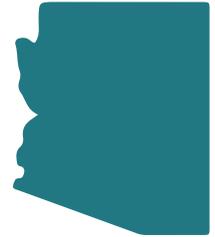


# Arizona Health Improvement Plan



## Pandemic Recovery & Resiliency

2021-2025



# Letter from the Director

Dear Arizonans,

I am pleased to share with you the addition of the Pandemic Recovery & Resiliency Plan to the Arizona Health Improvement Plan (AzHIP) 2021 - 2025.

Arizonans continue to be affected by COVID-19 and its many impacts. The work to address the continuing pandemic is a state and local public health priority requiring strengthened relationships with partners from across sectors. This includes vital immunization efforts, informatics and surveillance, communications and messaging, contact tracing, and healthcare system support. While this unique emergency response has spanned multiple years, the work to build a long-term approach for a healthier, more resilient Arizona is needed at this time not only for COVID-19 but also for any future public health risks and emergencies.

The Pandemic Recovery & Resiliency Plan was developed to align statewide efforts in response to the far-reaching consequences COVID-19 pandemic into the everyday lives of Arizonans and identify opportunities to promote and protect the health of individuals and communities. This fifth AzHIP priority articulates important strategies and actions with a vision of working together to create a stronger, healthier, and more resilient Arizona. The Plan will also meet a requirement of the state's emergency response to develop a State Emergency Response and Recovery Plan (SERRP) for Recovery Support Function #3 - Health and Social Services focused on the restoration of public health, health care, and social services. The Arizona SERRP is an all-hazards plan identifying state agency roles and responsibilities for coordinating emergency support functions and recovery support functions.

We would like to acknowledge and thank the many partners who have contributed to this plan. This includes the Arizona Local Health Officers Association (ALHOA) Collaborative Team who serve as the Pandemic Recovery & Resilience Core Team Co-Chairs along with the Arizona Department of Health Services (ADHS) and the members of the Core Team, leaders representing multi-sector organizations who serve and comprise our resilient Arizona communities. We are grateful for the many organizations who have volunteered to help implement the tactics in the plan, and they are identified after each tactic. Together, we can bound forward into a healthier, more resilient Arizona.



Don Herrington  
Interim Director  
Arizona Department of Health Services

# Core Team Members

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## VISION

Work together to create a  
**STRONGER, HEALTHIER,** and  
**MORE RESILIENT** Arizona



# A resilient Arizona looks like:

The Pandemic Recovery & Resiliency Plan establishes 4 goal areas of public health: **capacity & infrastructure, health systems support, health equity, and community resilience.** Understanding the opportunity to coordinate, align, and strengthen health and social service, the plan sets forth strategies to achieve the vision of an inclusive and healthy Arizona. This locally led plan includes assessments important to understanding not only the evolving impacts of the pandemic but also the strengths, new partnerships, best practices, and innovations that have been shaped during the response.



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## GOAL 1

# Strengthen Public Health Capacity & Infrastructure

### STRATEGY 1

## Conduct assessment of Arizona's public health capacity on a state and local level, including impacts and lessons learned from the COVID-19 pandemic

- A. Gather community input through:
- community surveys, particularly in underserved areas, to see what specifically is needed to support or improve health
  - focus groups to better understand needs, concerns, ideas, and messaging related to public health issues; and
  - one-on-one interviews with community health leaders.
- B. Survey particular segments of the healthcare workforce (i.e. doctors, nurses, social workers) about healthcare system enhancements that would have supported improved community health during COVID-19 pandemic.  
[ASU\\*](#) | [Coconino County Health & Human Services CCHHS](#) | [UArizona](#)
- C. Define and quantify the public health workforce. Complete market analysis to ensure public health workforce positions are fair and equitable.  
[ASU\\*](#) | [UArizona\\*](#) | [Cochise County Health & Social Services CHSS](#) | [Mohave County Department of Public Health MCDPH](#) | [Vitalyst Health Foundation](#)
- D. Review response times during the pandemic for testing, vaccines, outreach, and communications and how availability of data informed decision-making to include capacity of public health to augment the healthcare delivery system to support equitable access to services.  
[Arizona Department of Health Services ADHS](#) | [ASU](#) | [Equality Health Foundation](#) | [Pima County Health Department PCHD](#) | [Yuma County Public Health Services District YCPHSD](#)
- E. Utilize existing assessments or surveys related to public health capacity and impacts of the pandemic.  
[ADHS](#) | [ASU](#) | [Cochise County Health & Social Services CHSS](#) | [Pima County PCHD](#) | [UArizona](#)
- F. Assess funding sources for public health and sustainability of funding.  
[ADHS\\*](#) | [ASU](#) | [Arizona Association of Area Agencies on Aging AZ4A](#) | [UArizona](#)
- G. Review and assess state and local health department capabilities for each of the CDC preparedness capabilities with a diverse stakeholder group.  
[ADHS\\*](#) | [ASU](#) | [Arizona Community Health Worker Association AzCHOW](#) | [Arizona Statewide Independent Living Council AZSILC](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)
- H. Build a plan for sustainable, adaptable infrastructure based on assessment results.  
[ASU\\*](#) | [ASU](#) | [Equality Health Foundation](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)



## GOAL 1

# Strengthen Public Health Capacity & Infrastructure

### STRATEGY

## 2

### Improve the public health workforce

A. Establish, expand, train, and sustain the public health workforce to support jurisdictional COVID-19 prevention, outbreak preparedness, response, and recovery initiatives.

