

SUPPLEMENTAL INFORMATION: SYSTEM-WIDE

Recommended Evidence-based and/or Promising Strategies

Policy, Systems and Environmental Change

Policy, Systems and Environmental Change (PSE) approaches aim to produce healthier environments and make healthy lifestyle choices more feasible for all members in a community. Unlike behavior change interventions which focus on changing individual behaviors or lifestyle changes (e.g. fitness education, smoking cessation, etc.), a PSE approach aims to improve health outcomes at the population level (e.g. more parks, tobacco tax, etc.) through strategic changes to policies, systems, and environments where we live, learn, work, and play.

Figure 1. Policy, Systems and Environmental Change Definitions

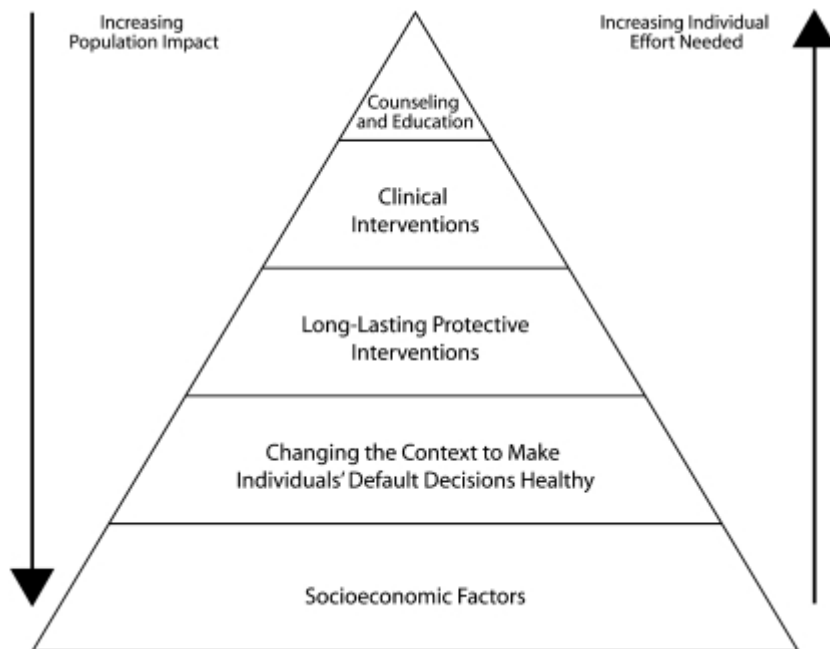
Policy Changes	Changes to organizational or legislative positions, decisions or courses of action (e.g. laws, ordinances, resolutions, mandates, regulations, etc.). Policy changes efforts may include working with or influencing government bodies, school districts, schools, parks, healthcare organizations, worksites, and other community institutions to adopt policies that support the health of the population.
Systems Changes	Changes in organizational procedures or rules. Systems changes can focus on changing infrastructure, instituting processes or procedures, or systematic changes to personnel, resource allocation, or programs. Systems changes often complement policy changes.
Environmental Changes	Observable changes in the physical, economic, and/or social aspects of the environment that influence practices and behaviors at the population level.

Source: "What Is Policy, Systems and Environmental (PSE) Change?" The Food Trust. 2012
http://cobb2020.com/wp-content/uploads/2019/07/Policy_Systems_and_Environmental_Change-Handout.pdf

Interventions targeting PSEs often work together and can complement each other in comprehensive plans to improve the health of a targeted population.

The value of policy, systems and environmental approaches are demonstrated by the Health Impact Pyramid (Figure 2). The base of the five-tier pyramid represents “socioeconomic factors.” As one nears the top of pyramid, public actions and interventions increasingly require the least individual effort and have the greatest population impact. PSE changes occur at the bottom two levels of the Health Impact Pyramid, giving them a greater potential for large-scale impact.

