and rural male) and third on the list for rural females. Statistics from the Behavioral Risk Factor Surveillance System indicate that some of the most rural Arizona counties are at particularly high risk for chronic disease.

The incidence of chronic disease and risk factors varies by county. For example, the two counties with the highest age-adjusted estimates (2009) for adults with diagnosed diabetes are Apache and Navajo County, which are both above 10.2. An additional six counties had age-adjusted rates between 8.5 and 10.1: Yuma, Gila, Graham, Greenlee, La Paz, Mohave, and Pinal. (BRFSS, 2009) The incidence of diabetes has more than doubled in the state between 1997 and 2010.

The proportion of the 2009 Arizona population demonstrating risk factors for chronic disease also varies by county. BRFSS data indicates that 24.5% of Arizona adults have a body mass index of 30 or higher. Seven of 15 Arizona counties have high rates of obesity: Apache, Graham, Greenlee, La Paz, Navajo, Pinal, and Yuma.

Access to Care and Burden
According to the U.S. Health Resources and Services Administration, there are 270 medically underserved areas/populations (MUA/P) in Arizona. The designated MUA/Ps includes whole counties (Apache, Gila, Graham, Navajo, Santa Cruz, and Yavapai) as well as service and primary care areas within counties. All 15 Arizona counties have designated MUA/P. Across the 15 Arizona counties there are also 670 Health Professional Shortage Areas (HPSA), which are designated by population (e.g., general, low income, or Native American Tribal population) and/or geographic catchment (e.g., Native American health service facility, health center, census tract, service area, or county). Shortages of medical personnel inhibit early detection and treatment of chronic disease. This leads to inaccurate estimates of the number of people impacted by disease, higher treatment costs, and higher rates of pre-mature mortality.
Age and Burden

Children: The risks associated with chronic disease, as well as chances of being diagnosed with a chronic condition increase with age; however, this does not exclude younger populations from the burdens associated with chronic conditions and their major risk factors.

In Arizona, almost 12 percent (760,960 people) of the population is school-age children with almost 43 percent of those children qualifying for free or reduced-price school lunches. Showing the association of poverty and poorer health, a study published in a May issue of the Archives of Pediatrics & Adolescent Medicine reported that Arizona’s youth posted the biggest increase in childhood obesity prevalence of all states between 2003 and 2007.

The 2012 Kids Count Data Book ranks Arizona in the bottom third (36 of 50) of states when comparing the overall health of children in each state. According to Kids Count:

- Arizona has the 3rd highest percent of children who do not have health insurance in the nation.
- Thirty-one percent of Arizona children and teens (10-17 years old) are overweight;
- Forty-nine percent of children and teens are not exercising regularly;
- Seventeen percent of children in Arizona are children with special health care needs; and
- Nine percent of Arizona’s children have asthma problems.

Unfortunately, because of enrollment freezes in the Arizona Health Care Cost Containment System (AHCCCS) that started in January 2010, the number of children eligible for publicly funded medical care (SCHIP) will likely decrease, thereby decreasing the number of children who receive regular health checks.

Older adults: By 2020, older adults will compose one quarter of Arizona’s population (US Census, Aging 2020). Of those 65 and older, 85% report at least one chronic disease with the greatest burden occurring within minority populations.

Race/Ethnicity and Burden

Arizona has a large minority population with approximately 40% of its population belonging to a racial or ethnic minority group. Hispanics/Latinos comprise 29.6%, American Indians 4.6%, African Americans 4.1%, and Asian/Pacific Islanders account for 3.0% of the state’s population. Existing data shows disparate health outcomes among these four priority population groups in Arizona. In 2009, the lowest rank in overall health status in Arizona was the African-American community, followed by American Indians and Hispanics/Latinos. In 2010, Blacks and American Indians had higher total mortality rates than White non-Hispanics, Hispanics and Asians.

Cancer is the leading cause of death in Arizona, closely followed by diseases of the heart, causing approximately 23 percent and 21 percent of all deaths in Arizona, respectively. In Arizona, the African American community has the highest mortality rate (177.7 per 100,000) due to diseases of the heart. This rate is similar to that of the African American residents in Maricopa County (170.9 per 100,000). African Americans in Arizona additionally have the highest mortality rate due to stroke (46.7 per 100,000) and cancer (182.6 per 100,000) as compared to the other race/ethnicities.

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2 2012 KidsCount Data Book, Available at http://datacenter.kidscount.org
3 US Census Bureau, Quick Facts. Available at: www.census.gov
From the 2010 BRFSS, 9.1 percent or about 1 in 11 people in Arizona have diabetes. American Indians have the highest mortality rate from diabetes (79.3 per 100,000), 3.9 times higher than the diabetes mortality rate for all Arizona residents (20.1 per 100,000). This rate is even larger for the American Indian population in Maricopa County (123.1 per 100,000). 

The disparity in access to care based on race/ethnicity is alarming. The percent of Hispanic and Black Arizonans reporting that they could not afford needed health care (23.1% and 27.4%, respectively) was more than double the percent for White, American Indian, and Asian / Pacific Islander populations.

According to the Healthy Development of Arizona’s Youngest Children A 21st Century Profile of Opportunity and Challenge; Arizona Health Survey 2010 Survey Data for Children 0-5:

There are very significant differences in insurance coverage by ethnicity. A much larger percentage of young Hispanic/Latino children are uninsured. In fact, they represent 56 percent of the total uninsured population. Parents report almost all of these children (99 percent) as being born in the United States. Therefore, they are citizens eligible for coverage under AHCCCS (Arizona’s Medicaid) and KidsCare (Arizona Children’s Health Insurance Program). However, if some of these children have parents who are undocumented, the parents may be reluctant to apply for coverage due to concerns that an application for public benefit may raise immigration issues for all members of the household. Outreach from trusted messengers is likely to be a key to raising enrollment levels among eligible Hispanic and Latino children.

The Arizona Department of Health Services collected data on the overall health status by race/ethnic groups (2009), which demonstrates existing health disparities; more than 60 percent of both American Indian and Black respondents indicated that their health was worse than average as compared to about 20 percent of Whites and Hispanics and a little over 10 percent of Asian/Pacific Islander respondents.

The Arizona Department of Health Service’s titled, 2010 Health Status and Health risk Behaviors of Arizonans, describes the Arizona’s health using data from the 2010 administration of the Behavior Risk Factor Surveillance System survey stated the following, “Either a lack of health care insurance or inadequate coverage prevents many from getting required care because they are unable to pay for services without the help of insurance. People with health insurance are normally more likely to have a primary care provider and to receive necessary preventative care, such as immunizations, health screen tests, and prenatal care.

Economics and Burden
Efforts to reduce the chronic disease burden in Arizona are complicated by budget cuts in education and commercialism. For example, budget cuts in education have resulted in school systems reducing the availability of physical education and other physical activities and health classes in elementary and middle schools. Convenience stores commonly advertise and sell high sugar content foods to youth after-school. The Food Research and Action Center reports that, in general, lower cost foods tend to be

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6 Arizona Department of Health Services. 2010 Health Status and Health Risk Behaviors of Arizonans
7 BRFSS 2010 Health Status and Health Risk Behaviors of Arizonans
8 Food Research and Action Center research citations can be found at http://frac.org/initiatives/hunger-and-obesity/why-are-low-income-and-food-insecure-people-vulnerable-to-obesity/
higher in fat and simple carbohydrates. Furthermore, low-income neighborhoods tend to have higher concentrations of fast-food retailers and lower concentrations of full service grocery stores. Lower income populations also tend toward cycles of food deprivation and overeating.

Additionally, the tobacco industry has developed fruit and candy-flavored cigars that are sold in singles and small packs. These cigar products are not as regulated as cigarettes and, because they can be sold as singles and small packs, are an affordable alternative to cigarettes. These tobacco products are also sold at convenience stores and small groceries across Arizona and are seen as a growing trend among youth tobacco users.

The Future and Arizona’s Chronic Disease Burden
DeVol, Ross, and Armen Bedroussian the Milken Institute’s report, “The Economic Burden of Chronic Disease on Arizona” (2007), discusses the incredible human and economic costs of chronic disease focusing on treatment expenditures and lost productivity. Their report also shows optimism, suggesting that “reasonable improvements in preventing and managing chronic disease [could] avoid 944,000 cases of chronic conditions in 2023.” The authors go on to indicate that these improvements could reduce the economic burden of chronic disease by 26% in 2023 through lowered treatment costs and improved worker productivity.