[ADHS\\*](#) | [ASU](#) | [Arizona Nurses Association AzNA](#) | [AZSILC](#) | [Coconino County CCHHS](#) | [Equality Health Foundation](#) | [Maricopa County Department of Public Health MCDPH](#) | [Navajo County Public Health Services District NCPHSD](#) | [UArizona](#)

- Establish time-limited positions (FTE or contracted) to sustain ongoing COVID-19 and outbreak response capabilities and recovery initiatives.
- Augment the Arizona public health workforce pipeline (i.e., education to the workplace) to improve the ability to sustain COVID-19 recovery initiatives and prepare for future responses.
  - Create transition to practice workforce development programs, enhance internship opportunities.
  - Work with community colleges to develop a 4-year public health degree.
  - Enhance recruitment strategies.
    - » Develop recruitment and incentive programs to attract new graduates to work in public health agencies, particularly in rural counties.
    - » Develop common workforce and job descriptions for positions around the state in public health.
    - » Outreach to students/others to enter the field, using current industry folks to help recruit. Incentivize to increase the workforce in health.
- Support the professional development, resilience, and wellness of the existing public health workforce to sustain COVID-19 initiatives, including recovery, and prepare for future emerging responses.
  - Build knowledge and skills of existing staff (i.e. cross-training) to fill emerging workforce needs and enhance opportunities for advancement.
  - Leverage/share resources, knowledge, and personnel between stakeholder institutions (public and private).
  - Establish or formalize core teams in the analysis of epidemiological data.
  - Promote a wellness focus to support the resilience of the public health workforce.



## GOAL 1

# Strengthen Public Health Capacity & Infrastructure

### B. Improve quality & availability of public health education.

[ADHS](#) | [ASU](#) | [AzCHOW](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pinal County Public Health Services District PCPHSD](#) | [UArizona](#) | [Yavapai County Community Health Services YCCHS](#) | [Yuma County YCPHSD](#)

- Develop list and roster of relevant degree programs including MPH, clinical, information systems, laboratory, and other relevant programs.
- Provide population health training, not just public health training.
- Sponsor a statewide public health conference and invite students (at all levels) to present projects to the public health community in the state.
- Build on the three public universities' capacity to reach a broader community through on-line education.



## Improve data surveillance and informatics

### A. Conduct a network analysis to address gaps identified during the pandemic by public health partners at the state, local (county and tribe), and community level

[ADHS\\*](#) | [Arizona Medical Association ArMA](#) | [ASU](#) | [Cochise County CHHS](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Vitalyst Health Foundation](#) | [Yuma County YCPHSD](#)

### B. Integrate, streamline, and enhance public health data sources, including partnerships with the health information exchange, by using tools such as Master Patient Index and electronic data sharing opportunities such as ELR (electronic laboratory reporting) and eCR (electronic case reporting).

[ADHS\\*](#) | [ASU](#) | [Pima County PCHD](#)

- Improve data automation to streamline reporting and data sharing.
- Bolster data sharing capabilities through updated data use agreements and data governance.

### C. Increase the speed and access to geocoded data to be able to do geospatial analysis including socioeconomic factors and SVI (social vulnerability index).

[ADHS\\*](#) | [ASU](#) | [Pima County PCHD](#)

### D. Improve the collection of race, ethnicity, and other important health disparity variables.

[ADHS\\*](#) | [ASU](#) | [Health Choice AZ](#) | [Pima County PCHD](#)

### E. Ensure that all data visualizations are created with a health equity lens.

[ADHS\\*](#) | [ASU](#) | [Cochise County CHSS](#) | [Pima County PCHD](#) | [UArizona](#)

### F. Ensure access to training to assist all levels of the public health system and communities in data processing, quality, technical handling, analysis, interpretation, and literacy.

[Pima County PCHD\\*](#) | [ADHS](#) | [ASU](#) | [Navajo County NCPHSD](#)

Note: Leading organizations of tactics action have been noted with asterisks.



## GOAL 1

# Strengthen Public Health Capacity & Infrastructure

### STRATEGY

## 4

### Improve collaborative communication strategies to inform the public and partner organizations effectively

- A. Identify trusted sources in the community to help relay public health information and promote collaboration.  
[AzHHA\\*](#) | [ADHS](#) | [ArMA](#) | [ASU](#) | [AZ4A](#) | [Cochise County CHSS](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Overdose Response Strategy](#) | [Pima County PCHD](#) | [UArizona](#) | [Yavapai County YCCHS](#) | [Yuma County YCPHSD](#)
- B. Create a statewide communication plan that is adopted at the local level to create consistent messages.  
[Arizona Hospital and Healthcare Association AzHHA\\*](#) | [ADHS](#) | [ArMA](#) | [AZSILC](#) | [Cochise County CHSS](#) | [Coconino County CCHHS](#) | [Equality Health Foundation](#) | [Gila County Public Health Department GCPHD](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Yavapai County YCCHS](#) | [Yuma County YCPHSD](#)
- Include people who have had COVID and went through the public healthcare system.
- C. Continued investment in data-dashboards (in addition to plain-language) to communicate real-time events to broad stakeholder communities. Present data in a meaningful way so it does not need to be interpreted by others.  
[ASU\\*](#) | [ADHS](#) | [Arizona Department of Emergency Management DEMA](#) | [Navajo County NCPHSD](#) | [Overdose Response Strategy](#) | [Pima County PCHD](#) | [UArizona](#)
- D. Conduct polling to have a baseline understanding of how communities view public health.  
[ASU\\*](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- E. Provide better outreach to smaller communities that may not have as much access otherwise, working with a set of community leaders.  
[ASU\\*](#) | [UArizona\\*](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Pinal County PCPHSD](#) | [Yuma County YCPHSD](#)
- F. Utilize shared sites (information commons).  
[ASU\\*](#) | [Pima County PCHD](#)
- G. Ensure ample opportunities to interact (in person) and build 1-1 relationships with members within partner organizations through meetings, workshops, events, etc.  
[ASU\\*](#) | [Diverse Ability Incorporated](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)



