



Healthiest Wisconsin 2020

Aligning Policies and Systems for Better Health



A User's Guide to Healthiest Wisconsin 2020: Everyone Living Better, Longer

Wisconsin's Public Health Agenda 2010 – 2020

"Leaders know some of the most critically important tasks require lateral leadership, boundary crossing leadership, involving groups over whom one has little control. They must exercise leader-like influence beyond the system over which they preside. They must do what they can to lead without authority."

Source: John Gardner, "On Leadership," 1990, page 98

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What is *Healthiest Wisconsin 2020*?

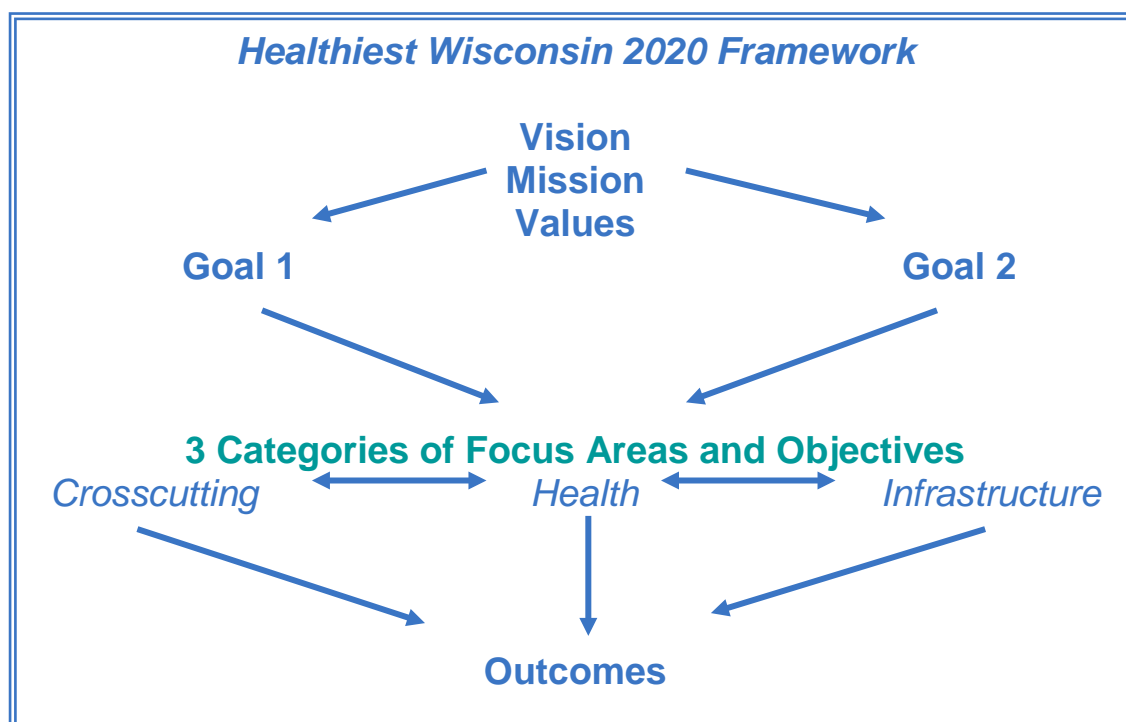
Healthiest Wisconsin 2020: Everyone Living Better, Longer is Wisconsin's public health agenda for 2010 – 2020, as required by Wisconsin Statutes, Section 250.07(1)(a). It was designed by many partners from across Wisconsin working to improve health in the state.

Refer to Appendix 3 for a detailed discussion of the purpose of *Healthiest Wisconsin 2020*.

What is the *Healthiest Wisconsin 2020* Framework?

Figure 1 below provides a brief illustration of the *Healthiest Wisconsin 2020* framework. The framework represents an internal “guidance system.” It includes the following features: shared vision, mission, values/principles, goals, focus areas, and outcomes. The framework sets a high vision and is outcome-driven. It calls on all partners to align their work to this framework.

Figure 1: *Healthiest Wisconsin 2020* Framework (in brief)



Vision:

Everyone Living Better, Longer

Goals:

1. Improve health across the life span
2. Eliminate health disparities and achieve health equity

Note: These two goals set a high standard and establish an ideal of what we can aspire to together. All of the *Healthiest Wisconsin 2020* objectives are directly tied to these two goals. Whether you work on one focus area (e.g., access to high-quality health care); on two or more related focus areas (chronic disease; nutrition, physical activity); or on a crosscutting

area such as “social, economic, and educational factors that influence health,” you can make a contribution to working toward these aspirational goals.

Mission:

Assure conditions in which people can be healthy and members of healthy, safe, and resilient families and communities.

Shared Values:

Accountability, alignment, collaboration, community assets, scientific evidence, fairness, infrastructure, justice, leverage, performance improvement, prevention, science, shared leadership, and sustainability.