Arizona Chronic Disease State Plan Long Term Outcomes

<table>
<thead>
<tr>
<th>Long term Outcomes</th>
<th>Strategies include:</th>
</tr>
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<tbody>
<tr>
<td>Improved prevention &amp; control of diabetes</td>
<td>• Promote reporting of A1C measures; and, as able, initiate activities that promote clinical innovations and team-based care.</td>
</tr>
<tr>
<td>Reduce the prevalence of pre-diabetes &amp; diabetes in Arizona by 1.5 - 2.0% by 8/31/17</td>
<td>• Increase implementation of quality improvement processes and team-based care in health systems.</td>
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<tr>
<td></td>
<td>• Increase use of health care extenders in the community in support of self-management for adults with diabetes.</td>
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<td></td>
<td>• Increase engagement of community pharmacists in the provision of medication/self-management programs for adults with diabetes.</td>
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<td></td>
<td>• Promote awareness of pre-diabetes among people at high risk for type 2 diabetes.</td>
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<td></td>
<td>• Increase use of diabetes self-management programs in community settings.</td>
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<tr>
<td></td>
<td>• Promote participation in ADA-recognized, AADE-accredited, state-accredited/certified, and/or Stanford-licensed DSME programs.</td>
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<td></td>
<td>• Increase use of lifestyle intervention programs in community settings for the primary prevention of type 2 diabetes.</td>
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<tr>
<td></td>
<td>Implement policies, processes, and protocols in schools to meet the management and care needs of students with chronic conditions (e.g., asthma, food allergies, diabetes, and other chronic conditions related to activity, diet and weight).</td>
</tr>
<tr>
<td>Improved prevention &amp; control of hypertension</td>
<td>Reducing the prevalence of hypertension in Arizona by 3% by 8/31/17</td>
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<tr>
<td></td>
<td>• Promote reporting of blood pressure; and, as able, initiate</td>
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<td></td>
<td>activities that promote clinical innovations, team-based</td>
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<tr>
<td></td>
<td>care, &amp; self-monitoring of blood pressure.</td>
</tr>
<tr>
<td></td>
<td>• Increase implementation of quality improvement processes &amp;</td>
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<td></td>
<td>team-based care in health systems.</td>
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<td></td>
<td>• Promote awareness of high blood pressure among patients.</td>
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<td></td>
<td>• Increase use of health care extenders in the community in</td>
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<td></td>
<td>support of self-management for adults with high blood</td>
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<td></td>
<td>pressure (HBP).</td>
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<td></td>
<td>• Increase engagement of community pharmacists in the</td>
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<td></td>
<td>provision of medication/self-management programs for</td>
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<td>adults with HBP.</td>
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<thead>
<tr>
<th>Long term Outcomes</th>
<th>Strategies include:*</th>
</tr>
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<tbody>
<tr>
<td>Improved prevention &amp; control of overweight &amp; obesity</td>
<td>Reduce the prevalence of overweight &amp; obesity in Arizona from 2.577% to 21% in children from 62.3% to 58.6% in adults by 8/31/17**</td>
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<tr>
<td></td>
<td>• Promote the adoption of food service guidelines/nutrition standards, which include sodium.</td>
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<td></td>
<td>• Increase access to healthy foods &amp; beverages.</td>
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<tr>
<td></td>
<td>• Implement food services guidelines/nutrition standards where foods &amp; beverages are available.</td>
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<td></td>
<td>• Create supportive nutrition environments in schools.</td>
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<td></td>
<td>• Implement quality physical education &amp; physical activity in K-12 schools.</td>
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<tr>
<td></td>
<td>• Promote the adoption of physical education/physical activity in schools.</td>
</tr>
<tr>
<td></td>
<td>• Implement quality physical education and physical activity in K-12 schools.</td>
</tr>
<tr>
<td></td>
<td>• Implement physical activity in early care &amp; education.</td>
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<tr>
<td></td>
<td>• Increase physical activity access &amp; outreach.</td>
</tr>
<tr>
<td></td>
<td>• Increase access to breastfeeding-friendly environments.</td>
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<tr>
<td></td>
<td>• Implement policies, processes, and protocols in schools to meet the management and care needs of students with chronic conditions (e.g., asthma, food allergies, diabetes, and other chronic conditions related to activity, diet and weight.)</td>
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<table>
<thead>
<tr>
<th>Improved prevention &amp; control of tobacco</th>
<th>In Arizona, by 2017:**</th>
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<tbody>
<tr>
<td></td>
<td>Decrease youth prevalence from 17% to 12%</td>
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<td></td>
<td>Decrease adult prevalence from 19% to 14%</td>
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<td></td>
<td>Improve linkages to</td>
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<tr>
<td></td>
<td>• Reduce initiation of tobacco use in children, adolescents &amp; young adults.</td>
</tr>
<tr>
<td></td>
<td>• Increase smoking cessation attempts by adult smokers.</td>
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<tr>
<td></td>
<td>• Increase recent smoking cessation success by adult smokers.</td>
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<tr>
<td></td>
<td>• Increase smoking cessation during pregnancy.</td>
</tr>
<tr>
<td></td>
<td>• Increase smoking cessation attempts by adolescent smokers.</td>
</tr>
<tr>
<td></td>
<td>• Increase tobacco screening and tobacco cessation counseling in healthcare settings.</td>
</tr>
<tr>
<td></td>
<td>• Reduce proportion of nonsmokers exposed to secondhand smoke.</td>
</tr>
</tbody>
</table>
| ASHLine services by increasing utilization rate from 2% to 6% | • Increase the proportion of smoke-free homes.  
• Increase tobacco-free environments in schools, at all facilities, property, vehicles, and school events.  

Increase age of initiation of tobacco use; current age is 12  
Decrease youth access rate from 18% to 10% | * This is a sample of strategies not a comprehensive list of all strategies being utilized.  
** Percentages currently are being calculated and will be updated in the Arizona Chronic Disease State Strategic Plan as soon as they are available.
IV. Guiding Principles for the Arizona Chronic Disease State Strategic Plan

The Arizona Chronic Disease State Strategic Plan has been designed to guide future efforts to address chronic disease throughout the state. By providing a framework for Arizona stakeholders, whether state and county health departments, or community-based partners, the Arizona Chronic Disease State Strategic Plan is structured to ensure activities align.

The Arizona Chronic Disease State Strategic Plan can be utilized in the following ways:

To provide a framework for approaching chronic disease that utilizes a coordinated approach. The Arizona Chronic Disease State Strategic Plan encourages state and county health departments to streamline categorical program efforts and create a coordinated approach to chronic disease rather than one that operates in disease-specific silos. The process of creating the plan has included many strategic planning sessions about how programs can effectively and efficiently work together to coordinate chronic disease efforts. ADHS anticipates that this is just the beginning and that these conversations will continue. As efforts are evaluated there is recognition that some strategies to achieve a coordinated response to chronic disease may change—however, the goal of addressing chronic disease in a coordinated manner will not, and this plan has been designed to help achieve that goal.

To engage communities throughout Arizona in efforts to prevent and control chronic disease. A fundamental principle guiding efforts has been to include community members in the planning process and create a plan that will help Arizona communities address chronic disease. The Arizona Chronic Disease State Strategic Plan is designed to engage community members by providing a roadmap to address chronic disease. Recognizing that communities have different characteristics, The Arizona Chronic Disease State Strategic Plan allows for communities to choose evidence-based strategies that meet their specific needs.

To address health disparities to achieve health equity.9 The guiding principal that will be cross-cutting throughout the planning and implementation process of the Arizona Chronic Disease State Strategic Plan will be the strong adherence to focusing attention to reducing the burden of health disparities across Arizona. Health disparities — differences in health outcomes that are closely linked with social, economic, and environmental disadvantage — are often driven by the social conditions in which individuals live, learn, work and play. Health disparities represent preventable differences in the burden of key risk factors, disease and disability, or opportunities to achieve optimal health.

A basic principle of public health is that all people have a right to health. Centering attention on the social determinants of health with the goal of achieving health equity across Arizona will be a key determining factor in making improvements in chronic diseases statewide. Truly, the process of achieving health equity will take a coordinated approach with all partners synchronizing efforts to make lasting impact.

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To provide long-term, sustainable strategies to address chronic disease.
Another guiding principal in the development of the Arizona Chronic Disease State Strategic Plan has been to provide long-term, sustainable strategies to address chronic disease. To do this, policy, systems and environmental change strategies have been utilized to develop the goals and objectives presented herein. This approach was chosen because policy, systems and environmental change strategies can impact far more people than strategies focusing on individuals and are more economically feasible over the long term and thus more sustainable.10

To work collaboratively to align efforts and leverage resources.
A key component of the Arizona Chronic Disease State Strategic Plan is working collaboratively with partners to align simultaneous planning and data collection efforts. Recognizing that the existence of multiple plans addressing similar issues can lead to confusion and a lack of action, a desired outcome of the chronic disease plan is the future alignment of efforts with those conducting Community Health Assessments (CHA) and developing Community Health Improvement Plans (CHIP).

For state and local health departments seeking accreditation, a Community Health Improvement Plan is required.* Key components of a CHIP11 include:

- Assessment data about health of population
- Community health priorities, improvement strategies, and performance measures
- Needed policy changes
- Individuals / organizations with responsibility for strategies
- Outcomes/indicators to monitor progress

*Although not all Arizona counties plan to apply for accreditation, they have all conducted a Community Health Assessment and a Community Health Improvement Plan.

Since assessing communities’ health needs and identifying priorities provides a strong foundation for addressing chronic disease, it was decided to align efforts to create a chronic disease state strategic plan that supports Arizona communities in their efforts to create a Community Health Improvement Plan (CHIP).

To this end, the Arizona Chronic Disease State Strategic Plan provides a framework for communities to choose evidence-based strategies that address chronic disease based on the needs and priorities that they identify through the CHA and the CHIP process. While the goals to address chronic disease remain consistent throughout the plan, strategies to reach those goals may vary by community based on specific needs and priorities identified in the CHA/CHIP. Through matrices of evidence-based recommended and promising practices, communities can select evidence-based strategies by sector (where they live, learn, work or receive care), chronic disease, risk factor, and/or level of the Prevention Institute’s Spectrum of Prevention. The matrices, which were created in partnership with the Maricopa


County Department of Public Health, also provide information about which strategies are cross-cutting and which of the above-mentioned, four domains are being addressed.

The Maricopa County Department of Public Health (MCDPH) provides an example of how the framework presented in the Arizona Chronic Disease State Strategic Plan can be utilized and aligned with an organization’s Community Health Improvement Plan to approach chronic disease in a coordinated manner. MCDPH is (1) utilizing the state framework of assessment, coordination, policy systems and environmental approaches, communication, and evaluation and (2) organizing their CHIP by the sectors of Where We Live, Where We Learn, Where We Work, and Where We Receive Care to move its initiatives forward. (Please see Appendix C & D for more information and graphic representation of this work.). Providing consistencies such as those demonstrated by the Maricopa County Department of Public Health across agencies can help facilitate conversations among various stakeholders and can help to further efforts.

V. Arizona Categorical Programs

Traditionally programs impacting chronic disease within state and local health departments have been broken up into categorical programs. For example, the Arizona Department of Health Services has individual categorical programs which address the prevention and control of cancer, diabetes, heart disease and stroke, obesity and tobacco as well as health disparities and healthy aging. While ADHS is fortunate to have these categorical programs, with many receiving funding from the Centers for Disease Control and Prevention, the approach of having individual programs has created silos within the health department. As an unintended consequence, many programs are unaware of the goals and objectives of their partner programs. Subsequently, by not knowing each program’s respective goals and objectives, resources were not being leverage, duplicity of efforts often occurred, and opportunities to connect partners and communities were missed.

Through a coordinated approach of addressing chronic disease burden and health, many of those unintended consequences will hopefully be avoided. In addition, through coordination of efforts, it is the hope that the categorical programs will better be able to address their respective program goals and objectives while not losing significance. This approach will be reinforced with the implementation of the Prevention State Public Health Actions to Prevent and Control Diabetes, Heart Disease, Obesity and Associated Risk Factors, and Promote School Health grant (CD-1305). In January, 2014, ADHS was awarded funding through the Center for Disease Control to implement this grant. This grant supports statewide implementation of cross-cutting approaches to promote health and prevent and control chronic diseases and their risk factors. Four chronic disease prevention programs (Diabetes; Heart Disease and Stroke Prevention; Nutrition, Physical Activity, and Obesity; and School Health) were included. Collectively, these programs represent activities and intervention strategies that draw from each of the four chronic disease domains. In addition the grant supports the development of core public health activities in States including partnership engagement, workforce development, guidance and support for programmatic efforts, strategic communication, surveillance & epidemiology, and evaluation. The long-term outcomes of the program are the “Improved prevention and control of hypertension, diabetes, and overweight & obesity.” The short-term outcomes of the program are:

- Increased state, community, worksite, school and early childhood education (ECE) environments that promote and reinforce healthful behaviors and practices across the life span related to diabetes, cardiovascular health, physical activity and healthful foods and beverages, obesity and breastfeeding.
Improved quality, effective delivery and use of clinical and other preventive services to address prevention and management of hypertension and diabetes.

Increased community clinical linkages to support prevention, self-management and control of diabetes, hypertension and obesity.