## GOAL 1

# Strengthen Public Health Capacity & Infrastructure



### Support evidence-based public health policies and practices

- A. Foster partnerships that broadly represent the community including healthcare groups, universities, communities, education, etc. to work with public health agencies on establishing and documenting evidence-based policy and practice, especially diversity and inclusion from our communities.  
[ArMA](#) | [ASU](#) | [AzNA](#) | [AZSILC](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#) | [UArizona](#)
- B. Develop a repository for evidence-based practices that public health community health partners and others can tap into, to include best and promising practices.  
[ASU](#) | [AzNA](#) | [Pima County PCHD](#) | [Vitalyst Health Foundation](#)
- C. Evaluate public health capabilities and regulations in other states.  
[ASU](#) | [AZ4A](#)
  - Develop a strong interstate network of data sharing.
  - Identify “sister” cities for public health surveillance, response, and action.
  - Conduct regional hotwashes.



## GOAL 2

# Rebuild a Stronger System to Support Health

### STRATEGY

## 1

### Conduct assessment of supporting health systems in Arizona at a state and local level, including impacts and lessons learned from the COVID-19 pandemic

- A. Conduct interviews with health systems leaders and front line staff.  
[AzHHA AzCHER\\*](#) | [ASU](#) | [Pima County PCHD](#)
- B. Utilize existing databases and analysis, such as from Maricopa Association of Governments and the Morrison Institute.  
[ASU](#) | [Pima County PCHD](#)
- C. Consider issues such as supply chain, energy, internet/broadband access in addition to direct health issues.  
[ASU\\*](#) | [AzHHA](#)

### STRATEGY

## 2

### Build new and strengthen existing partnerships to improve health together

- A. Formalize multi-sector partnerships established during the response.  
[AzHHA AzCHER\\*](#) | [ASU](#) | [AzCHOW](#) | [Cochise County CHSS](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)
- B. Build awareness of partners' roles in improving health together.  
[ASU](#) | [AzCHOW](#) | [Cochise County CHSS](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)
- C. Develop multi-sector regional collaboratives.  
[AzHHA\\*](#) | [ASU](#) | [AzNA](#) | [Cochise County CHSS](#) | [Equality Health Foundation](#) | [Health Choice AZ](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Vitalyst Health Foundation](#) | [Yuma County YCPHSD](#)
- D. Identify and engage diverse coalitions for wellbeing that already exist across the state and region.  
[Wellbeing Collaborative for Health Professionals\\*](#) | [ADHS](#) | [ASU](#) | [Cochise County CHSS](#) | [Diverse Ability Incorporated](#) | [Health Choice AZ](#) | [UArizona](#)
- E. Create funding opportunities for partnerships/collaborations.  
[ADHS](#) | [ASU](#) | [Blue Cross Blue Shield of Arizona BCBSAZ](#)
- F. Leverage creative sector assets and resources in support of community engagement and health improvement goals.  
[ASU](#) | [Cochise County CHSS](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)



## GOAL 2

# Rebuild a Stronger System to Support Health

G. Work to prevent a potential “re-siloing” of health care as something separate from public health, envisioning a broader understanding of public health and wellness.

[AzHHA\\*](#) | [ADHS](#) | [ASU](#) | [AZ4A](#) | [AzCHOW](#) | [Maricopa County MCDPH](#) | [Yuma County YCPHSD](#)

H. Engage faith-based organizations into collaborative health improvement methods and activities.

[ADHS](#) | [ASU](#) | [AzCHOW](#) | [Health Choice AZ](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)

I. Exchange best practices.

[AzHHA\\*](#) | [ADHS](#) | [ASU](#) | [BCBSAZ](#) | [Pima County PCHD](#) | [Regional Center for Border Health RCBH](#)

- Utilizing lessons learned and best practices, identify areas where a unified response would be helpful to support all local health departments (data, messaging, testing, etc.).
- Develop sister city programs to assist in development of advanced public health institutions through continued team building and exchange of knowledge and expertise.

J. Establish a public/private coalition to identify resources and/or existing programs each partner has and collaboratively leverage how to best to utilize them in more targeted ways.

[AzHHA](#) [AzCHER\\*](#) | [ASU](#) | [DEMA](#) | [Equality Health Foundation](#)

K. Create an inter-departmental coalition of state agencies (whole-of-government approach) to promote health in all policies by working together to develop and monitor shared metrics and initiatives.