23 Focus Areas in Three Major Categories

- Crosscutting (2 focus areas)
- Health (12 focus areas)
- Infrastructure (9 focus areas)

[For a complete list of focus areas and objectives, refer to Appendix 2.](#)

Expected Outcomes (a focus on both health and system outcomes):

1. Reduced disease, injury and adverse health conditions due to risky behaviors
2. Reduced preventable illness and disability
3. Reduced preventable death
4. Policies and systems aligned for improved health
5. Health disparities eliminated
6. Health equity achieved
7. Strengthened public health system

What are focus area profiles?

The main document for *Healthiest Wisconsin 2020* provides the big picture. The focus area profiles serve as companions to the main plan: <http://www.dhs.wisconsin.gov/hw2020/profiles.htm>

Each profile was developed by subject-matter and community experts and contains important guidance to “jump-start” actions. The profiles are flexible, subject-specific documents designed to inform and align your work to *Healthiest Wisconsin 2020*.

- Note: Profiles for the two crosscutting focus areas will likely be published later in 2013. These profiles are:
 - Social, economic, and educational factors that influence health.
 - Health disparities.
- Partners are encouraged to incorporate these two focus areas when taking action in the subject-specific health and infrastructure focus areas.
- Did you know that the social determinants of health (e.g., income, education, employment, family and social support, community safety) exert a powerful influence on health, illness, injury, premature death and disability? As compared to health behavior (30 percent), clinical care (20 percent), and environment (10 percent), the social determinants account for an estimated 40 percent of health outcomes. For this reason, the social determinants of health should be factored in when addressing any of the *Healthiest Wisconsin 2020* focus areas. For more information go to:

- Similarly, health disparities are evident in many facets of life. At the root of many health disparities are *health inequities* – which are the result of social or economic conditions or policies, and which, therefore, represent an unfair or unjust disparity (Source: *Healthiest Wisconsin 2020 / Wisconsin Minority Health Program Baseline Report*, DHS, forthcoming).

The 23 focus area profiles may be updated periodically to reflect changes in scope, science, evidence, and practice, especially as we approach a midcourse review of the plan beginning in 2014. Each profile contains the following elements:

- Definition (scope) of the focus area
- Importance of the focus area
- Wisconsin data highlights
- Objectives, measures, data sources
- Potential evidence- and science-based actions
- References

Who are the *Healthiest Wisconsin 2020* partners?

Figure 2 represents the *Healthiest Wisconsin 2020 Partnership Model*. In the center (bull's-eye) you will see the twin goals of *Healthiest Wisconsin 2020*. Achieving these goals requires a focus on the underlying determinants of health depicted in the ring directly surrounding the goals.

Figure 2: *Healthiest Wisconsin 2020 Partnership Model*



The white ring in the Partnership Model focuses on the importance of aligning policies and systems for better health of people and communities, and achieving the focus area objectives. The outer ring identifies the 18 core sectors / systems that represent the partners in Wisconsin's public health system who work together to improve and protect the health of everyone in Wisconsin.

Do you see your agency or organization in this model? If so, you are part of Wisconsin's public health system. We encourage you to work in partnership with others to make Healthiest Wisconsin a reality and a part of your organizational / community infrastructure.

What roles can the partners play?

Many partners are needed if we are to achieve the vision of "everyone living better, longer." Leadership and action are needed at the local, regional and statewide levels. Through a shared focus as "partners in prevention," we catalyze action within and across Wisconsin communities – the places where we live, grow, work, learn and play.

The roles listed below are further described in a *Healthiest Wisconsin 2020 Fact Sheet* available at: <http://www.dhs.wisconsin.gov/hw2020/index.htm>.

Policy Makers

Policy makers have a role in developing, implementing, and enforcing policies, laws, and regulations within their jurisdictions, whether they are towns, cities, counties, communities, worksites, schools or recreation areas. Leaders can consider the potential health impact of policy options, and choose to implement policies that improve the health of individuals and communities. For example, a metropolitan planning organization can regularly consider health criteria when making planning decisions on land use and design to provide opportunities for safe physical activity and access to healthy foods and beverages.

Purchasers

Individuals, agencies, and organizations purchase various goods and services, such as food, vehicles, health insurance, and supplies; and some finance the construction of infrastructure projects, such as buildings, housing, and roads. Buyers of goods and services can use their purchasing power to promote health and wellness. For example, businesses can adopt policies to procure locally grown foods and build healthier environments for their workers and customers.

Employers

Employers can implement policies and programs that foster health, wellness, and safety among their employees. Worksite wellness and safety policies and programs can reduce health risks and improve the quality of life for thousands of workers in Wisconsin. For example, employers can improve the health of their workers by implementing programs to prevent illness and injury; ensuring access to healthy foods; creating opportunities to be physically active; and encouraging use of preventive services.