Prior to submitting the grant application for the CD-1305 grant ADHS solicited feedback from community partners concerning the strategies that were going to be proposed to address diabetes, hypertension, school health, and obesity. Furthermore, ADHS/Chronic Disease conducted a survey for internal and external partners to request their feedback in the design and topics surround healthy policy. The following trainings have been provided:

- The Community Health Worker Model – An Evidence Based Model
- Evaluation Training
- Policy, Systems and Environment Change – Advancing Strategies to Sustain Healthy Communities (focus on Prevention Spectrum, Clinical Community Linkages, Health Disparities)

The following is a description of the ADHS Categorical Programs. It is important to note that this is not a description of all activities and partners within each area. This information was provided as a demonstration of ADHS’ current activities and potential future approaches to better align the efforts within the Agency around chronic disease burden in Arizona.

**Arizona Cancer Control Programs**

**History**
The Well Woman HealthCheck Program (WWHP) is a CDC and state funded program providing breast and cervical cancer screening to uninsured and underinsured women in Arizona. The program is 20 years old and is based on using evidence based strategies to increase screening rates and provide high quality screening resulting in better/healthier outcomes for women screened within the program. While this program was initially focused on providing breast and cervical cancer screening for the uninsured, the focus has changed to increasing the breast and cervical cancer screening rates for all women in Arizona.

The Fit at Fifty HealthCheck Program (FFHP) is a CDC and Tobacco Tax Revenue supported program providing colorectal cancer screening for Arizonans 50 and older. This is a young program that has only been in existence for five years. Only 20% of the CDC funds can be used for screening purposes, the remainder of the funds support systems change and the use of evidence based strategies to increase the colorectal cancer screening rates of all Arizonans.

The Arizona Cancer Control Program is a CDC funded program that has been in place for 10 years. The goal of the program is to leverage partner resources across the state to lower the burden of cancer in Arizona. The program is currently being revised to keep step with CDC’s changing program requirements. The program used to be focused on networking and education. However, now the focus is on measureable impact. (Appendix E)
**Current Activities**

**Well Woman HealthCheck Program (WWHP)**
The WWHP, FFHP and Arizona Cancer Control Program are integrated. Program management, finances and support are located within the Bureau of Health Systems Development. Many of the activities are cross cutting.

The Well Woman HealthCheck Program is focused on preparation for a future focused on improving screening quality standards across the state. It is not only important that women get screened, but that the follow up services are appropriate and timely. The WWHP has achieved all of the quality standards set by CDC for the past four years.

The WWHP is responsible for review of all applications for the Breast and Cervical Cancer Treatment Program (BCCTP). This has created increased time requirement since the expansion of the program on August 2, 2012. At this point women no longer need to be diagnosed with cancer in the WWHP to be eligible for the BCCTP. All uninsured Arizona women, at or below 250% of the Federal Poverty Level are now eligible for the BCCTP.

The WWHP provides contractor education on a quarterly basis. These quarterly training events encompass community resources, clinical education, CDC updates, best practices and changes in the contract scope of work. Program fidelity is critical due to the performance based budgeting approach used by the CDC.

Population based approaches to systems change, at the clinical level, are the program focus at this time. All contractors are required to determine their breast and cervical baseline screening rates annually and to use evidenced based strategies to increase the screening rates of all women using their clinics. When the clinics reach Healthy People 2020 screening goals, we will then shift to a community focus. The screening rates and Health People 2020 screening goals are listed below.

<table>
<thead>
<tr>
<th>Cancer Screening</th>
<th>Contracted Provider Baselines</th>
<th>Healthy People 2020 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast (40-64)</td>
<td>37-71%</td>
<td>81.1%</td>
</tr>
<tr>
<td>Cervical (21-64)</td>
<td>33-72%</td>
<td>93%</td>
</tr>
</tbody>
</table>

**Fit at Fifty HealthCheck Program (FFHP)**
This is a young program and from a clinical standpoint colorectal cancer screening is also a young process. Screening standards have been in place for breast and cervical cancer for a long time; however, that is not the case for colonoscopy. Therefore, nationally, everyone is at the beginning of the learning curve. All contractors are required to hold CMEs to support ongoing clinical improvement in colonoscopies and their associated reporting. Standards for colonoscopy and associated reports have been created. It is now our goal to educate Arizona’s providers about those standards.

Using evidence based strategies and systems change approaches to increase the screening rate for the total clinic population are is already happening. Ongoing monitoring from annual screening baseline determinations occurs. All contracted clinics demonstrate an increase in colorectal cancer screening rates. This effort will continue. The goal is to reach 80% by 2014.
Arizona Cancer Control
CDC program requirements have changed and the Arizona Cancer Control Program needs to change to keep in step with the funding agency. All program activities are targeting measurable impact. The program will target the areas described below:

- Increase the reporting of cancer cases to the Arizona Cancer Registry
- Increase breast, cervical and colorectal, skin and prostate cancer screening across Arizona
- Determine screening program service gaps and monitor over time
- Create a policy committee focused on:
  - Increasing funding for the WWHP
  - Secure a state line item for the Colorectal Cancer Screening Program
  - Increase purchases of the Pink Ribbon License Plate
  - Secure a mandate that all insurance programs provide no cost colorectal cancer screening.

Arizona Cancer Leadership Team

All of the activities for the cancer programs described above are shared with and receive guidance from the Arizona Cancer Leadership Team. The Arizona Cancer Leadership Team, please see graphic below, is comprised of community partners from across the state. This team serves as the Steering Committee for the Arizona Cancer Coalition (under the Arizona Cancer Control Program). The input and support of this group of partners has had a positive impact on Arizona’s Cancer Programs for the past two years. Several of these partners were responsible for the advocacy effort that expanded the BCCTP in 2012.
While the Arizona Cancer Leadership Team provides guidance, support and advocacy, there is another team responsible for supporting program implementation; the Core Team. The Core Team is comprised of the following staff: Arizona Cancer Registry Office Chief, Chronic Disease Office Chief, Health Disparities Center Office Chief, Arizona Cancer Control Program Manager, Arizona Cancer Control Epidemiologist, and the HealthCheck Programs Office Chief.

**Future Approaches**

All of Arizona’s Cancer Control Programs will be impacted by changes in the health care environment. It would be easy yet inaccurate to assume that the Affordable Care Act would end the need of the screening programs. CDC is preparing the screening programs to continue providing screening for the uninsured (they will not all be folded into health insurance products) while adding a component of improving the screening rates and the quality of the screening and diagnostic process in the private sector. This description encompasses the WWHP and FFHP.

Both screening programs will be tasked to work with health plans. While health plans have not traditionally worked with public health, we now know that their screening rates and follow up on abnormal results are less than that allowed for CDC screening programs. This will create an opportunity to forge new partnerships while improving the quality of services provided to all Arizonans.

Arizona Cancer Control and the HealthCheck Programs will continue to support the gap analysis and gap resolution activities resulting from the HSAG analysis of FQHC ability to use their electronic medical records to report on the Physician Quality Standards being implemented by CMS (Medicare). We know from the initial gap analysis that training and attention to IT enhancements will be necessary across the state.

**Arizona Diabetes Prevention and Control Program**

**History**

Since the inception of the Arizona Diabetes Prevention and Control Program (DPCP) in 1994, the program has worked diligently to reduce the incidence and prevalence of diabetes and the debilitating complications associated with the disease. The AZ DPCP is dedicated on integrating its preventative efforts with other programs to identify and address strategies that would improve the lives of people at risk or living with diabetes in Arizona. Over the course of the years, the DPCP has worked closely with statewide stakeholders and partners, such as the American Diabetes Association, the National Association for Chronic Disease Directors, American Association of Diabetes Educators, Arizona Diabetes Coalition (ADC), and it’s governing body; the Arizona Diabetes Leadership Council (ADLC) to carry forward the mission of reducing the burden of diabetes on individuals, families, and communities in Arizona.

**Current Activities**

The Arizona DPCP objectives and activities align with the four strategic domains that have been identified by the CDC. Strategies were developed that addressed primary prevention, patient centered care and treatment, provider improved care and treatment, and the availability and accessibility to diabetes care and education. For example, the Arizona DPCP will continue its efforts in collecting and disseminating surveillance data via the Behavioral Risk Factor Surveillance System (BRFSS). These data will be utilized in the creation of future Arizona diabetes burden reports and other measurable indicators that will guide the goals and objectives of the ADC workgroups and their specific charters.
Furthermore, the ADC has pledged to continue advocacy efforts for the reimbursement of diabetes prevention and self-management education programs by Medicaid and other third party payer health plans. To do so, the ADC has established five work groups to help reduce the burden of diabetes in Arizona, to include those of high risk or vulnerable populations:

- **Diabetes Self-Management Work Group:** Advancement of increased utilization of the recognized/accredited Diabetes Self-Management Education (DSME) programs in Arizona (evidence based programs).
- **Pre-diabetes Work Group:** Actively raise awareness of pre-diabetes and support the scaling of the National Diabetes Prevention Program.
- **Advocacy Work Group:** Participate in advocacy efforts in conjunction with the American Diabetes Association advocacy committee to make DSME available to all persons with diabetes in Arizona.
- **Electronic Health Record Work Group:** Learn and understand the role of the electronic health record a diabetes and its potential impact in the provision of medical care and services and referral process to DPP and including DSME.
- **SALUD Work Group:** (Supporting Action for Latinos Against Diabetes) is dedicated to mobilizing the assets of the greater Phoenix metropolitan area to reduce the impact of diabetes in the Hispanic/Latino population.

**Future Approaches**

Within the scope of the four domains, the AZ DPCP will work in reinforcing interventions that aim in promoting physical activity and healthy nutrition through the CDC-led National Diabetes Prevention Program (DPP). The AZ DPP and the YMCA DPP works in identifying those individuals with prediabetes to delay the onset of type 2 diabetes. The National DPP is a year-long evidence-based program that consists of 16 weekly core sessions followed by monthly post-core sessions facilitated by a trained lifestyle coach. The two major goals of the lifestyle program are 5-7% weight loss and 150 minutes of physical activity per week. The AZ DPCP guarantees to work with CDC Diabetes Prevention Recognized Program (DPRP) providers and the YMCA DPP to implement strategies to scale the National DPP. The DPP teaches participants through a lifestyle coaching mechanism to incorporate physical activities through wellness initiatives and educating its participants on the availability of healthy foods throughout the community. The AZ DPCP guarantees to collaborate with the AZ DPP’s and YMCA DPP to implement strategies that create a healthy environment for individuals at high risk for diabetes.

Through health systems interventions, the ADC Electronic Health Record Work Group has been established and key leadership roles have been assigned to effectively proposed the utilization of electronic health records to decrease the barriers of chronic disease screenings (i.e., diabetes and A1C control checks). With the integration of health care information systems, physicians and other health care providers will be able to alert/remind patients who are at risk for diabetes or living with diabetes on the importance of screening and clinical follow-up to mitigate or avert secondary complications associated with diabetes. Furthermore, electronic health records can be vital in leveraging epidemiologic surveillance efforts and exchange of aggregate patient data to monitor interventions and track referrals to evidenced-based programs.
Evidenced-based lifestyle programs such as the Diabetes Self-Management Education (DSME) programs, the AZ DPCP and ADHS have demonstrated to improve the quality of care and treatment of those individuals newly diagnosed or diagnosed with diabetes. In order to increase the number of participants in DSME programs, the AZ DPCP and ADHS programs will provide technical assistance to clinical care providers to enhance provider referrals of people with pre-diabetes or at risk for diabetes. DMSE programs have also provided developed guidelines for people with diabetes to improve glycemic control, prevent acute and chronic complications of diabetes, and offer health coping and behavioral health skills to achieve optimal quality of care.