[ADHS\\*](#) | [ASU](#) | [DEMA](#) | [Pima County PCHD](#)

L. Build a centralized and sustained infrastructure for the business operations of new coalition and collaborative work.

[ASU](#) | [Pima County PCHD](#)



## GOAL 2

# Rebuild a Stronger System to Support Health

### STRATEGY

## 3

### Enhance access to behavioral health providers

- A. Incentivize education and employment opportunities to recruit and retain providers in AZ.  
[AHCCCS](#) | [BCBSAZ](#) | [Pima Council on Aging](#)
- B. Enhance public awareness and education to destigmatize seeking behavioral health treatment.  
[ASU](#) | [AZSILC](#) | [Diverse Ability Incorporated](#) | [Health Choice AZ](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Wellbeing Collaborative of Health Professionals](#) | [Yuma County YCPHSD](#)
- C. Enhance the infrastructure, including funding, and approaches to telehealth for behavioral health services.  
[AHCCCS](#) | [ASU](#) | [AZ4A](#) | [Health Choice AZ](#) | [Pima County PCHD](#)
- D. Strengthen the flow of service from the initial point of contact through aftercare (e.g., first responder through housing).  
[ASU](#) | [Pima County PCHD](#)
- E. Clearly state options for behavioral health services in health plans.  
[AHCCCS](#)

### STRATEGY

## 4

### Strengthen hospital systems surge, preparedness and flexibility (including health care worker health and wellness, travel surge, etc)

- A. Enhance workforce development related to compassion fatigue, vicarious trauma, and cumulative career stress.  
[Wellbeing Collaborative for Health Professionals\\*](#) | [AzNA](#) | [BCBSAZ](#) | [NARBHA Institute](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)
- B. Identify surge “pain points” and needs per providers and health systems leaders.  
[AzHHA\\*](#) | [ASU](#) | [Navajo County NCPHSD](#)
- C. Develop better mechanisms for sharing of staff across organizations throughout the state to address surges.  
[AzHHA\\*](#)
- D. Build on existing surge line.  
[ADHS\\*](#)



## GOAL 2

# Rebuild a Stronger System to Support Health

### STRATEGY

## 5

### Enhance social services and safety net programs (211, domestic violence shelters, navigators, WIC, housing assistance, foodbanks, etc)

A. Create a pipeline of well-trained students to enter these fields as professionals.

[ASU](#) | [AZ4A](#) | [AzNA](#) | [Pima Council on Aging](#) | [UArizona](#)

B. Improve state agency coordination between programs.

[ADHS](#) | [AHCCCS](#) | [ASU](#)

C. Enhance funding to support programs.

[AHCCCS](#) | [ASU](#) | [AZ4A](#) | [BCBSAZ](#)

D. Assist social service organizations in being able to bill insurers for social determinants of health to help act as a referred provider for primary care and other health institutions.

[ASU](#) | [AZ4A](#) | [Vitalyst Health Foundation](#)



## GOAL 2

# Rebuild a Stronger System to Support Health

### STRATEGY

## 6

### Develop a statewide navigation system to navigate people to the right health and social services at the right time

- A. Develop a system and infrastructure for personalized, neighborhood-specific navigation services to assist Arizonans with efficiently accessing appropriate information, support, resources, and enrollment into programs.  
[ADHS\\*](#) | [AHCCCS](#) | [ASU](#) | [AZ4A](#) | [Coconino County CCHHS](#) | [Diverse Ability Incorporated](#) | [Solari Crisis & Human Services](#)
- B. Establish personalized resource matching and navigation support with multiple entry points.  
[Pima County PCHD](#) | [Solari Crisis & Human Services](#)
- C. Institute no wrong door model.  
[Diverse Ability Incorporated](#) | [Overdose Response Strategy](#) | [Pima County PCHD](#)
- D. Leverage existing local systems to build a statewide service connection.  
[ADHS\\*](#) | [AHCCCS\\*](#) | [DES\\*](#) | [Solari Crisis & Human Services](#) | [UArizona](#)
  - Look to creative access points (i.e. librarians, first responders, community centers)
  - Leverage certified navigators that help individuals understand and enroll in health insurance coverage
- E. Coordinate with key state and local partners to identify data sharing and system support to remove barriers to accessing services.  
[ASU\\*](#) | [ADHS\\*](#) | [Overdose Response Strategy](#) | [Pima County PCHD](#) | [Solari Crisis & Human Services](#)
- F. Enhance connections between healthcare providers and social service organizations to increase focus on social determinants of health; build on AHCCCS Closed Loop Referral System.  
[AHCCCS\\*](#) | [ASU](#) | [AZ4A](#) | [NARBHA Institute](#) | [Solari Crisis & Human Services](#) | [Vitalyst Health Foundation](#)
- G. Provide education and outreach on existing resources, including utilizing the 211 system.  
[ASU\\*](#) | [Solari Crisis & Human Services\\*](#) | [AHCCCS](#) | [ASU](#) | [AZ4A](#) | [AZ ACEs Consortium](#) | [Pima County PCHD](#) | [UArizona](#)
- H. Invest in strengthening care coordination and client advocacy programs.  
[ASU](#) | [Overdose Response Strategy](#) | [Pima County PCHD](#)



## GOAL 2

# Rebuild a Stronger System to Support Health

### STRATEGY

## 7

### Enhanced access to general healthcare providers throughout Arizona to provide support for improved health and wellness

A. Expand the school nurse and school health workforce.

[ADE](#) | [ADHS](#) | [Pima County PCHD](#)

- Use COVID-19 workforce development funds to support expansion of school nurse and school health workforce.
- Cover primary care services at schools through AHCCCS.