Health Care Providers

Individuals and organizations that deliver health care, including mental health services, can implement policies and systems to support the delivery of evidence-based clinical preventive services and enhance linkages between clinical and community prevention efforts. For example, a health care system can adopt electronic medical records with a decision-support system prompting clinicians to deliver preventive services and anticipatory guidance to patients.

Funders

Funding for sustainable community capacity will improve health, save lives and conserve limited resources. Elements of capacity include partnership engagement, workforce development, training, technical assistance, communication, surveillance, research and epidemiology. Organizations providing financial support can encourage funding recipients to adhere to health principles and standards, leverage cross-sector collaboration, and support the development of healthy communities. Partnerships among funders can leverage resources for greater impact. **For example**, state, tribal, and local governments can incorporate recommendations for physical activity and healthy eating into performance standards for schools and childcare providers.

Data Collectors and Researchers

Data and research form an important foundation for *Healthiest Wisconsin 2020* and can be used to strengthen its implementation. **For example**, a university can help demonstrate the business case for prevention and share these findings with corporate decision makers (e.g., board chairs, corporate officers). **In another example**, with the support of the Robert Wood Johnson Foundation, the University of Wisconsin Population Health Institute developed the “County Health Rankings and Roadmaps Program.” This program ranks the health of all counties in the nation, and provides data, tools and guidance to improve the health of local communities in Wisconsin and around the country.

Communicators and Educators

Individuals and communities provide and receive information through many sources: advertising, educational campaigns, websites and trainings. Such sources raise awareness, provide people with knowledge and skills, and create supportive environments to help people make healthy decisions. **For example**, text4baby (<https://www.text4baby.org/>) sends free text messages to pregnant women on topics like prenatal care, baby health, and parenting. Messages are timed to where a woman is in her pregnancy, and continue through baby’s first year.

Health Promoters

Community health workers work almost exclusively in the community. They are also known as community health advocates, lay health educators, community health representatives, peer health promoters, community health outreach workers, and in Spanish, *promotores de salud*. They serve as connectors between health care consumers and providers to promote health among groups that have traditionally lacked access to adequate health care (Witmer 1995, p. 1055). **For example**, they provide culturally appropriate health education and information using popular education methods; help assure that people get the services they need; and they provide informal counseling and support.

Source: *National Prevention Strategy*, U.S. Surgeon General (adapted)
U.S. Department of Health and Human Services, 2011

How is *Healthiest Wisconsin 2020* being implemented?

Table 1 describes the pathway to implementing *Healthiest Wisconsin 2020*. The table identifies four key elements and corresponding high-level strategies.

Table 1: *Implementing Healthiest Wisconsin 2020*



The four chief elements and corresponding high-level actions by the partners include:

1. Engaging partners and adopting objectives

- A key first step partners can take is to identify which objectives align with their strategic plans, then become a “champion” of those objectives by submitting the *Healthiest Wisconsin 2020 Endorsement Form* available at: <http://www.dhs.wisconsin.gov/forms/F0/F00355.doc> .

2. Assuring effective actions and results

- *Healthiest Wisconsin 2020* calls for integrating the shared vision, values and mission identified in the framework. Integrating these aspects of the framework has the following effects:
 - Deepens shared leadership and shared accountability
 - Decreases “silo” approaches to solving problems
 - Conserves resources and prevents unnecessary duplication
 - Strengthens capacity to achieve results and outcomes
 - Aligns policies and systems for better health

3. Monitoring and reporting progress

4. Crosscutting focus areas

- Understanding the causes and solutions to health disparities represents critical knowledge for all public health system partners.

What are focus area objectives?

All focus areas in *Healthiest Wisconsin 2020* identify at least two, and in several cases three, objectives directly linked to the goals of *Healthiest Wisconsin 2020*. By aligning your organization or community to one or more of the focus area objectives, you are directly contributing to achieving a specific objective and also at least one of the goals of *Healthiest Wisconsin 2020*. The goals of *Healthiest Wisconsin 2020* are:

Improve health across the life span.
Eliminate health disparities and achieve health equity.

Focus area objectives were developed by teams of subject-matter and community experts. Objectives for each of the 23 focus areas were developed with the year 2020 in mind and link directly to the goals. To identify the objectives, community partners were asked to respond to the following questions:

1. “What do you envision as the most important objective for the focus area that will improve health across the life span?”
2. “What do you envision as the most important objective for the focus area that will eliminate health disparities and achieve health equity?”
3. “What information is important to track and share for each identified objective?”

Not all focus area objectives have identified indicators and data sources. This is especially true in the category of infrastructure objectives (which includes nine focus areas).

What are the crosscutting focus areas?

Several of the *Healthiest Wisconsin 2020* focus areas include a third objective. Where stated, the third objective is designed to emphasize the crosscutting focus areas: (1) health disparities; and (2) social, economic, and educational factors that influence health. Taken together, the second and third objectives for each of the 23 focus areas specifically address the crosscutting objectives.