Figure 2. The Health Impact Pyramid (2010)



Source: *A Framework for Public Health Action: The Health Impact Pyramid*. [Am J Public Health](https://doi.org/10.2105/AJPH.2009.185652). 2010 April; 100(4): 590–595 doi: [10.2105/AJPH.2009.185652](https://doi.org/10.2105/AJPH.2009.185652)

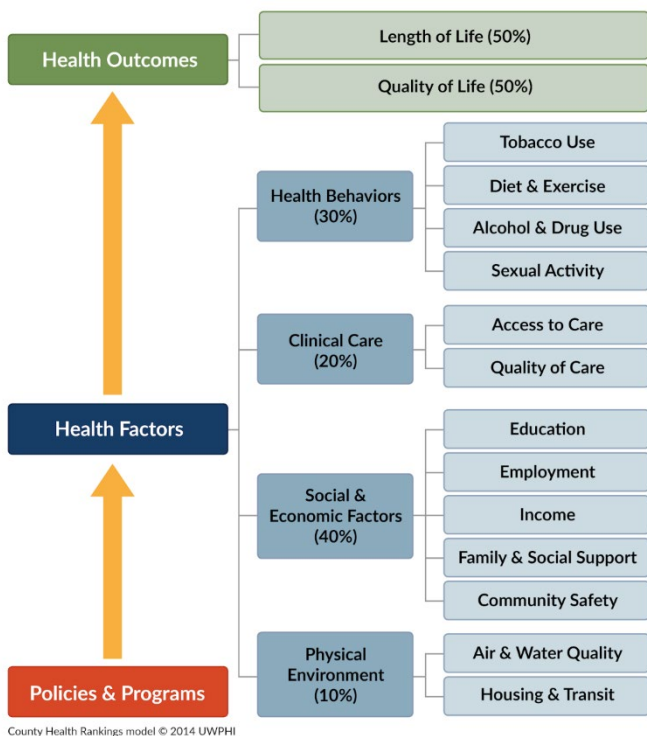
The Delaware State Health Needs Assessment (2018) recognized that none of the Delaware State Health Improvement Plan (SHIP) recommendations could or should be implemented independently. The Delaware SHIP recommended a PSE approach to focus interventions focused at the systems-level, support

collaboration and coordination across sectors and stakeholders, and promote sustainable population health improvements.

Social Determinants of Health

PSE changes have the greatest potential for population-wide impact because they can alter the very context in which health behaviors are taking place, changing the playing field for an entire population at once. This highlights another important concept – the acknowledgment that the environments and conditions in which people live, learn, work, and play have tremendous influence over their health. These conditions, collectively referred to as the social determinants of health, include things such as having affordable and safe housing, access to quality education, a sense of community safety, and food security. The County Health Rankings Model (Figure 3) proposes that the social determinants of health make a more significant contribution to health outcomes than either individual health behaviors or clinical care.

Figure 3. County Health Rankings Model



Source: County Health Rankings Model (2014). Retrieved from <https://www.countyhealthrankings.org/sites/default/files/media/image/resources/CHRRmodel.png>

Because many social and economic factors like education, employment, housing, and income are heavily impacted by structural racism and discrimination, targeting the social determinants of health also provides an important lever for addressing inequities in health outcomes across racial groups.

For these reasons, the Delaware SHIP recommends that in order to see meaningful health improvements for all Delawareans, the social determinants of health must be addressed.

Healthy People 2030 describes the social determinants of health across the following categories:

- Neighborhood & Built Environment (i.e. access to healthy foods, violence, conditions, quality housing)
- Education (i.e. early childhood, enrollment in higher ed, HS graduation, language and literacy)
- Economic Stability (i.e. employment, food insecurity, housing instability, poverty)
- Social & Community Context (i.e. civic participation, discrimination, incarceration, social cohesion)
- Health & Health care (i.e. access to health care, access to primary care, health literacy)¹

Health in All Policies

Examples of HiAP implementation at two different levels might be: 1) to examine HiAP opportunities by individual project or initiative; or 2) to institutionalize a HiAP “lens” through legislation or a “whole-government” approach. The first scenario confers the benefits of the process.

A legislative approach to HiAP requires more political buy-in to achieve but creates a sustainable process and requirement that has widespread and long-lasting influence.

Health Impact Assessments are tools that can support a Health in All Policies approach. Health Impact Assessments involve data, stakeholder input, and public health expertise to understand the risks and benefits of proposed policies. Several states have pursued legislation to institutionalize these assessments, and case studies are presented in [Health Impact Assessment Legislation in the United States](#).²

¹ Social Determinants of Health—Healthy People 2030 | health.gov. (n.d.). Retrieved from <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>

² Health Impact Assessment Legislation in the States (2015). Retrieved from https://www.pewtrusts.org/~media/assets/2015/01/hia_and_legislation_issue_brief.pdf

Social Marketing

Social marketing uses commercial marketing strategies to change people's behavior for the social good. It seeks to understand and address what people believe and need to know and do to change a specific behavior. Social marketing can be part of a comprehensive approach to prevent disease, improve health, or gain public support for change for the good of individuals or the community.