B. Expand use of traditional healers, community health workers/community health representatives, direct care workers and others that reach underserved communities and reflect the diversity of the communities in which they serve

[AHCCCS](#) | [ASU](#) | [AZ4A](#) | [AzCHOW](#) | [Coconino County CCHHS](#) | [Maricopa County MCDPH](#) | [Pima Council on Aging](#) | [Pima County PCHD](#) | [Pinal County PCPHSD UArizona](#) | [Yuma County YCPHSD](#)

- Utilize community health workers to engage difficult patients.
- Encouraging community health workers to become certified through ADHS.
- *See the [AzHIP Rural Health/Urban Underserved Priority Action Plan](#) for more actions related to community health workers.*

C. Strengthen primary care throughout Arizona (programs, residencies,etc.).

[ArMA](#) | [ASU](#)

- Support the professional fulfillment of clinicians in the primary care network using an evidence-based model (such as the Stanford model).
- Continue support for economic survival of existing network of primary care practitioners.

D. Enhance access to telehealth.

[AHCCCS](#) | [ASU](#) | [AZ4A](#) | [Cochise County CHSS](#) | [Health Choice AZ](#) | [Pima Council on Aging](#)

- Address broadband issues in rural Arizona
- Work with vulnerable communities to increase connectivity, access and literacy for those who do not have it
- Add software tools to gather data, visuals, and sound to easily measure vitals
- Disseminate information on best practice recommendations (due June 30, 2022) from the Telehealth Advisory Committee
- *See the [AzHIP Rural Health/Urban Underserved Priority Action Plan](#) for more actions related to telehealth*



## GOAL 2

# Rebuild a Stronger System to Support Health

E. Upskill the health workforce.

[ASU\\*](#) | [AzCHOW](#) | [Pima County PCHD](#)

- Offer “non-degree” continuing education and certifications for various members of the health workforce.

F. Maximize the use of enhanced federal matching funds, available through March 31, 2024, to improve the existing home and community based services delivery system, including workforce development and financial support efforts that will assist in the recruitment and retention of direct support professionals.

[AHCCCS\\*](#)

### STRATEGY

## 8

### Harness innovation and technology

A. Focus research on long term effects of COVID.

[ASU](#)

B. Address the digital/technical divide among families and communities.

[ASU\\*](#) | [AZ4A](#) | [Pima Council on Aging](#) | [UArizona](#)

C. Maintain or learn from innovations created during the pandemic response (e.g. Arizona Surge Line, Isolate Alternate Care Sites, telehealth, personal protective equipment, Arizona State Immunization Information System, local innovations).

[ADHS](#) | [ASU](#) | [Pima County PCHD](#)

D. Support next generation infectious disease testing capabilities and sharing of metadata to improve disease understanding and drive public health interventions.

[ASU\\*](#) | [Pima County PCHD](#)



### GOAL 3

## Advance Health Equity

#### STRATEGY

### 1

### Conduct assessment of health equity practices, protocols, and culture.

A. Conduct assessment of health equity practices, protocols, and culture

AzHHA\* | Arizona Advisory Council on Indian Health Care AACIHC | ADHS | ASU | Coconino County CCHHS | Gila County GCPHD | Maricopa County MCDPH | NAU | Pima County PCHD | Yavapai County YCCHS | Yuma County YCPHSD

#### STRATEGY

### 2

### Measure and report impact of age, gender, race/ethnicity, ACEs, SDOH on health outcomes as recommended by the Health Equity Data & Usability Advisory Committee.

A. Measure and report impact of age, gender, race/ethnicity, ACEs, SDOH on health outcomes as recommended by the Health Equity Data & Usability Advisory Committee.

ADHS\* | AHCCCS | ASU | AzHHA | Maricopa County MCDPH | Pima County PCHD | Yuma County YCPHSD



## GOAL 3

# Advance Health Equity

### STRATEGY

## 3

**Build and expand an inclusive, diverse workforce, including hiring people from the community (e.g. community health workers and other trusted community members) who are equipped to assess and address the needs of communities disproportionately impacted by the pandemic.**

A. Complete rules and begin voluntary certification of Community Health Workers in 2022.

[ADHS\\*](#) | [AzCHOW](#) | [Equality Health Foundation](#)

B. Improve workforce diversity in public health, including leadership roles.

[ADHS](#) | [ASU](#) | [AzCHOW](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)

- Develop a public health leadership program and internship program for individuals from underserved, marginalized, and invisible populations to build capacity from within.
- Engage with students at earlier grade levels regarding their pathway options.
- Develop a public health corp, similar to the conservation corp, where people can get a sense of what working in public health entails, while offering an opportunity or public service. Enhance promotion of existing public health training programs including federal programs and expansions of AmeriCorps for public health departments.
- Develop workforce training programs to increase the amount of community health workers and promotores from communities to help improve social determinants of health; develop a model that allows for career advancement.
- Work with FQHCs, rural hospitals, and community health centers to develop stackable credentials and badges to upskill community health workers and train community members.
- Work directly with the DES employer engagement personnel/AZ@Work, as well as workforce boards and DES/State Vocational Rehabilitation Program to augment public and community health job opportunities and awareness of these opportunities.