Healthiest Wisconsin 2020 seeks to protect and promote the health of all people in Wisconsin; in addition, it identifies five population groups for special focus because of documented differences in health outcomes. These groups include those based on:

- Race
- Ethnicity
- Sexual orientation and gender identity
- Disability
- Income and education

How should I use the objectives?

The focus area objectives provide a “menu” from which partners can choose, selecting ways they can take action and align policies, programs and systems for better health. *Healthiest Wisconsin 2020* provides opportunities for individuals, organizations, agencies, communities, and systems to integrate *Healthiest Wisconsin 2020* objectives into their organization and strategic plans for health improvement.

It is not expected that every partner will align to every objective, but partners may want to select objective(s) that have a “good fit” with their organization’s and / or community’s health improvement plan. By championing one or more objectives, partners have the opportunity to:

1. Build the objective into their organization’s or community’s “DNA.”
2. Become visible and enduring champions of “healthy people in healthy Wisconsin communities.”
3. Contribute to the achievement of specific objectives and one or more of the goals of *Healthiest Wisconsin 2020*.

Improvements in health outcomes are accelerated when partners come together to collaborate, provide shared leadership and use evidence-based services. Silos are decreased and progress is further accelerated by combining one or more focus areas (health, infrastructure, crosscutting). A few examples might be instructive:

- **Example 1:** Pairing a health focus area ([chronic disease management](#)) with an infrastructure focus area ([health literacy](#)).
- **Example 2:** Pairing an infrastructure focus area ([partnerships](#)) with a crosscutting focus area ([improving education in a target population or community](#)).
- **Example 3:** Pairing a health objective ([immunizations](#)) with an infrastructure objective ([access to high-quality health services](#)) and a crosscutting objective ([eliminating health disparities](#)).

Sharing responsibility and accountability for the focus area objectives across many organizations, systems and communities lightens the load for everyone. Such approaches foster investment and shared leadership for the public’s health. Working together toward objectives conserves limited resources, eliminates gaps, and prevents unnecessary duplication.

Where can I find evidence-based resources?

It is important that we "use more interventions that have been shown to work and fewer interventions that have been shown not to work" (CDC, Community Guide, 2012).

Healthiest Wisconsin 2020 strongly encourages all public health system partners to use evidence- and science-based actions to prevent disease and preserve and promote the health of individuals, families, and communities. Evidence- and science-based actions are evolving at a rapid pace. Appendix 1 includes a list of web links to the focus areas. Visit these links to start your search on specific sources of evidence and ideas to move your chosen focus areas forward.

To learn more, visit the evidence-based practices page on the *Healthiest Wisconsin 2020* web site at: <http://www.dhs.wisconsin.gov/hw2020/evidence.htm>. Resources on this page will provide you access to *Healthy People 2020*, *The National Prevention Strategy*, *What Works for Health* and many more sites to inform and link your work to promote and protect health. The list of resources on this web page will be updated as science, evidence and practice change.

Who can help me learn and take action with others?

Internal teams of experts (content experts and epidemiologists) within the Wisconsin Department of Health Services have been positioned to help. These teams are known as Focus Area Support Teams. A Support Team is in place for most of the focus areas.

- Their roles include: (1) engaging partners and adopting objectives; (2) assuring effective actions and results; (3) monitoring and reporting progress; and (4) identifying ways to eliminate health disparities and assure health equity.
- Appendix 1 provides a table that links the focus area to key programs in the Department. Please use the Support Teams to learn more, obtain evidence-based approaches, and build capacity to achieve the focus area objectives and goals using collaborative leadership strategies.

Key evidence-based resources, including the County Health Rankings, Healthiest State and Healthy People 2020, can be found on the *Healthiest Wisconsin 2020* website at <http://www.dhs.wisconsin.gov/hw2020/evidence.htm>.

Equally important is the work of Wisconsin's local health departments and their community partners to assess the health of and develop local community health improvement plans for their municipality, city or county. Wisconsin has been a leader in requiring state and local community assessments and health planning. To learn more about what is going on in your home community, and to contact your local health officer and board of health, go to <http://www.dhs.wisconsin.gov/localhealth/index.htm>

Finally, as more partners identify themselves as “champions” for specific focus area objectives, a list of these champions by focus area will be posted on the *Healthiest Wisconsin 2020* website. These champions become an important resource through which to learn, solve issues and problems together, and report progress. Over time and as resources are available, Department Support Teams will convene these partners and may form what is known as a [community of practice](#).

A community of practice is defined as groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly (Source: Wenger, E., McDermott, R., Snyder, W. *Cultivating Communities of Practice: A Guide to Managing Knowledge*. Harvard Business Review, 2002).

How do I get started?

The *Healthiest Wisconsin 2020* Action Model was developed by the partners to guide and encourage all partners to use the six core health improvement processes identified in Figure 3 below. These processes are systematic and complementary.