The AZ DPCP’s expectation is that the state’s coordinated chronic disease plan will change how the program will accomplish its objectives and implement the eight diabetes strategic focus areas outlined by the Arizona Diabetes Leadership Council (see Appendix F). Furthermore, the AZ DPCP will leverage the expertise and resources of the other internal programs and staff, as well as that of other organizations involved to update the AZ Diabetes Status Report and also to produce a comprehensive chronic disease burden report that will help guide future strategies and interventions to reduce chronic and diabetes in Arizona.

Arizona Health Disparities Center

History

The Arizona Department of Health Services’ official federally recognized State entity for Department of Health and Human Services, Office of Minority Health is the Arizona Health Disparities Center (AHDC). The AHDC was been in existence since October 1993 when then Director Jack Dillenberg, DDS, MPH created the AHDC.

The creation of the AHDC evolved from a series of proceedings including the publication of the 1991 “Closing the Decade” report. This report documented Arizona’s ethnic minority populations above average incidences of death and disease. Following the release of this report, the chief of the ADHS’ Office of Local Health held meetings with the director and staff in Region IX Office of Minority Health to discuss the creation of a minority health entity. In 1992, ADHS held its first minority health conference, followed by a second in 1993 which lead to the creation of the Center for Minority Health (CMH).

Over the course of the years that followed, the Center’s activities began to diminish due to the lack of funding. However, the CMH was re-established in February 2004 within the Office of Health Systems Development. In August 2006, CMH officially changed its name to the Arizona Health Disparities Center.

Current Activities

The AHDC works to coordinate statewide efforts and implement work activities specific to minority health. The AHDC seeks to build the capacity of the State through education, training, advocacy, and coalition building to address health disparities. The AHDC provides technical assistance on culturally and linguistically appropriate services standards, cultural competency, health literacy, and other health disparities-related areas.

Two initiatives the AHDC is currently leads includes language access services. In 2013, ADHC completed a comprehensive community health planning process that focused on racial and ethnic communities in
Maricopa County (REACH CORE project). In the October 2010, the AHDC in partnership with ADHS Refugee Health Program developed an ADHS Language Access Taskforce. The purpose of the taskforce is to assess and address how to improve meaningful language access to health services within ADHS through cross collaboration. The taskforce created a language access services needs assessment survey for all employees to complete on a voluntary basis. One of the recommendations from the assessment is to provide more training opportunities for ADHS staff. Therefore, the AHDC will be providing a series of trainings on the knowledge and tips of medical interpretation and how to interact with the public who do not speak English well in Arizona. The first training of the series began in August 2012.

Furthermore, in Spring 2012, the Arizona Department of Health Services, in partnership with the Arizona Association of Community Health Centers and Asian Pacific Community in Action, administered a survey to determine what is working well and the barriers to language access services for limited English proficient (LEP) patients. A survey was developed to assess language access knowledge, opinions and needs of healthcare professionals at community health centers in Arizona.

The Racial and Ethnic Approaches to Community Health (REACH) Communities Organized to Respond and Evaluate (CORE) grant was a project funded by CDC to reduce health disparities related to diabetes, cardiovascular disease and other conditions among racial/ethnic populations in Maricopa County using the Mobilizing for Action through Planning and Partnership (MAPP) framework. The MAPP provided the platform to convene multidisciplinary community partners to create and implement a community action plan. In a true collaborative effort, the ADHC partnered with the MCDPH and over twenty community organizations in implementing the REACH grant. The AHDC and community partners worked to design and implement the various stages of the MAPP process which included conducting four community assessments and developing a Community Action Plan to be implemented in the next five years. Next steps for the REACH grant include implementation and evaluation of the policy, systems, and environmental (PSE) improvement strategies outlined in the plan.

In addition, the AHDC has recently identified new partners to implement identified strategies through the REACH project in south Phoenix. The AHDC in partnership with the Roosevelt School District, ASU Southwest Interdisciplinary Research Center (SIRC), Tigermountain Foundation, MCDPH and other community partners will implement a community school model approach to addressing PSE improvement strategies to reduce obesity and hypertension among racial and ethnic populations in south Phoenix.

**Future Approaches**

Arizona Health Disparities Center (AHDC) expects the Arizona Health Equity plan will align with the State Chronic Disease Plan as both plans bring awareness and increase focus on measures to reduce health disparities for all Arizonans in particular among racial/ethnic and other vulnerable populations. The Arizona Health Equity plan outlines recommendations aimed at increasing awareness of the significance of health disparities; increasing access to culturally and linguistically appropriate healthcare services; promoting a diverse health-related workforce; and ensuring all Arizonans have equal opportunity to access healthy environments, make healthy choices, and manage their health to reduce disparities in obesity which is a risk factor for all chronic diseases.
The AHDC in collaboration and coordination with the Bureau of Tobacco and Chronic Diseases will ensure AHDC and chronic disease activities align to address chronic disease-related disparities. In particular, the AHDC will provide expertise in addressing CDC Four Domain with a health equity lens to meet the needs racial and ethnic communities in Arizona. While the AHDC recognizes that eliminating health disparities is a daunting challenge, the AHDC pledges to continue efforts to improve the health of all Arizonans. The AHDC believes that by working together with partners throughout Arizona health equity is ACHIEVABLE!

Arizona Healthy Aging

**History**

The Arizona Healthy Aging (AHA) was conceived to make healthy aging a priority at ADHS through strategic planning, resource leveraging, and cross-cutting collaborations that address the health needs and disparities for older Arizonans, with particular focus on those persons born between 1946-1964, aka “the Boomers.”

The demand for health services will grow as the population of older Arizonans continues to increase at unprecedented rates through the year 2030. It will affect every aspect of community life—from the jobs we hold, to the public transportation we use, and to the neighborhoods we live in. In such a demographic transformation, the over-60 population will continue to grow, and by 2030, 1 in 4 Arizonans will be over 60.

As our population ages, more Arizonans (nearly 70% of people aged 65 years or more) will have multiple chronic conditions requiring medical treatment. Also, nearly 70% of Medicare dollars will be spent on people with five or more chronic conditions.

While this phenomenon will occur across the U.S., Arizona will encounter unique pressures. Already home to older adults than many other states, in the last decade Arizona has seen its 60-plus population increase 41.5%, from 870,000 to over 1.2 million. In that same time period, there has been a 51% increase in those over 85 years of age (from 68,525 to 103,400). From 2000 to 2010, the 65 and older population grew 32% compared to almost 25% for the overall population in Arizona. These trends will continue to impact our state for decades to come.

Cities and other units of local government, as well as nonprofits and the business sector, need to strategically allocate resources now to avert more costly remedial measures in the future. But accelerating, or even maintaining current services will become increasingly difficult in the face of current economic trends. Skyrocketing housing and healthcare costs will outpace Social Security increases at the same time that fewer retirees receive traditional pensions. The ADHS has been among the state agencies charged to respond to this phenomenon in the priority setting and strategic planning processes currently underway in the Governor’s Aging 2020 plan.
Current Activities
The current activities of AHA are consistent with and transparent through each of the recommended realms at the time of its conception:

- Convene an Arizona Healthy Aging workgroup comprised of key ADHS program areas.
- Demonstrate ADHS Commitment to Healthy Aging.
- Incorporate “Boomer”/aging adult image in all media messaging.
- Develop usable data reports and demographic analysis.
- Align and coordinate efforts with key external partners including the Governor’s Council on Aging, Area Agencies on Aging and other related organizations.
- Creation of a Healthy Aging Report.
- Convene an Arizona Healthy Aging Statewide Advisory Board comprised of key community-based leaders/partners.

The AHA vision is to *Provide the opportunity for every Arizonan to enjoy health well-being, longevity and quality-of-life choices within strong, healthy communities.*

Future Approaches
In the future, the AHA will work to reduce the burden of adverse health conditions (including chronic disease) among older adults, 55 years of age and older, resulting from poor health or sedentary behavior of Arizonans. To accomplish this, the AHA will utilize many strategies including initiatives which improve the present health status of Arizonans, prevent age-related disease and improve overall quality of life.

In addition the AHA aims to server older adults by:

- Increasing participation in chronic disease self-management education, through systematic approaches;
- Providing access to information and services to improve the quality of lives among older adults;
- Providing opportunities for community involvement;
- Providing support for family members providing care;
- Providing collaboration with other state and local agencies and;
- Integrating healthy aging into chronic disease strategies whenever possible;
- Providing web links to health topics relevant to older adults.
Arizona Heart Disease and Stroke Program

**History**
The Heart Disease and Stroke Prevention Program was created through a CDC Capacity-building grant in 2007. The program initially focused on the “acute event” of heart disease and stroke care. The majority of program goals involved supporting the local stroke and heart disease initiatives as they applied to clinical intervention in the emergency department (rapid identification and treatment of stroke patients and “tele-stroke”), or first responder interventions (CPR-training initiatives), as well as public awareness campaigns to improve awareness of heart disease and stroke warning signs.

**Current Activities**
The HDSP Program has shifted its focus to stay aligned with changes in program strategy at the National level. This shift brought about a greater focus on managing the risk factors which could lead to heart disease or stroke. Specifically, the program’s new (and current) direction implements programs aimed at system-level changes with how at-risk patients are identified and managed in the clinical setting. Concurrently, the HDSP is still invested in improving clinical quality performance in the acute-interventional setting, and has dedicated resources to continue with that program. These projects of clinical quality improvement, patient/risk factor management, medication adherence, clinical-community linkage and policy change rely heavily on partnerships with state and county public health agencies, quality improvement organizations, healthcare delivery organizations, and related coalitions and organizations with similar goals.

**Future Approaches**
The HDSP’s future approach will require it to work in collaboration with other chronic disease programs in order to have the greatest impact. The primary focus will be on the management of disease risk factors through system-change inside of the community healthcare setting, or through government policy changes. By focusing on healthcare system improvement and policy change, the HDSP Program touches upon all of the CDC’s primary domain areas of Surveillance and Epidemiology, Clinical and Community Linkages, Health Systems Interventions, Healthy Behaviors.

Arizona Obesity Prevention and Control

**History**
The Arizona nutrition and physical activity state plan was developed by the Arizona Department of Health Services (ADHS) in 2005 with the input of over 400 stakeholders to serve as the guiding document for obesity prevention in Arizona. The goals of the 2005 state plan were to promote and enable the citizens of Arizona to eat smart and to promote and enable active lifestyles in Arizona residents. Key objectives for obesity prevention for ADHS that were developed from this plan continue to be the strategic areas today and include: physical environments, families and environments, healthcare, worksites, and schools.