C. Build a strong foundation of knowledge and experience in the current workforce.

[ADHS](#) | [AzCHOW](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)



## GOAL 3

# Advance Health Equity

### STRATEGY

## 4

### **Champion policies and practices to address the social determinants of health (food access, transportation, housing, education, jobs, worksite wellness, built environment, environmental health issues, etc.)**

See the [AzHIP Health in All Policies/Social Determinants of Health Priority Action Plan](#) for more actions related to housing

- A. Conduct community participatory mapping projects to assess, from the perspectives of community members, assets and resources that already exist.  
[AACIHC](#) | [AHCCCS](#) | [ASU](#) | [AzCHOW](#) | [Coconino County CCHHS](#) | [La Paz County LPCHD](#) | [Pima County PCHD](#) | [UArizona](#) | [Wildfire](#)
- B. Conduct network analysis in our communities to identify where we have gaps and duplication of services.  
[AACIHC](#) | [AHCCCS](#) | [ASU](#) | [AzCHOW](#) | [La Paz County LPCHD](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Vitalyst Health Foundation](#) | [Wildfire](#)

### STRATEGY

## 5

### **Establish, enhance, or implement health equity offices, workgroups, task forces, coalitions, and plans to address COVID-19 related and other health disparities**

- A. Create health equity learning collaboratives.  
[ADHS\\*](#) | [AACIHC](#) | [ASU](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [San Carlos Apache Tribe](#) | [UArizona](#) | [Yavapai County YCHHS](#) | [Yuma County YCPHSD](#)
- B. Conduct organizational health equity assessments and create plans for improvement that are action-oriented.  
[ADHS\\*](#) | [ASU](#) | [AzCHOW](#) | [Pima County PCHD](#)
- C. Create sustainable mechanisms that are flexible enough to pivot as needed to address different health challenges (immediate and long-term).  
[Pima County PCHD](#)
- D. Gain governance group endorsement and support for health equity infrastructure.  
[Pima County PCHD\\*](#) | [AzCHOW](#)
- E. Establish a statewide Emerging Therapeutics group to address equity in distribution and access as new COVID-19 treatments/drugs become available during the response.  
[ADHS\\*](#) | [Health Choice AZ](#)



## GOAL 3

# Advance Health Equity

### STRATEGY

## 6

### **Build community capacity to reach and serve disproportionately affected populations with effective culturally and linguistically tailored programs and practices**

- A. Develop and disseminate culturally and linguistically responsive prevention communications through various channels that are written in plain language and in formats and languages suitable for diverse audiences- including people with disabilities, limited English proficiency, etc.

[ADHS](#) | [ASU](#) | [AzCHOW](#) | [Cochise County CHSS](#) | [Coconino County CCHHS](#) | [Diverse Ability Incorporated](#) | [Equality Health Foundation](#) | [Gila County GCPHD](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Pinal County PCPHSD](#) | [UArizona](#) | [Yuma County YCPHSD](#)

- B. Increase community engagement at the ground level.

[Pima County PCHD\\*](#) | [ASU](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)

- C. Develop education and workforce training programs with communities (e.g., public health training based on indigenous knowledge) to create capacity and systems that work for diverse populations versus a one-size-fits-all approach

[ASU](#) | [AzCHOW](#) | [Diverse Ability Incorporated](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)

- Create train-the-trainer programs with an eye towards sustainability and community capacity-building
- Grow and build talent and resources within communities. Incentivize education programs, use a CHR staffing model, allow experience and expertise to be equivalent or more valued than degrees and certifications



## GOAL 3

# Advance Health Equity

### STRATEGY

## 7

### Support community driven solutions that advance health equity

A. Create regular opportunities for community engagement (town halls, listening sessions, etc.).

[ADHS](#) | [Arizona Town Hall](#) | [ASU](#) | [AzCHOW](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)

- Establish community advisory boards
- Consider engaging youth in this work

B. Be intentional in funding non-traditional groups that can impact health in communities.

[ADHS\\*](#) | [ASU](#) | [BCBSAZ](#) | [Pima County PCHD](#)

- Facilitate easier access for community-based organizations serving communities of color and underserved communities to apply for grants and try out of the box approaches

C. Improve efforts to recruit and include local advocacy groups in the collaborative processes to develop programs and integrate in the outreach efforts conducted by public health.

[ADHS](#) | [ASU](#) | [AzCHOW](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)

D. Work with communities to have in-group members and community leaders identify health challenges and leverage cross-sector resources to co-create solutions

[ASU](#) | [AzCHOW](#) | [BCBSAZ](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)



## GOAL 3

# Advance Health Equity

### STRATEGY

## 8

### Ensure services and websites are person-centered, user-driven, and trauma-informed

- A. Consider strategies to make Arizona services and online resources more accessible to all individuals, taking into account age and unique needs of individuals with disabilities.  
[AZ4A\\*](#) | [ASU](#) | [AZSILC](#) | [Pima County PCHD](#) | [UArizona](#)
- Ensure people without internet access have access to a phone number to call to seek resources
  - Work with Aging and Disability Resource Centers (ADRCs) to help facilitate online/phone connections
- B. Develop a plan to address infrastructure, system navigation, and coordination challenges of population and communities with disabilities.  
[AZSILC](#) | [ASU](#) | [AZ4A](#) | [Pima County PCHD](#)
- C. Expand digital literacy programming on a grassroots level.  
[ASU](#) | [AZ4A](#) | [Pima Council on Aging](#)
- D. Leverage a geospatial approach (where people live, neighborhoods, zip codes) to understand disparities and optimize location and access of services.  
[ASU](#) | [Pima County PCHD](#)
- E. Ensure diversity and inclusion best practices and multiple languages are used when developing tools/websites.  
[ASU](#) | [AZSILC](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#)
- F. Utilize advisory councils made up of community groups to periodically review the services and websites to see how they can be improved.  
[ASU](#) | [AzCHOW](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#)

See [AzHIP Health Equity Priority Action Plan](#) for more actions on advancing health equity



## GOAL 4

# Enhance Resilience in Arizona Communities

### STRATEGY

## 1

### Conduct assessment of resilience in individuals and communities, including impacts and lessons learned from the COVID-19 pandemic (use SHA as baseline).