Use the *Healthiest Wisconsin 2020* Partnership Model (Figure 2) to identify current and new partners. Assess strengths, needs, resources and capacity with your partners. Select focus area objectives that align to your agency's strategic plan. Submit the *HW2020* Endorsement form available at: <http://www.dhs.wisconsin.gov/forms/F0/F00355.doc>. Use systematic and evidence-based approaches to implement your plans and evaluate and report progress.

Work with a wide array of partners and resources, some of which have been identified in this user's guide (DHS Support Teams and resources available on the *Healthiest Wisconsin 2020* website – evidence, resources, tools and profiles).

Use collaborative leadership approaches. Refer to the publications concerning this approach in the Tools and Resources section of the *Healthiest Wisconsin 2020* website at <http://www.dhs.wisconsin.gov/hw2020/tools.htm>

Finally, get involved in efforts at the local, regional and statewide levels. *Healthiest Wisconsin 2020* represents, among other things, the statewide community health improvement plan. Contact your state or local health department to become engaged. Join the movement.

Figure 3: *Healthiest Wisconsin 2020* Action Model



References

Turnock, Bernard, J., *Public Health: What It Is and How It Works*. Aspen Publishers, Inc. Gaithersburg, MD. (2001).

Wenger, E., McDermott, R., Snyder, W. *Cultivating Communities of Practice: A Guide to Managing Knowledge*. Harvard Business Review (2002).

World Health Organization, Definition of health (1948). <http://www.who.int/about/definition/en/print.html>

Appendix 1

Starting Your Search: Links to Wisconsin Department of Health Services Programs (Includes Links to Focus Area Profiles)

Note: Appendix 1 is designed to get you started, and is not an all-inclusive list of web addresses. Additional information can be found on the *Healthiest Wisconsin 2020* website <http://www.dhs.wisconsin.gov/hw2020/index.htm> under evidence-based practices and tools and resources. Another major resource, published by the U.S. Department of Health and Human Services, is *Healthy People 2020* <http://www.healthypeople.gov/2020/default.aspx>

Healthiest Wisconsin 2020 Focus Areas	Wisconsin Department of Health Services Program	Web address and Direct Link to Focus Area Profiles
Category: Crosscutting Focus Areas		
Health disparities	Minority Health Program	<p>HW2020 Profile to be published later in 2013</p> <p>http://www.dhs.wisconsin.gov/Health/MinorityHealth/index.htm http://www.dhs.wisconsin.gov/health/minorityhealth/councilsandworkgroups/leadershipcouncil/index.htm</p>
	Healthy Birth Outcomes Initiative	http://www.dhs.wisconsin.gov/healthybirths/
Social, Economic and Educational Factors that Influence Health	Division of Public Health	<p>HW2020 Profile to be published later in 2013</p> <p>http://www.dhs.wisconsin.gov/publications/p0/p00381.pdf http://www.dhs.wisconsin.gov/Health/MinorityHealth/index.htm http://www.dhs.wisconsin.gov/health/minorityhealth/councilsandworkgroups/leadershipcouncil/index.htm</p>
Category: Health Focus Areas		
Adequate, Appropriate and Safe Food and Nutrition	Division of Public Health	<p>HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/nutrition.pdf</p> <p>http://www.dhs.wisconsin.gov/physical-activity/ http://www.dhs.wisconsin.gov/wic/</p>
Alcohol and Drug Use	Division of Mental Health and Substance Abuse Services	<p>HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/alcohol.pdf</p> <p>http://www.dhs.wisconsin.gov/aboutdhs/DMHSAS/index.htm http://www.dhs.wisconsin.gov/ri_DSL/AODA/AODAreISites.htm http://www.scaoda.state.wi.us/</p>