In the spring of 2009, an internal assessment of obesity programs within the division of Public Health Prevention Services was conducted by staff from the Bureau of Nutrition and Physical Activity. The purpose of the assessment was to provide a “point-in-time” picture of resources and services for obesity-related programs in ADHS. The assessment identified that 75% of obesity prevention efforts are
carried out through the Bureau of Nutrition and Physical Activity, 14% within the Bureau of Health System Development, 6% within the Bureau of Tobacco and Chronic Disease, and 5% within the Bureau of Women’s and Children’s Health. With support from ADHS leadership, the results of the obesity program assessment were used to make obesity prevention efforts a high priority throughout Arizona, to develop consistent goals and objectives within ADHS across bureaus and programs, to focus on sustainable efforts that are creative and realistic given the current economic realities, feature agency-wide collaboration, and to ensure that ADHS moves forward in addressing the health and economic burdens caused by obesity.

In February 2010, the Arizona Department of Health Services (ADHS) was selected by the Centers for Disease Control and Prevention (CDC) to take part in the Communities Putting Prevention to Work (CPPW) Program and received a two-year American Recovery and Reinvestment Act of 2009 (ARRA) grant to promote wellness and prevent chronic disease through statewide policy, system and environmental change. CDC charged ADHS with planning and implementing evidence-based initiatives that will reduce chronic disease associated with obesity, poor nutrition and lack of physical activity through sustainable, high impact policy, systems and environmental change in Arizona. The Arizona Champions for Change: Communities Putting Prevention to Work Program focused its efforts on increasing access to healthy foods and drinks and decreasing access to unhealthy foods and drinks in child cares and schools, increasing access to opportunities for physical activity in child cares and schools, and increasing social support and services for breastfeeding in hospitals and worksites.

**Current Activities**

As a step in the public health accreditation process, ADHS developed a new strategic plan and updated the Agency’s mission and vision. The ADHS Strategic Map has identified obesity prevention as a strategic priority and winnable battle. The Bureau of Nutrition and Physical Activity Strategic Plan for 2012-2016 guides current obesity prevention priorities to align with the ADHS strategic plan and includes efforts targeted to reduce hunger, increase breastfeeding, and decrease obesity through healthy eating and active living to improve health and well-being for people and communities in Arizona. This accomplished across multiple program activities within the Bureau of Nutrition and Physical Activity including the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Commodity Supplemental Food Program (CSFP), Farmers’ Market Nutrition Program (FMNP), Breastfeeding Peer Counseling and the Supplemental Nutrition Assistance Education Program (SNAP-Ed) within Nutrition Education and Obesity Prevention, known as the Arizona Nutrition Network (AzNN). Core social marketing messaging is incorporated under the theme of “Champions for Change” to empower Arizona families in healthy eating and active living.

**Future Approaches**

The future approaches for ADHS obesity prevention efforts are to continue to achieve targeted improvements in obesity prevention outcomes by leveraging efforts across bureaus and programs. This will be achieved by implementing and supporting statewide policy, system, and environmental approaches supporting access to healthy foods and increasing opportunities for physical activity where Arizonans live, learn, play, and work. This will continue to align with existing nutrition and physical activity education efforts within WIC and AzNN to increase access to and consumption of fruits and
vegetables, increase breastfeeding support across programs and systems, and increase opportunities for physical activity.

**Arizona Tobacco Prevention and Control**

*History*

In 1994, Arizona voters passed the Tobacco Tax and Health Care Act (Proposition 200), which increased the state sales tax on tobacco products to fund several programs: healthcare for the medically needy, medically indigent, and low income children; tobacco education and prevention; and, tobacco-related research. The Tobacco Education and Prevention Program was established in 1995, funded by 23 percent of the tax revenue. In 2002, Arizona voters passed Proposition 303, which increased the state tax on cigarettes by 60 cents per pack and taxed other tobacco products. In addition to funding a number of programs such as emergency health services, this proposition established that tobacco tax monies would be voter protected. Two percent of this tax was set aside for a chronic disease fund which is administered by the Arizona Department of Health Services, Bureau of Tobacco and Chronic Disease (ADHS-BTCD).

Propositions 200 and 303 charged ADHS-BTCD with implementing programs for the prevention and reduction of tobacco use among the general population and among minors and culturally diverse populations. ADHS-BTCD responded by establishing a comprehensive tobacco control program, which included the highly successful launch of a public education campaign, known as the “Tumor Causing, Teeth Staining, Smelly, Puking Habit” campaign, in January of 1995. This campaign, geared primarily at youth, generated a flurry of statewide and national news coverage.

In November 2006, Arizona voters approved the Smoke-Free Arizona Act, which took effect May 1, 2007. This act bans smoking in all indoor public buildings with the exception of retail tobacco stores, veteran and fraternal clubs, designated smoking hotel rooms, and outdoor patios. The Arizona Department of Health Services, Office of Environmental Health is responsible for monitoring compliance with the law.

*Current Activities*

Since its inception, ADHS-BTCD has supported efforts to:

- Inform the general public, youth and adult smokers about the dangers of tobacco through statewide media campaigns.
- Provide cessation services to individuals interested in quitting tobacco.
- Enforce state regulations preventing the sale of tobacco products to minors.
- Establish and maintain local tobacco programs in every county in Arizona.
- Advance policy initiatives aimed at reducing exposure to secondhand smoke.
- Collect, analyze and evaluate data pertaining to the efficacy of state tobacco control programs as well as data regarding the prevalence of tobacco use among various populations in Arizona.
Youth Prevention

The education and prevention of tobacco initiation has been at the forefront of ADHS-BTCD youth initiatives. Early methods included school-based educational courses that were administered through approved curricula to primary school aged youth in grades 4-8. The programs sought to educate youth on the composition and negative health consequences of tobacco use including initiation and eventual addiction. This method proved successful initially but with the increased health awareness promoted in the classroom, via local community partners and through statewide marketing channels, a change was needed to reach the youth.

In February 2009, ADHS-BTCD launched a new campaign targeted at youth ages 12-17. “Venomocity: Brought to you by Addiction” campaign personified addiction through an aggressive marketing campaign including local and statewide outreach efforts. The campaign’s success continued with the transition of message from traditional forms of advertising through TV and radio to digital mediums termed ‘social media.’ The message was to resist addiction and in-turn corporate tobacco’s influence over their lives.

In 2010, ADHS-BTCD focused efforts into the development of youth coalitions throughout Arizona. Youth have transitioned from a point of learning about the harms of tobacco to understanding the addictive nature of nicotine. The next logical step was for Arizona youth to be empowered to make effect social change in their community with respect to tobacco. Focus locally and on a statewide level is now on policy change.

Cessation

With adult tobacco prevalence at 24 percent in 1994 and with the creation of the Tobacco Education and Prevention Program in 1995, Arizona began to focus on tobacco cessation. ADHS-BTCD initially focused on two methods of cessation, in-person instruction and quitline services.

Through local partnerships with the county health departments in all fifteen counties, emphasis was placed on in-person cessation programs. While successful in small numbers, the classroom-style cessation programs were not cost-effective and did not provide the reach needed to lower Arizona’s tobacco prevalence level. In 2007 focus transferred exclusively to the state’s quitline.

In 1995, Arizona became just the third state with its own cessation quitline service. Located at the University of Arizona and funded by the state tax on tobacco products, the Arizona Smokers’ Helpline (ASHLine) has offered free telephone services. In 2008 web-based quit services became available with additional social media options including the iQuit phone app in 2011. Included are free quit coach services and free/reduced cost nicotine replacement therapy (NRT) and/or medication.

Through comprehensive statewide media campaigns including traditional mediums such as TV, radio, outdoor, in-theatre and print, calls to the ASHLine continue. With an increased effort to include outreach, active referrals as well as provide free training and technical assistance to healthcare providers statewide, the ASHLine continues to be the most successful cessation tool available to Arizona smokers.
**Future Approaches**

Moving forward, the ADHS BTCD tobacco program’s future approach to addressing the leading cause of chronic disease death in Arizona is to focus on the advancement of policies, systems and environmental approaches which impact the reduction in youth initiation, the reduction is exposure to secondhand smoke, the increased use of policy around tobacco cessation within worksite wellness, and the outreach to disparate populations.

Specifically, future approaches around tobacco prevention and control will focus on the:

- Increase in the number of multi-housing units and property managers which implement clean indoor air policies, thus reducing exposure to the toxins found within secondhand smoke;

- Further utilization of evidence-based, telephonic counseling services such as ASHLine within Arizona worksites, behavioral health service providers, and amongst disparate populations, including Arizona’s Asian – Pacific Islander populations.

- Engagement of youth leaders and groups on the cessation efforts amongst Arizona’s youth as well as engagement of youth leaders and groups on advancement of policies impacting point-of-sale and product placement within Arizona communities.

As BTCD advances into the next phase of tobacco prevention and control, an organizational systematic approach will be utilized to ensure evaluation and data drive activities, community drives initiatives, and linkages are established between tobacco prevention & control and chronic disease prevention & control efforts. This linkage would occur within the environments of Where We Work, Where We Live, Where We Learn, and Where We Receive Care.

**VI. Arizona Chronic Disease State Strategic Plan Vision and Framework**

Through a process involving multiple stakeholders described above (see Section II.), a framework to address chronic disease in Arizona was developed.

The vision guiding the Arizona Chronic Disease State Strategic Plan is:

**Arizona Communities Coming Together to Address Chronic Disease.**

To meet this vision, stakeholders developed a strategic framework consisting of goals, objectives and strategies that has been organized into the following four areas:

- Where We Learn
- Where We Work
- Where We Live
- Where We Receive Care
Stakeholders believed that approaching chronic disease via these four areas would broaden the reach of current chronic disease efforts by simplifying the language associated with chronic disease and by providing strategies to address chronic disease in places in which people spend significant amounts of time. By targeting these four areas that reach many Arizonans living with or at risk for chronic disease, this approach appealed to stakeholders as it was considered to be comprehensive and population-focused.

The framework also incorporates elements from the following:

a) The CDC’s following 4 domains:

- Epidemiology and surveillance,
- Environmental approaches that promote health and support and reinforce healthful behaviors (statewide in schools, worksites, and communities),
- Health system interventions to improve the effective delivery and use of clinical and other preventive services in order to prevent disease, detect diseases early, and reduce or eliminate risk factors and mitigate or manage complications, and
- Strategies to improve community-clinical linkages ensuring that communities support and clinics refer patients to programs that improve management of chronic conditions.

b) Other health improvement planning efforts including the community health assessments and community health improvement plans which are required components for public health accreditation. Although not all Arizona counties are applying for public health accreditation, each county conducted a Community Health Assessment and a Community Health Improvement Plan.

c) Strategies that have been evaluated and recommended by reputable sources including The Community Preventive Services Task Force’s Community Guide. In the process of creating the Arizona Chronic Disease State Strategic Plan, partners and stakeholders were provided with evidence-based strategies and asked to indicate which were most important to them and their communities. Discussions surrounding these evidence-based strategies lead to the development of the objectives and strategies that have been presented in this plan.