- A. Gather data to understand what community means to people now.  
[ASU\\*](#) | [AzCHOW](#) | [Pima County PCHD](#)

### STRATEGY

## 2

### Expand approaches to improving mental health and addressing trauma.

See [AzHIP Mental Well-being Priority Action Plan](#) for more actions to improve mental well-being.

- A. Expand mental health first aid and youth mental health first aid.  
[ADHS](#) | [BSBCAZ](#) | [Maricopa County MCDPH](#) | [NARBHA Institute](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Solari Crisis & Human Services](#)
- B. Expand social emotional learning opportunities for students.  
[ADE](#) | [Diverse Ability Incorporated](#) | [Coconino County CCHHS](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- C. Enhance training for school staff on mental health.  
[ADE\\*](#) | [ASU\\*](#) | [AZ ACEs Consortium](#) | [BCBSAZ](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#)
- D. Enhance trauma sensitivity training for schools (students, teachers, staff and parents) to incorporate social and emotional support.  
[AZ ACEs Consortium\\*](#) | [Arizona Department of Education ADE](#) | [ADHS](#) | [ASU](#) | [Blue Cross Blue Shield of Arizona BCBSAZ](#) | [Pima County PCHD](#) | [Vitalyst Health Foundation](#)
- E. Work with K-12 education system to develop curriculum for students to be grounded in these concepts early on the 4th “R” Reading, Writing, Arithmetic, Resiliency.  
[ADE\\*](#) | [ASU\\*](#) | [Pima County PCHD](#)
- F. Enact strategies to decrease stigma related to mental health.  
[AzCHOW](#) | [AZSILC](#) | [Diverse Ability Incorporated](#) | [Health Choice AZ](#) | [Maricopa County MCDPH](#) | [NARBHA Institute](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)
  - Engage communities in building those messages.



## GOAL 4

# Enhance Resilience in Arizona Communities

G. Develop and Implement strategies to address unresolved grief and trauma as a result of the impacts of the pandemic.

[AzCHOW](#) | [Pima County PCHD](#)

- Create options to engage in activities that support healing (i.e. community activities, support groups, faith-based, outdoor activities, communities of practice, etc.).

H. Strengthen statewide approach to addressing Adverse Childhood Experiences (ACEs).

[ASU\\*](#) | [AZ ACEs Consortium\\*](#) | [ADHS](#) | [BCBSAZ](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)

I. Engage peer support and mentoring models.

[AZSILC](#) | [BCBSAZ](#) | [Diverse Ability Incorporated](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)

J. Train professionals and Community Health Workers who work directly with community members to increase health literacy regarding mental health and resilience.

[ASU\\*](#) | [AzCHOW\\*](#) | [AZ ACEs Consortium](#) | [Navajo County NCPHSD](#) | [Pima Council on Aging](#) | [Pima County PCHD](#)

K. Create communities of practice on mental well-being and resilience.

[ASU\\*](#) | [ADHS](#) | [AZ ACEs Consortium](#) | [AzCHOW](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#)

L. Utilize community coalitions to engage community stakeholders and get messages out.

[ASU\\*](#) | [AZ ACEs Consortium](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [UArizona](#) | [Yuma County YCPHSD](#)

M. Normalize the conversation about mental and emotional health.

[ADHS](#) | [AzCHOW](#) | [AZSILC](#) | [Diverse Ability Incorporated](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [NARBHA Institute](#) | [Pima County PCHD](#) | [Wellbeing Collaborative for Health Professionals](#) | [Yuma County YCPHSD](#)

N. Promote socialization, connectedness among people (build on ADHS social connectedness/[Start a Conversation campaign](#)).

[ADHS\\*](#) | [AZ4A](#) | [Diverse Ability Incorporated](#) | [NARBHA Institute](#) | [Wellbeing Collaborative for Health Professionals](#)



## GOAL 4

# Enhance Resilience in Arizona Communities

### STRATEGY

## 3

### Increase sense of community throughout Arizona

A. Organize community service activities/projects.

[ASU\\*](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)

B. Work with community non-profits, community-based fraternities and sororities.

[ASU\\*](#)

C. Develop or expand intergenerational programs.

[ASU](#) | [AZ4A](#) | [Diverse Ability Incorporated](#) | [Pima Council on Aging](#)

- Promote intergenerational relationships like home sharing or volunteerism programs that help older adults remain in their own homes and communities while leveraging the resources, skills, and value of younger people.

D. Mobilize social media as a vehicle to promote shared community experiences and feature stories and programs of community members helping each other out.

[AZ CEAL](#) | [Equality Health Foundation](#) | [DEMA](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)



## GOAL 4

# Enhance Resilience in Arizona Communities

STRATEGY

4

### Identify meaningful ways for people to take an active role in their health (including seeking resources) and contribute to the health of their communities

- A. Implement a Public Health Champions Training Program to engage community members on health promotion and prevention.  
[ASU\\*](#) | [UArizona\\*](#) | [AzCHOW](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- B. Promote and provide CPR/First Aid training, including naloxone training, especially in rural areas.  
[ASU\\*](#) | [UArizona\\*](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)
- C. Work with businesses to set up opportunities for employees to engage in health activities.  
[ASU](#) | [Maricopa County MCDPH](#) | [Yuma County YCPHSD](#)
- D. Increase education for youth on health and independent living skills and increase opportunities for youth to be active.  
[ASU\\*](#) | [Diverse Ability Incorporated](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- E. Capitalize on existing community events for community education and engagement.  
[ASU\\*](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- F. Provide education on best practices for wellness and resiliency on bio/psycho/spiritual wellness.  
[Navajo County NCPHSD](#) | [UArizona](#)