Healthiest Wisconsin 2020 Focus Areas	Wisconsin Department of Health Services Program	Web address and Direct Link to Focus Area Profiles
Chronic Disease Prevention and Management	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/chronicdisease.pdf http://www.dhs.wisconsin.gov/health/arthritis/ http://www.dhs.wisconsin.gov/eh/asthma/index.htm http://www.dhs.wisconsin.gov/health/Cancer/index.htm http://www.dhs.wisconsin.gov/wcrs/index.htm http://www.dhs.wisconsin.gov/Health/cardiovascular/index.htm http://www.dhs.wisconsin.gov/physical-activity/ http://www.dhs.wisconsin.gov/health/Oral_Health/ http://www.dhs.wisconsin.gov/programs/publichealth.htm
Communicable Disease Prevention and Control	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/communicable.pdf http://www.dhs.wisconsin.gov/communicable/index.htm http://www.dhs.wisconsin.gov/immunization/index.htm http://www.dhs.wisconsin.gov/communicable/diseasereporting/index.htm
Environmental and Occupational Health	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/environmental.pdf http://www.dhs.wisconsin.gov/eh/ http://www.dhs.wisconsin.gov/eh/EHDir/index.htm http://www.dhs.wisconsin.gov/epht/
Healthy Growth and Development	Division of Public Health Division of Long-Term Care	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/healthygrowth.pdf http://www.dhs.wisconsin.gov/health/mch/HomeVisiting/index.htm http://www.dhs.wisconsin.gov/health/children/index.htm http://www.dhs.wisconsin.gov/aging/index.htm
	Division of Long-Term Care (including adult disabilities)	http://www.dhs.wisconsin.gov/aging/index.htm http://www.dhs.wisconsin.gov/programs.htm
Injury and Violence Prevention	Division of Public Health Division of Long Term Care	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/injury.pdf http://www.dhs.wisconsin.gov/health/injuryprevention/index.htm http://www.dhs.wisconsin.gov/health/InjuryPrevention/FallPrevention/index.htm
Mental Health	Division of Mental Health and Substance Abuse Services	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/mentalhealth.pdf http://www.dhs.wisconsin.gov/mentalhealth/index.htm http://www.dhs.wisconsin.gov/aboutdhs/DMHSAS/index.htm http://www.mhc.state.wi.us/index.htm
Oral Health	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/oralhealth.pdf http://www.dhs.wisconsin.gov/health/Oral_Health/

Healthiest Wisconsin 2020 Focus Areas	Wisconsin Department of Health Services Program	Web address and Direct Link to Focus Area Profiles
Physical Activity	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/physicalactivity.pdf http://www.dhs.wisconsin.gov/physical-activity/
Reproductive and Sexual Health	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/reproductive.pdf http://www.dhs.wisconsin.gov/badgercareplus/fpw.htm http://www.dhs.wisconsin.gov/lgbthealth/index.htm http://www.dhs.wisconsin.gov/aids-hiv/ http://www.dhs.wisconsin.gov/communicable/std/Index.htm http://www.dhs.wisconsin.gov/teenpregnancy/index.htm
Tobacco Use and Exposure	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/tobacco.pdf http://www.dhs.wisconsin.gov/tobacco/
Category: Infrastructure Focus Areas		
Access to High-Quality Health Services	Division of Public Health Division of Health Care Access and Accountability Division of Long-Term Care	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/access.pdf http://www.dhs.wisconsin.gov/health/primarycare/index.htm http://www.dhs.wisconsin.gov/guide/ http://www.dhs.wisconsin.gov/stats/healthinsurance.htm http://www.dhs.wisconsin.gov/medicaid/Publications/p-10065.htm http://www.dhs.wisconsin.gov/womenshealth/WWWP/index.htm http://www.dhs.wisconsin.gov/womenshealth/index.htm http://www.dhs.wisconsin.gov/medicaid/index.htm http://www.dhs.wisconsin.gov/Disabilities/Physical/gcpd.htm http://www.dhs.wisconsin.gov/lrcare/adrc/index.htm https://access.wisconsin.gov/ http://www.dhs.wisconsin.gov/health/children/index.htm http://www.dhs.wisconsin.gov/hw2020/pdf/access.pdf http://www.dhs.wisconsin.gov/ems/index.htm
Collaborative Partnerships for Community Health Improvement	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/partnerships.pdf http://www.dhs.wisconsin.gov/hw2020/pdf/collaborativeleadership.pdf http://www.dhs.wisconsin.gov/publications/P0/P00187c.pdf http://publichealthcouncil.dhs.wi.gov/ http://www.dhs.wisconsin.gov/chip/
Diverse, Sufficient and Competent Workforce	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/workforce.pdf http://www.dhs.wisconsin.gov/Health/workforce/index.htm http://www.dhs.wisconsin.gov/localdata/phwreport.htm http://www.dhs.wisconsin.gov/R_counties/HealthOfficerMaterials/NewHealthOfficers/index.htm http://www.dhs.wisconsin.gov/phnc/