With the four areas of where we live, learn, work and receive care serving as the foundation for the framework, the following goals were developed. These goals are consistent with the CDC’s recommended approach to chronic disease and specifically incorporate language from the above-mentioned four domains.

---

<table>
<thead>
<tr>
<th><strong>Strategic Area</strong></th>
<th><strong>Goal</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Where We Learn</td>
<td>Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona schools.</td>
</tr>
<tr>
<td>Where We Work</td>
<td>Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona worksites.</td>
</tr>
<tr>
<td>Where We Live</td>
<td>Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona communities.</td>
</tr>
<tr>
<td></td>
<td>Improve clinical-community linkages ensuring that communities support and clinics refer patients to programs that improve management of chronic conditions.</td>
</tr>
<tr>
<td>Where We Receive Care</td>
<td>Foster health systems change to improve the effective delivery and use of clinical and other preventive services in order to prevent disease, detect diseases early, and reduce or eliminate risk factors and mitigate or manage complications.</td>
</tr>
</tbody>
</table>

An additional goal was created to reflect the growing emphasis on addressing chronic disease through a coordinated approach:

<table>
<thead>
<tr>
<th><strong>Strategic Area</strong></th>
<th><strong>Goal</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination</td>
<td>Fostering a coordinated approach to chronic disease that leverages resources and maximizes impact on health outcomes.</td>
</tr>
</tbody>
</table>

To achieve these goals, potential objectives and strategies that support chronic disease prevention and control in each of these areas were developed. When reviewing the following objectives and strategies it is important to note several things. One is that while some of these activities will be driven by the state or local health departments, others may be driven by Arizona’s community-based organizations. During subsequent planning, role delineation and coordination will be critical.

Another thing to note is that although there are differences in each of the areas of where we live, learn, work and receive care, consistent themes also can be found in each of these areas. Specifically, community members felt that in order to meet the goals identified above, the following objectives needed to be reached in each of the areas of where we live, learn, work and receive care:

- Assess needs and develop priorities related to chronic disease prevention and control;
- Create or support at least one workgroup that focuses on implementing evidence-based initiatives;
- Increase the number of implemented evidence-based policy, systems and environmental change strategies that improve chronic disease prevention and control;
- Increase community-supported messaging related to chronic disease prevention and control initiatives; and
- Increase evaluation efforts.
One final thing to note is that in order to meet the need expressed by community stakeholders to provide options to address chronic disease, matrices organized by where we live, learn, work and receive care were developed and are discussed further in this document. Rather than presenting a “one size fits all” approach, these matrices provide options for communities to choose evidence-based, policy, systems and environmental change strategies that are best-suited to meet their needs. They can be found in Appendix B.

**Strategic Area: Where We Learn**

**Goal:** Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona schools.

Arizona schools reach millions of people each day including students, teachers and parents. Focusing on environmental approaches that promote health and support and reinforce healthful behaviors through tools such as policy and systems change provides the opportunity to have broad-reaching, cost-effective, sustained health impact on many people who live in our state. By making the healthy choice the easy choice, school environments can contribute to chronic disease prevention and control efforts and protect people’s health throughout their lifetimes.

**Objective 1: By 2017, increase the number of schools that have assessed their needs and developed priorities related to chronic disease prevention and control.**

Throughout the chronic disease planning process, stakeholders emphasized the importance of needs assessments related to chronic disease prevention and control in schools. Strategies to meet this objective may include the following:

- Utilize the School Health Advisory Council (SHAC)/School Health Index (SHI) process to build capacity for communities to conduct school health assessments in their schools.
- Develop a collaborative team consisting of staff from the Department of Education, the Department of Health Services and key stakeholders that will create a matrix identifying state-level school health surveillance data.
- Collect and synthesize existing information and data sources that address community needs & priorities.
- Implement priorities identified within the School Health Improvement Plans (SHIP).

**Objective 2: By 2017, create or support at least one workgroup (taskforce, coalition, etc.) that focuses on implementing evidence-based healthy school initiatives.**

Stakeholders felt that engaging decision-makers to achieve participation and buy-in to the concept and process of creating healthy school environments would be very important in maximizing environmental approaches to creating healthier environments. As a result, creating or supporting a workgroup that consists of decision-makers was deemed to be a necessary step. Functioning as an advocate of healthy schools, this group would address needs, priorities and environmental solutions. Strategies to meet this objective may include the following:
- Identify supporting stakeholders and gatekeepers for one or more evidence-based school health initiative.

- Prioritize by subject, support and sector (region, district, etc) initiative(s) to be implemented.

- Convene (or attend existing) workgroup around selected initiatives and create timeline-to-implementation plan.

**Objective 3: By 2017, increase the number of implemented evidence-based policy, systems and environmental change strategies that improve chronic disease prevention and control in Arizona schools.**

Strategies to meet this objective may include the following:

- Create a library and menu of options of evidence-based policy, systems and environmental change strategies that are relevant to healthy school environments and align with CDC findings/recommendations. Update semi-annually. (A menu of options can be found in Appendix B.)

- Provide technical assistance to partners and stakeholders on how to choose and apply the menu of evidence-based strategies based on schools’ identified needs, priorities and resources.

- Provide technical assistance, training and support to local school health coalitions and partners to facilitate advocacy and implement policy efforts.

**Objective 4: Increase the number of schools that create and distribute community-supported messaging that targets and reaches those impacted by school environments.**

Throughout all of the strategic areas, creating community-supported messaging that targets those affected by environmental change was identified as an objective. Stakeholders expressed a concern that there is a lack of awareness on health issues and environmental approaches to improving health outcomes which they felt is an essential component to being able to affect change. The following strategy was identified which may help meet this objective:

- Develop a marketing plan for improving school health that (1) includes the message that health is tied to academic achievement, (2) provides a clear message of what a healthy school environment is, (3) identifies the most effective messaging vehicles and methodologies to reach educational stakeholders and create buy-in, and (4) collaborates with other agencies (when possible) to maximize resources and reach.

**Objective 5: Increase the number of schools that utilize evaluation methods to assess both processes and outcomes of their policy, systems and environmental change efforts in the area of creating healthier school environments.**
To support this work in schools and to affect change, stakeholders recognized the need to evaluate efforts in order to maximize environmental approaches as well as health outcomes. Strategies to meet this objective may include the following:

- Develop a mechanism that has a limited number of variables to meaningfully share data and evaluation information to assist communities in creating healthy school environments.

- Assess existing evaluation resources to implement and incorporate these into evaluation processes.

- Develop evaluation training and resources that (1) encourage and empower communities to conduct evaluation, and (2) help communities and health departments implement policy, systems and environmental changes strategies.

- Research and identify data and evaluation sources.

- Develop a methodology to assess the Chronic Disease Prevention and Health Promotion (CDPHP) efforts in the area of healthy school environments and conduct annual evaluation of those efforts.

**Strategic Area: Where We Work**

**Goal:** Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona worksites.

As in schools, worksites provide the opportunity to reach many Arizonans and their families every day. Focusing on environmental approaches that promote health and support and reinforce healthful behaviors through tools such as policy and systems change can help employers reduce costs associated with healthcare, can maximize return on investment, and can result in a healthier workforce with a lower incidence of chronic disease.

Momentum to create healthier worksites continues to rise as employers face increasing costs associated with healthcare and health-related issues (e.g., absenteeism and presenteeism both of which affect productivity). In addition, there is an increased focus on healthy worksite initiatives as a result of the Affordable Care Act which, beginning on January 1, 2014, will allow group health plans to provide up to a 30% discount on health insurance premiums to employees who participate in a wellness program and/or meet certain criteria (non-smoker, for example). Currently, group health plans can only provide up to a 20% discount on health insurance premiums to employees in this area.

**Objective 1: Increase the number of worksites that have assessed their needs and developed priorities related to chronic disease prevention and control.**

Helping Arizona employers understand the issues they face related to their employees’ health and wellness is considered to be a cornerstone in creating a healthy worksite initiative. Once employers develop an understanding of their biggest cost drivers related to health and wellness, they can then develop strategies to address those needs.

Strategies to meet this objective may include the following:
• Collect and synthesize existing information and data sources to assess needs & establish priorities to create healthy worksites.

• Identify and promote evidence-based health risk assessment practices that include a focus on chronic disease self-management.

• Develop partnerships between business associations, business leaders and health departments to increase awareness and use of tool to assess needs.

• Increase the number of state employers that conduct a comprehensive health risk assessment for their employees.

Objective 2: Create or support at least one workgroup (taskforce, coalition, etc.) that focuses on implementing evidence-based healthy worksite initiatives.

Creating or supporting at least one workgroup was thought to be an important element in increasing participation in healthy worksite initiatives. Strategies to meet this objective may include the following:

• Identify business leaders.

• Convene stakeholders via symposiums and trainings, including small business associations as well as school boards.

• Create a strategy for employers to work with and mentor each other.

• Create a program that recognizes employers in the efforts to create healthy worksites.

• Prioritize by subject, support and sector (region, district, etc.) initiative(s) to be implemented.

• Convene (or attend existing) workgroup around selected initiatives and create timeline-to-implementation plan.

Objective 3: Increase the number of implemented evidence-based policy, systems and environmental change strategies that improve chronic disease prevention and control at worksites.

Strategies to meet this objective may include the following:

• Create a library and menu of options of evidence-based policy, systems and environmental change strategies that are relevant to healthy work environments and align with CDC findings/recommendations. Update semi-annually. (A menu of options can be found in Appendix B.)

• Provide technical assistance to partners and stakeholders on how to choose and apply menu of evidence-based strategies based on worksites’ identified needs, priorities and resources.
• Provide trainings annually to Arizona employers on topics related to creating healthy worksite.

• Provide technical assistance, training and support to business associations, employers, and partners to facilitate advocacy and implement policy efforts.

• Identify priority businesses to target with healthy worksite initiatives.

**Objective 4: By 2017, develop messaging which promotes the benefits of healthy worksites for Arizona employers.**

Strategies to meet this objective may include the following:

• Develop a marketing plan for healthy worksites for the state and/or counties that includes a component that helps stakeholders understand the concept of worksite wellness/healthy worksites.

**Objective 5: By 2017, increase the number of worksites that utilize evaluation methods to assess both processes and outcomes of their policy, systems and environmental change efforts to address chronic disease.**

To support this work in worksites and to affect change, stakeholders recognized the need to evaluate efforts to maximize environmental approaches as well as health outcomes. Strategies to meet this objective may include the following:

• Develop a mechanism that has a limited number of variables to meaningfully share data and evaluation information to assist communities in creating healthy worksites.

• Assess existing evaluation resources to implement and incorporate these into evaluation processes.

• Develop evaluation training and resources that encourage and empower worksites to conduct evaluation.

  ▪ Research and identify data and evaluation sources.

  • Develop a methodology to assess the Chronic Disease Prevention and Health Promotion (CDPHP) efforts in the area of healthy worksites and conduct annual evaluation of those efforts.