## GOAL 4

# Enhance Resilience in Arizona Communities

### STRATEGY

## 5

### Mobilize communities to develop and implement health improvements

- A. Local health departments and local communities-based partners mobilize communities to improve health.  
[ASU](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- B. Strengthen cross-sector collaborations; look at collective impact model; and have a central organization to facilitate collaboration at state and local levels.  
[ASU\\*](#) | [AzCHOW](#) | [Equality Health Foundation](#) | [Health Choice AZ](#) | [Maricopa County MCDPH](#) | [NARBHA Institute](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- C. Utilize community spaces (parks, libraries, arts, etc.) to focus on health activities.  
[ASU\\*](#) | [Maricopa County MCDPH](#) | [Pima County PCHD](#)

### STRATEGY

## 6

### Enhance financial stability among individuals and families

See the [AzHIP Health in All Policies/Social Determinants of Health Priority Action Plan](#) for more actions related to enhancing financial stability

- A. Maintain AHCCCS eligibility in order to support health and decrease the burden of health costs on individuals and families.  
[AHCCCS\\*](#) | [Navajo County NCPHSD](#) | [UArizona](#)
- B. Coordinate with workforce development agencies to connect people to medical insurance  
[AHCCCS](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#)
- C. Improve collaboration with Community Action Agencies  
[ADHS](#) | [Navajo County NCPHSD](#) | [Solari Crisis & Human Services](#)



## GOAL 4

# Enhance Resilience in Arizona Communities

### STRATEGY

## 7

### Increase resources, training, and support for family caregivers

- A. Expand evidence or promising practice-based programming to help family caregivers manage SDOH and stress-related concerns.  
[AZ4A\\*](#) | [ADHS](#) | [AHCCCS](#) | [ASU](#)
- B. Expand the knowledge and options for respite care.  
[AZ4A\\*](#) | [AHCCCS](#)
- C. Support and promote Area Agencies on Aging in their existing Older Americans Act Family Caregiver Supportive Services Programming.  
[AZ4A\\*](#) | [AHCCCS](#) | [Pima County PCHD](#)
- D. Utilize houses of worship and community centers as optimal locations for training and engagement  
[Az ACEs Consortium\\*](#)

### STRATEGY

## 8

### Tap into the power and contributions of youth

- A. Use creative youth development strategies to position young people as leaders in improving their communities' health and wellness.  
[ASU\\*](#) | [ADHS](#) | [AzCHOW](#) | [Diverse Ability Incorporated](#) | [Navajo County NCPHSD](#) | [Pima County PCHD](#) | [Yuma County YCPHSD](#)
- B. Utilize existing youth coalitions/groups to inform actions.  
[ASU\\*](#) | [ADHS](#) | [Diverse Ability Incorporated](#) | [Pima County PCHD](#) | [UArizona](#)
- C. Provide connection to Joint Technical Education District (JTED) or other career technical education programs to involve people in health care roles in their future.  
[Pima County PCHD](#)



## GOAL 4

# Enhance Resilience in Arizona Communities

### STRATEGY

## 9

### Magnify efforts to prevent disease and injuries and promote healthy, active lifestyles

A. Address increased tobacco and substance use.

ADHS\* | Maricopa County MCDPH | Navajo County NCPHSD | Overdose Response Strategy | Pima County PCHD | Yuma County YCPHSD

B. Promote preventive health checks, well visits, childhood and adult immunizations, cancer screenings, and preventive dental care.

ADHS | ASU | Equality Health Foundation | Maricopa County MCDPH | Navajo County NCPHSD | Pima County PCHD | UArizona | Yuma County YCPHSD

C. Promote physical activity and active lifestyles, including outdoor activities.

ASU\* | ADHS | Equality Health Foundation | Maricopa County MCDPH | Navajo County NCPHSD | Pima County PCHD | UArizona | Yuma County YCPHSD

D. Enhance nutrition services, education and trauma-informed approaches to food behaviors.

ADHS\* | ASU\* | Maricopa County MCDPH | Navajo County NCPHSD | Pima County PCHD | Yuma County YCPHSD

E. Strengthen prevention programs for behavioral health.

ASU\* | BCBSAZ | Pima County PCHD

F. Promote evidence-based chronic disease and falls prevention programs for older adults (e.g. Enhance Fitness, A Matter of Balance, Chronic Disease Self-Management Programs).

AZ4A\* | ADHS | ASU | AzCHOW | Maricopa County MCDPH | Navajo County NCPHSD | Pima County PCHD | Yuma County YCPHSD

# Plan Implementation

The AzHIP is an important resource for all Arizona public health system partners. Organizations can align their work with the overarching statewide goals and objectives for health improvement in these priority areas or identify strategies for their own health improvement efforts.

This is a living document intended to be monitored and evolve during its duration. These strategies and tactics are an important starting point in addressing the priorities, but it is expected they will continue to develop as teams begin working to implement them. Progress on this plan will be communicated via periodic newsletters and annual reporting. Updates will also be posted to the ADHS website.

Numerous forums were held during the development of this plan. While valuable suggestions were incorporated, additional ideas captured were not included in the first version of the plan. A complete list of these suggestions can be found [here](#) to reference and incorporate into future planning. A sincere thank you to the dedication of those who developed this plan.



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