Healthiest Wisconsin 2020 Focus Areas	Wisconsin Department of Health Services Program	Web address and Direct Link to Focus Area Profiles
Emergency Preparedness, Response and Recovery	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/emergency.pdf http://www.dhs.wisconsin.gov/preparedness/
Equitable, Adequate and Stable Public Health Funding	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/funding.pdf http://www.dhs.wisconsin.gov/R_counties/HealthOfficerMaterials/NewHealthOfficers/O1_Making%20Sense%20of%20LHD%20Funding_PH%20Finance_Revised_06192012.pdf http://www.dhs.wisconsin.gov/R_counties/NewPHOrientation/index.htm http://publichealthcouncil.dhs.wi.gov/financeproposal.pdf
Health Literacy	There is no programmatic home in the Department of Health Services	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/healthliteracy.pdf Note: There are no web links to health literacy resources on the Wisconsin Department of Health Services website. Please go to Wisconsin Literacy at: http://www.healthliteracywisconsin.org/ to start your search.
Public Health Capacity and Quality	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/capacity.pdf http://www.dhs.wisconsin.gov/chip/ Note: The accreditation and quality improvement web site for local and tribal health departments is being developed. For more information please contact: DHSDPHWPHII@dhs.wisconsin.gov
Public Health Research and Evaluation	There is no programmatic home in the Department of Health Services	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/research.pdf
Systems to Manage and Share Health Information and Knowledge	Division of Public Health	HW2020 Profile: http://www.dhs.wisconsin.gov/hw2020/pdf/infosystems.pdf http://www.dhs.wisconsin.gov/stats/ http://www.dhs.wisconsin.gov/ehealth/index.htm http://www.dhs.wisconsin.gov/wiphin/ http://www.dhs.wisconsin.gov/epht/ http://www.dhs.wisconsin.gov/stats/BRFS.htm http://www.dhs.wisconsin.gov/stats/familyhealthsurvey.htm

Appendix 2

Healthiest Wisconsin 2020 Focus Areas and Objectives

Crosscutting: Two Focus Areas and Objectives

Health Disparities

1. Develop comprehensive data to track disparities
2. Align resources to eliminate health disparities

Social, Economic, and Educational Factors that Influence Health

1. Develop and promote policies to reduce discrimination and increase social cohesion
2. Support and develop policies to reduce poverty
3. Support and develop policies to improve education

Other Crosscutting Objectives (Aspirational)

1. Improve and connect health service systems
2. Prepare youth and families to protect their health and the health of their communities
3. Promote environments that foster health and social networks
4. Evaluate the effectiveness and impact of health policies and programs
5. Establish resources for governmental infrastructure

Health: Twelve Focus Areas and Objectives

Alcohol and Drug Use

1. Change underlying attitudes, knowledge and policies
2. Improve access to services for vulnerable people
3. Reduce risky and unhealthy alcohol and drug use

Chronic Disease Prevention and Management

1. Promote sustainable chronic disease programs
2. Improve equitable access to chronic disease management
3. Reduce chronic disease health disparities

Communicable Diseases

1. Immunize
2. Prevent disease in high-risk populations

Environmental and Occupational Health

1. Improve the quality and safety of the food supply and natural, built and work environments
2. Promote safe and healthy homes in all communities

Healthy Growth and Development

1. Assure children receive periodic developmental screening
2. Improve women's health for healthy babies
3. Reduce disparities in health outcomes

Injury and Violence Prevention

1. Create safe environments and practices through policies and programs
2. Improve systems to increase access to injury care and prevention services
3. Reduce disparities in injury and violence

Mental Health

1. Reduce smoking and obesity among people with mental disorders
2. Reduce disparities in suicide and mental disorders
3. Reduce depression, anxiety and emotional problems

Nutrition and Healthy Foods

1. Increase access to healthy foods and support breastfeeding
2. Make healthy foods available for all
3. Target obesity efforts to address health disparities

Oral Health

1. Assure access for better oral health
2. Assure access to services for all population groups

Physical Activity

1. Design communities to encourage activity
2. Provide opportunities to become physically active
3. Provide opportunities in all neighborhoods to reduce health disparities

Reproductive and Sexual Health

1. Establish a norm of sexual and reproductive health across the life span
2. Establish social, economic and health policies to improve equity in sexual health and reproductive justice
3. Reduce disparities in sexual and reproductive health

Tobacco Use and Exposure

1. Reduce use and exposure among youth
2. Reduce use and exposure among adults
3. Decrease disparities among vulnerable groups

Infrastructure: Nine Focus Areas and Objectives

Access to High-Quality Health Services

1. Assure access to high-quality health services
2. Assure patient-centered health services for all

Collaborative Partnerships

1. Identify resources to support partnerships
2. Build effective partnerships resulting from respect and empowerment

Emergency Preparedness, Response, Recovery

1. Increase integration and partner collaboration
2. Increase community engagement

Funding

1. Establish stable revenue sources to support health departments
2. Effectively use funds available to support health departments

Health Literacy

1. Increase awareness of literacy's effects on health outcomes
2. Strengthen communication for effective health action

Improve Data to Advance Health

1. Exchange data
2. Make data accessible
3. Use data standards to measure health

Public Health Capacity and Quality

1. Strengthen quality in practice
2. Achieve public health standards

Public Health Research and Evaluation

1. Forge new paths to a healthy Wisconsin
2. Take actions that are proven to work
3. Target research to reduce health disparities

Workforce that Promotes and Protects Health

1. Assure the workforce is prepared to practice in evolving delivery systems
2. Establish systems to analyze workforce sufficiency, competency and diversity

Appendix 3

What is Healthiest Wisconsin 2020?