**Strategic Area: Where We Live**

**Goal 1:** Maximize environmental approaches (policy, system and environmental) that promote health and support and reinforce healthful behaviors in Arizona communities.

There are several factors which influence the health of populations, including the environment where people live. As decision makers such as city planners, mayors, council members and other public officials periodically assess the needs of Arizona’s communities, factoring in how conducive the
environment is to health outcomes is critical to the prevention and reduction of chronic disease in Arizona. Whether it is ensuring that:

- Communities have safe access to walking and biking paths, public recreation areas, and clean drinking water;

- Neighborhoods have access to nutritious and affordable food including but not limited to grocery stores, community gardens and farmers’ markets or;

- Public transportation is readily available and affordable so individuals have a means to travel to primary care providers for screening and treatment of chronic disease;

- The environment in which one lives plays a major role in the overall outcome of one’s health.

**Objective 1: By 2017, increase the number of communities that have assessed their needs and developed priorities related to chronic disease prevention and control.**

Strategies to meet this objective may include the following:

- Develop a strategy for Arizona communities to conduct a community needs assessment.

- Collect and synthesize existing information and data sources that address community needs and priorities.

- Research methodologies for conducting needs assessments and identify recommended methodology.

- Engage community partners and stakeholders in the process of identifying needs and developing priorities.

- Build capacity to conduct health impact assessments.

**Objective 2: By 2017, create or support at least one workgroup (taskforce, coalition, etc.) that focuses on implementing evidence-based healthy community initiatives.**

Strategies to meet this objective may include the following:

- Identify community leaders who can play a role in healthy community design and are representative of the community as a whole.

- Develop a state agency coalition consisting of community leaders and include representatives from the Arizona Department of Transportation, the Arizona Department of Environmental Quality, and the Arizona Department of Education.

- Prioritize by subject, support and sector (region, district, etc) initiative(s) to be implemented.

- Convene (or attend existing) workgroup around selected initiatives and create timeline-to-implementation plan.
Objective 3: By 2017, increase the number of implemented, evidence-based policy, systems and environmental change strategies in the areas of community planning, transportation and land-use in Arizona communities.

Strategies to meet this objective may include the following:

- Create a library and menu of options of evidence-based policy, systems and environmental change strategies that are relevant to healthy community design and align with CDC findings/recommendations. Update semi-annually. (A menu of options can be found in Appendix B.)

- Provide technical assistance to partners and stakeholders on how to choose and apply menu of evidence-based strategies based on communities’ identified needs, priorities and resources. Provide technical assistance, training and support to local coalitions and partners to facilitate advocacy and implement policy efforts.

Objective 4: By 2017, increase the number of communities that create and distribute community-supported messaging that targets and reaches those impacted by community design initiatives.

Strategies to meet this objective may include the following:

- Develop a marketing plan for healthy community design for the state and/or counties that includes use of (1) social media, (2) methods for engaging the community, and (3) strategies for normalizing the concept of incorporating health impact into the community planning process.

- Identify and implement an approach that incorporates community members into the process of creating and disseminating messages.

Objective 5: By 2017, increase the number of communities that utilize evaluation methods to assess both processes and outcomes of their PSE efforts in the area of creating healthier communities.

Strategies to meet this objective may include the following:

- Develop a mechanism to meaningfully share data and evaluation information to assist communities in their healthy community design initiatives.

- Develop evaluation training and resources that (1) encourage and empower communities to conduct evaluation, and (2) helps communities and health departments understand how evaluation fits into the process of creating healthier communities.
  - Research and identify data and evaluation sources.

- Develop a methodology to assess Chronic Disease Prevention and Health Promotion efforts in the area of healthy community design and conduct annual evaluation of those efforts.
**Goal 2:** Improve clinical-community linkages ensuring that communities support and clinics refer patients to programs that improve management of chronic conditions.

**Objective 1:** Create a “community support network” around each community health center.

Strategies to meet this objective may include the following:
- Invite both geographic and non-geographic support services that are available to constituencies to participate in a community health center “open house” to foster relationships between all community support entities available to the community using the CHC as a conduit.
- Track and monitor referral utilization and patterns.

**Strategic Area: Where We Receive Care**

**Goal:** Foster health systems change to improve the effective delivery and use of clinical and other preventive services in order to prevent disease, detect diseases early, and reduce or eliminate risk factors and mitigate or manage complications.

Health systems interventions improve the clinical environment to more effectively deliver quality preventive services and help Americans more effectively use and benefit from those services. The result: some chronic diseases and conditions will be avoided completely, and others will be detected early, or managed better to avert complications and progression and improve health outcomes. Health system and quality improvement changes such as electronic health records, systems to prompt clinicians and deliver feedback on performance, and requirements for reporting on outcomes such as control of high blood pressure and the proportion of the population up-to-date on chronic disease screenings can encourage providers and health plans to focus on preventive services. Effective outreach to consumers and reducing barriers to accessing these services is also key, as coverage alone will not ensure use of preventive services.\(^\text{13}\)

**Objective 1:** By 2017, Increase the number of health care providers that have assessed their needs and develop priorities related to chronic disease prevention and control.

Strategies to meet this objective may include the following:
- Develop and/or identify methodologies for Arizona health care providers to assess needs and develop priorities related to chronic disease prevention and control.
- Engage the U.S. Health and Human Services’ Centers for Medicare and Medicaid Services (CMS) designated quality improvement organization (QIO) and the Health Resources and Services Administration’s (HRSA) designated primary care association (PCA) in Arizona on increasing the implementation of organized systems of care which deliver high-quality clinical and other preventive services.

\(^{13}\) Source: CDC Chronic Disease Prevention and Health Promotion Domains
Objective 2: Create or support at least one workgroup (taskforce, coalition, etc.) that focuses on implementing evidence-based health care policy, systems and/or environmental changes.

Strategies to meet this objective may include the following:

- Convene a workgroup of primary care providers, Arizona’s QIO and PCA representatives, AHCCCS (Arizona’s Medicaid), federally qualified community health centers, and other stakeholders who will advance health system interventions at a statewide level.

- Conduct a Strength, Weaknesses, Opportunities, and Threat Analysis (SWOT) to identify environmental factors impacting the delivery of clinical preventive services to Arizona’s uninsured and underinsured populations.

Objective 3: Increase the number of implemented evidence-based policy, systems and environmental change strategies that improve chronic disease prevention and control by health care providers

Strategies to meet this objective may include the following:

- Development and funding of patient-centered team care approaches within primary care settings.

- Referral of patients with chronic diseases to community-based organizations offering evidence-based disease self-management education.

- Increased utilization of promotores and patient navigators within community and clinical settings.

- Create a library and menu of options of evidence-based policy, systems and environmental change strategies that are relevant to healthy community design and align with CDC findings/recommendations. Update semi-annually. (A menu of options can be found in Appendix B.)

Objective 4: Develop community-supported messaging to increase utilization of preventive care within clinical settings.

Strategies to meet this objective may include the following:

- Use of small media and group education tactics focused around increasing population-based screening for certain chronic disease including breast, cervical, and colorectal cancers; diabetes, hypertension and healthy aging issues.

- Increased use of culturally appropriate and sensitive messaging amongst Arizona’s Native American, African American, Asian – Pacific Islander, and Spanish speaking populations.
Objective 5: Increase the number of health care providers that utilize evaluation methods to assess both processes and outcomes of their PSE efforts to address chronic disease.

Strategies to meet this objective may include the following:
- Utilization of systems which ensure adequate follow-up for abnormal screening tests, and timely treatment.
- Provider assessment and feedback interventions on the basis of sufficient evidence of effectiveness in increasing screening for chronic condition.

Strategic Area: Coordination

Goal: Foster a coordinated approach to chronic disease that leverages resources and maximizes impact on health outcomes.

Fostering a coordinated approach to chronic disease is important for many reasons. One is that coordination provides the opportunity to address common risk factors and leverage program-specific resources which, in turn, can provide greater returns. Additionally, the CDC has been emphasizing the importance of coordinating efforts to address chronic disease which could impact future funding.

Movement towards a coordinated approach to chronic disease has begun at the state level at the Arizona Department of Health Services (ADHS), but there is still much work that needs to be done both in health departments and in the community to make this a success.

Objective 1: Create a statewide strategic action plan addressing chronic disease in Arizona.

Strategies to meet this objective may include the following:
- Convening of an internal Collaborative Leadership Team (CLT) which includes representation of both government and non-government stakeholders.
- Identification of resources and capacity in Arizona to address and meet Arizona’s populations’ needs.
- Increased identification of chronic disease burden in Arizona.
- Develop and implement an effective communication plan which educates Arizona decision makers and populations on the burden of chronic disease and evidence-based approaches to address burden.

Objective 2: By 2017, develop a chronic disease burden report.

Strategies to meet this objective include the following:
- Define width and breadth of “chronic diseases” to be addressed in a coordinated approach.
- Conduct chronic disease data inventory to establish burden baselines across all reputable and reliable sources to measure effectiveness over 3-year strategic plan.
**Objective 3: By 2017, develop a framework to evaluate coordinated approaches to chronic disease.**

Strategies to meet this objective include the following:
- Utilizing data selected for each chronic condition to be measured, establish baselines in burden or system-related areas of intervention.

**Objective 4: By 2017, develop a statewide chronic disease coalition.**

Strategies to meet this objective include the following:
- Recruit steering/selection committee to form structure and membership of chronic disease coalition.
- Establish Chronic Disease Coalition framework of tasks and expected outcomes.
- Recruit appropriate membership with clear levels of commitment.

**VII. Matrix of Potential Strategies**

As was mentioned earlier, a key component involved in developing Arizona’s Chronic Disease State Strategic Plan has been working collaboratively with partners to align simultaneous planning and data collection efforts. As Arizona counties work to conduct a community health assessment (CHA) and, from that, develop a community health improvement plan (CHIP), the chronic disease team aimed to provide a framework in which communities could choose the evidence-based strategies that would best suit the needs and health priorities that they identify.

To accomplish this, the chronic disease team worked with the Maricopa County Department of Public Health (MCDPH) to create matrices from which Arizona communities can choose their evidence-based strategies to address chronic disease prevention and control. These matrices are organized by strategic area (Where We Live, Learn, Work, and Receive Care), by risk factor, by chronic disease, and by level on the Prevention Institute’s Spectrum of Prevention. This approach acknowledges the efforts that communities are investing to address their health needs, and it provides evidence-based options that are based on the most recent research findings. (Please see Appendix B for an Evidence-Based Matrix.)

**VIII. Evaluation of Coordinated Chronic Disease**

Program evaluation staff will regularly collect data to determine the degree to which stakeholders at the state and local level are implementing the Arizona Chronic Disease State Strategic Plan. More specifically, the Arizona Department of Health Services staff and partners will assess the degree to which:

1) A coordinated multi-disciplinary approach is established and maintained to address chronic disease issues in Arizona, at the local and state level.
2) Local communities use strategic planning processes and clearly defined logic models to develop action plans that detail selected strategies, activities, timelines and measurable objectives to address chronic disease “where we live, work, go to school, and receive care.”
3) Local action plans include steps to more effectively and efficiently collect and regularly use data to support: a) accurate determinations of burden; b) early detection of disease; c) efficient and effective coordination of care; and d) reductions in community risk factors.

4) Local communities integrate the following components into their action plans to address chronic disease:
   a. Training and skill building of stakeholders;
   b. Evidence-based practices;
   c. Environmental approaches in their chronic disease action plans; and
   d. Strategies to reduce disparities in access to health care.

5) Local community plans are regularly reviewed and updated.

This process evaluation will have two components, one focused on stakeholder group functioning and the second focused on the planning process.

Lenartz Consulting, LLC, was contracted to plan, develop and coordinate training related to Policy, Systems, and Environmental (PSE) Change. The two in-person trainings reached over 100 state and county health department staff and community partners, and focused on evaluating PSE initiatives, developing community/clinical linkages, and messaging around health equity.

**Measurement tools and administration timeline**

The following tools will be used to monitor the process variables.

**Table XX: Process measurement tools and data collection schedule**

<table>
<thead>
<tr>
<th>Measurement Tool</th>
<th>How will data be collected?</th>
<th>Who will collect?</th>
<th>When will it be collected?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance logs</td>
<td>An identified stakeholder group leader will circulate attendance log during each meeting/session</td>
<td>Stakeholder group leader will collect and store</td>
<td>At every meeting/session</td>
</tr>
<tr>
<td>Group meeting notes</td>
<td>Meeting minutes will be taken at each stakeholder meeting/session</td>
<td>Stakeholder group leader will collect and store</td>
<td>At every meeting/session</td>
</tr>
<tr>
<td>Stakeholder group functioning scale</td>
<td>Group functioning measures will be collected through an on-line survey distributed to all known stakeholder participants</td>
<td>On-line survey</td>
<td>Twice annually</td>
</tr>
<tr>
<td>Stakeholder member satisfaction scale</td>
<td>Satisfaction survey data will be collected though an on-line survey distributed to all known stakeholder participants</td>
<td>On-line survey</td>
<td>Twice annually</td>
</tr>
<tr>
<td>Document (Plan) review</td>
<td>The evaluator will request a copy of the updated plan from the stakeholder group leader twice annually</td>
<td>Stakeholder group leader will send to evaluator</td>
<td>Twice annually</td>
</tr>
<tr>
<td>Interviews</td>
<td>Evaluator will conduct up to 20 stakeholder interviews each year.</td>
<td>Evaluator</td>
<td>In December and May</td>
</tr>
</tbody>
</table>

**Data Analysis**
A database will be developed to store all collected information.

The evaluator will work with ADHS staff to determine the optimal stakeholder sectors to be represented in the local planning processes. The evaluator will use this sector list to assess the degree to which stakeholder sectors are fully represented in the planning process. Care will be taken to recognize differences in the availability of stakeholder representative based on size of community and geographic setting (e.g., rural, suburban, and urban).

Survey responses will be analyzed using descriptive statistical procedures (e.g. totals, percentages, averages, and other quantitative methods). Text documents will be analyzed using content analysis to identify themes.

In the process of conducting record review, the evaluator will quantify data to demonstrate the numbers of participants and levels of satisfaction, and use content analysis of qualitative information to identify themes that can inform program improvements.

**Data Reporting**

Written and multi-media summaries of findings will be disseminated at least annually to specific stakeholder groups and to ADHS and its partners. Annually, the evaluator will also be available to facilitate a process by which local communities and the state use the findings to inform their initiatives.

**IX. Advancing the Arizona Chronic Disease State Strategic Plan**

It is anticipated that both the Arizona Department of Health Services (ADHS) and potential partners will take leadership roles in advancing the Arizona Chronic Disease State Strategic Plan.

**ADHS Leadership**

**Communication:** ADHS and the community partners engaged in the development of the Arizona Chronic Disease State Strategic Plan recognize that success will only be achieved as long as effective and efficient communication occurs between partners and key decision makers. To do this, ADHS plans to leverage the following existing communication efforts to increase awareness and reach of Arizona’s Coordinated Chronic Disease Program efforts. The intended audience for these communication efforts (and for newly developed ones) includes ADHS contracted partners, community-based organizations, local decision makers, health department employees, and other community stakeholders.

- **The ADHS Chronic Disease blog.** BTCD utilizes this blog to send updates on chronic disease to community partners, and it plans to incorporate AZCCDP updates into this. As this blog is considered to be underutilized, BTCD also plans to focus efforts on increasing its awareness and reach.

- **ADHS Chronic Disease Website.** BTCD utilizes this website to provide program information, data and event information. This website will be revised to target specific environmental approaches as well as target audiences. For example, the revised web pages could be divided into section addressing the needs of providers, decision-makers, community partners, and the general public. The revised web pages could also be segmented into the areas of where we work, live, learn, and receive care.
• **Local County Health Departments.** The fifteen local county health departments receive state Tobacco Tax funding to address tobacco cessation and specific chronic disease areas that focus on the four leading causes of death in Arizona. Actions plans are developed by each county; there are monthly meetings and quarterly contractor meetings. Each county health department is evaluated on an annual basis.

• **County Health in Arizona Policy Initiatives (HAPI).** Thirteen (13) Arizona counties entered into Health in Arizona Policy Initiatives contracts with ADHS on April 1, 2012 (totaling $1.3 million per year over a 3-year period utilizing state tobacco tax Prop 303 funds.). These contracts assist counties in implementing evidence-based, population-based strategies to prevent and control chronic disease in the areas of Where We Live, Learn, Work and Receive Care. ADHS aligned the strategies in this contract with those identified in the Arizona Chronic Disease State Strategic Plan which, in turn, will allow for leveraging of the AZCCDP communication strategies in each Arizona county.

• **Executive Level Communication.** ADHS’ Director, Will Humble, releases weekly blog updates as well as an agency-wide email newsletter which highlights news, activities, and events that have agency-wide implications. In the past, AZCCDP has been highlighted, and it is anticipated that this will be the case in the future. As has been the case in the past also, it is anticipated that ADHS will continue to present AZCCDP updates to the Arizona Local Health Officer Association (ALHOA) which meets on a monthly-basis and is composed of the local health department directors. Additional presentations to ALHOA on the AZCCDP plan, vision, goals, and objectives will help health departments understand what ADHS is doing to address chronic disease burden and will also help health departments identify ways in which they may align or leverage efforts.

• **Prevention Services Collaborative Leadership Team (PSCLT).** The ADHS will continue to utilize the PCLT that is composed of senior staff from the four bureaus within Public Health Services. Each of these staff members oversees one or more programs which address chronic disease prevention. Whether these programs target primary, secondary or tertiary prevention, or a combination of all, the CLT recognizes that there has been overlap and/or duplication of efforts. Therefore, the team explores how to better maximize and leverage resources. Initially, the team sought to understand programs’ goals and intended outcomes and secondly identified where goals overlap. Using the CDC Chronic Disease Prevention and Health Promotion Four Domains as a guide, the team identified activities that aligned with the Domains. As a result, ADHS now has several demonstration projects in which it has been able to successfully leverage resources to tackle larger health policy deficiencies.

• **Since being awarded funding from the CCDP, the ADHS CLT has been meeting on a regular basis to:**
  1. Identify existing initiatives and programs impacting Arizona populations.
  2. Identify new opportunities to address population health around chronic disease prevention and health promotion.
  3. Identify opportunities to leverage resources to maximize the impact of interventions
As efforts to address chronic disease in a coordinated manner increase, it is recognized that additional communication strategies and tools need to be developed to reach internal ADHS staff, key decision-makers and community members. Under the leadership of the Arizona Collaborative Leadership Team (CLT), which is composed of representatives from both within the state health department and the community including the voluntary health organizations, state public health association, business representatives, etc., ADHS will develop the following:

- An Arizona Chronic Disease SharePoint site for ADHS contractors which are engaged on chronic disease initiatives. Key sections and items which could be housed on the SharePoint are action and work plans of the various contractors, data briefs, dashboards, factsheets and educational policy briefs, examples of best practices and media samples including press releases, media alerts, and other promotional materials.

- Online learning communities in the areas of where we work, learn, live, and receive care; thus allowing community partners and stakeholders to engage in peer-to-peer communication and collaboration.

- Other forms of executive-level communication to engage key community members including FQHC medical directors and leadership, school superintendents and principals, community planning, business owners, and public health leadership on the efforts of AZCCDP. These forms of communication will include face-to-face meetings, webinars, and coalition meetings.

- A statewide chronic disease coalition through which consistent messaging will be developed and communicated. To this end, a key action step in the development of the chronic disease coalition will be the development of a marketing and communications subcommittee which will be composed of public relations and communication staff, from both the ADHS and community organizations.

- A statewide burden document which will be disseminated through existing and new communication channels.

**Technical Assistance:** As strategies within Where We Work, Where We Live, Where We Learn, and Where We Receive Care are further developed, ADHS plans to advance the Arizona Chronic Disease State Strategic Plan by providing technical assistance and additional guidance to stakeholders including health departments, community-based organizations, and local decision-makers. To begin this process, ADHS provided two trainings titled Improving Public Health through Policy Change in August and September of 2012. ADHS plans to provide additional technical assistance via individual meetings, webinars, and train-the-trainers on a variety of topics. ADHS also will seek technical assistance from community partners, recognizing that in order to successfully address chronic disease Arizona’s many communities and partners will need to come together.

**Leadership Role of Existing and Potential Partners**

Partners and stakeholders, including local health departments, community–based organizations, and local decision makers, have been highly involved in developing the Arizona Chronic Disease State
Strategic Plan, and it is anticipated that they will play a significant role in advancing this plan in the future in the following ways:

- Acting as key drivers in implementing the evidence-based strategies from the Arizona Chronic Disease State Strategic Plan.
- Participating in existing and future coalitions/advisory groups to advance this plan.

It is anticipated that the Arizona Chronic Disease State Strategic Plan will be revisited and updated annually to accurately reflect the efforts of partners and the Arizona Department of Health Services in the area of chronic disease.

**Summary**

This plan represents the Arizona Department of Health Services’ ongoing commitment to reducing the mortality and morbidity of chronic disease through collaboration among stakeholders. It is hoped that the plan will encourage the development of partnerships among state agencies, policy and decision makers, local health department partners, communities, organizations, health care providers, and consumers to promote a comprehensive and integrated approach to improving the health of all Arizonans.
Appendices

Appendix A: CDC Chronic Disease Prevention and Health Promotion Domains

Appendix B: Evidence-Based Strategies Impact Chronic Disease and Health Promotion Matrix

Appendix C: What the Maricopa County Department of Public Health Has Done

Appendix D: The Maricopa County Department of Public Health & the State Framework

Appendix E: Arizona Cancer Control Plan Goals and Objectives

Appendix F: Arizona Diabetes Leadership Council Strategic Areas