1. A “[call for coordinated and aligned action](#)” where all partners and communities identified in the *Healthiest Wisconsin 2020 Partnership Model* use its framework in working together to improve and protect the health of people and the communities where we live, grow, work, learn and play.
2. A broad [health-action agenda](#) covering 23 focus areas. This agenda is not an end-point, but a beginning step in determining a set of statewide priorities that call for unified action from all partners identified in the *Healthiest Wisconsin 2020 Partnership Model*.
3. An [agreed-upon framework](#) (vision, mission, goals, focus areas, objectives, outcomes) to reduce silos of thinking and action and align policies and systems for better health.
4. An [outcome-driven plan](#) designed to promote, protect and improve health that focuses on seven outcomes:
 - a. Reduce disease, injury, and adverse health conditions due to risky behaviors
 - b. Reduce preventable illness and disability
 - c. Reduce preventable death
 - d. Align policies and systems for better health
 - e. Eliminate health disparities
 - f. Achieve health equity
 - g. Strengthen Wisconsin’s public health system
5. A plan that provides the basis for a [midcourse review](#) beginning in 2014. *Healthiest Wisconsin 2020* is a living document. As such, it needs to be regularly updated and reviewed, and to account for current and emerging issues / forces related to the health of the public (e.g., aging of the population, accreditation of the Wisconsin Division of Public Health, health care reform, and obvious and insidious threats to the health and well-being of the people of Wisconsin and their communities). This will take the work of all who have been involved to date, including inviting new partners to participate.
6. An [agenda that reflects the interests and hopes](#) of over 1,500 agencies, organizations, and communities that include Wisconsin tribes; public, private, and voluntary sectors; diverse communities; and state and local governmental agencies and policy bodies. The contributors to *Healthiest Wisconsin 2020* expressed needs for:
 - [Increasing shared leadership and shared accountability](#) for the public’s health. No one entity, including government, has the resources to achieve the goals and the vision. However, a system of partners using an agreed-upon framework can!
 - [Using collaborative leadership processes](#) to preserve, promote and protect the health of the public. Partners have the opportunity to identify their community, agency or organization as a *Healthiest Wisconsin 2020* “champion.” For more on collaborative leadership, see <http://www.dhs.wisconsin.gov/hw2020/pdf/collaborativeleadership.pdf>
 - As champions of the plan, agencies, organizations and communities select one or more of the 23 focus areas and the objectives that fits well with their strategic plan. Once done, partners are encouraged to submit the non-binding *Healthiest Wisconsin 2020 Endorsement Form* available at: <http://www.dhs.wisconsin.gov/forms/F0/F00355.doc>.

- **Making our values explicit.** This is an important step to develop effective partnerships that can ultimately align policies and systems for better health. Partners will want to consider the values expressed in *Healthiest Wisconsin 2020* and how these values might fit into the context of their work. (Refer to page 55 of the main document available at <http://www.dhs.wisconsin.gov/hw2020/report2020.htm>.)
- **Working together using a common framework.** Many of us already work on one or more of the focus areas identified in *Healthiest Wisconsin 2020*. This is a good start, but more is needed. Embracing the framework's vision, goals, values, and outcomes adds depth and breadth to our actions and accelerates progress to achieve the shared vision and goals by:
 - Using evidence and science to promote and protect health.
 - Assuring collaborative leadership strategies.
 - Using strategic planning and quality improvement strategies to build capacity to achieve results and outcomes.
 - Reporting progress.
- **Building and sustaining a strong public health system.** Individual factors are an important influence on health, but a person's or family's ability to make good choices is limited without community policies and systems that support healthy choices, healthy environments, health-enhancing social networks, and the resources needed to implement healthy decisions.
 - ✓ **Strengthening community capacity** by inviting all partners to work together for the public's health using the agreed-upon framework.
 - ✓ Assuring a **strong policy, workforce, and scientific base, as well as diverse partners** sustained through stable resources to provide essential leadership to align systems and achieve results, contain rising health care costs and promote and protect the health of all.
 - ✓ *Healthiest Wisconsin* calls for **balanced interventions at both the individual / family and community-wide levels**. Both are needed if we are to contain the rising cost of health care and improve quality of life.
 - Community interventions are as important as individual / family interventions. One community intervention can affect the health of many. Examples include:
 - Safe routes to schools.
 - Food safety regulations and practices.
 - Safe drinking water and clean air.
 - The built environment and its effects on heat-related fatalities, access to physical activity, access to healthy foods and recreation.
 - Safe homes, including preventing exposures to lead and radon.
 - Strong public education and access to good jobs.
 - Farm-to-school initiatives, farmers market expansions, corner store infrastructure supports.
 - Safe and affordable housing.

Opportunities abound, and communities throughout Wisconsin are already taking steps to assure healthy communities. This is an ongoing process that requires time, science, partnerships, dialogue and meaningful policy. Government cannot do this alone, nor should it: It will take the work of many to improve the health of all.