[The Ad Council](#) is a national non-profit organization that has focused on social marketing since the 1940s. They use research, science, and creative storytelling to create ad campaigns that can be used for free by the general public. Campaigns focus on a variety of topics including bullying prevention, Type 2 diabetes prevention, fatherhood involvement, gun safety, and racial justice. They are an excellent source for free public health social marketing materials.

Institutionalize Equity

In their 2017 report, "Moving to Institutional Equity," the Health Equity Council of the National Association of Chronic Disease Directors (NACDD) recommends that public health practitioners systematically work to address the social determinants of health while identifying institutionalized racism to "constructively change each (and all) of the separate expressions of it to create a new reality called institutionalized racial equity."³ While NACDD created a [tool](#) to address racial equity for public health practitioners, many tools and frameworks exist to address efforts that help institutions and organizations address institutionalized racism and move toward building a culture of racial and social equity.

SHIP 2019-2020 Activities to Address System-Wide Recommendations

³ *Moving to Institutional Equity* (2017). Retrieved from https://cdn.ymaws.com/www.chronicdisease.org/resource/resmgr/Gillan's_files/Health_Equity_June_2017.pdf

SHIP stakeholders concerned about system-wide recommendations were engaged in a variety of efforts that aligned with the above recommendations during the past year. Information from the high impact stakeholder group (i.e. Healthy Communities Delaware) and other relevant stakeholders was derived from meetings, websites, and other resources. Highlights of these activities are presented below. Many stakeholder activities related to system-wide recommendation were described throughout this report in priority areas where they originated or were designed to have the most impact. However, given the nature of our data collection, this list should not be considered exhaustive. We welcome feedback to ensure a more complete picture of SHIP-related activities.

SR = SHIP Recommendation

EBP = Evidence-based strategies and/or promising practices

Policy, System and Environmental Approach – SR EBP

PSE Education – The Lt. Governors Challenge, including the [2020 Challenge](#), recognizes health and wellness initiatives and champions the opportunity for Delawareans to be drivers of change in their own family, neighborhood, workplace, faith organization/institution, community, or school. The Office of Lieutenant Governor Bethany Hall-Long contracted with a vendor to engage the community and public to become educated on policy, systems, and environmental change strategies. 2020 winners implemented PSE strategies for emotional well-being and healthy living across workplace, school, and community settings.

Social Determinants of Health – SR EBP

Neighborhood & Built Environment

Place-based Investments – Healthy Communities Delaware (HCD) works in partnership with communities to address resident priorities around the social determinants of health: the conditions into which we are born, live, learn, work and age. Many Delawareans lack the basic resources for health and well-being – safe and healthy homes, a quality education, meaningful employment, a healthy environment, access to healthy foods, financial stability, and reliable transportation. HCD was

born out of the State Innovation Model Healthy Neighborhoods work, and took important steps this year, including hiring its first executive director, contracting with expert consultants, and issuing a Call for Proposals that resulted in investments into nine Delaware communities. The projects funded in these communities will address issues ranging from environment and community vitality to housing and food security. Importantly, these projects will not only address long-standing issues of inequity, but in doing so will also help to mitigate the impact of COVID-19 within some of Delaware's hardest hit communities. Continued funding for HCD was allocated by the legislature in the FY 2021 budget.

Housing – The Addiction Action Committee (AAC) is partnering with the Delaware Department of Services for Children, Youth and Their Families on joint efforts to support youth in substance abuse treatment by helping their families address homelessness. The AAC has also been working with the Delaware Department of Health and Social Services, Division of Substance Abuse and Mental Health to issue Request for Proposals for additional recovery housing in Delaware. Additionally, the Delaware Family Reentry Pilot (FRP) Program was launched in 2020. FRP is a statewide initiative to give individuals who are recently released from incarceration the opportunity to access safe and stable housing by reuniting with their families who live in public housing. The FRP represents collaboration between the Delaware Department of Correction, the Delaware Center for Justice, and Delaware's five public housing authorities: the Delaware State Housing Authority, Dover Housing Authority, Wilmington Housing Authority, New Castle County Housing Authority, and Newark Housing Authority. The partners implement recommendations that came out of a national technical assistance project the partners had participated in since 2018.

Transportation – In August 2019, the Wilmington Area Planning Council (WILMAPCO), and the Metropolitan Planning Organizations of New Castle County, Delaware and Cecil County, Maryland released a social equity analysis of the region's transportation system for public review. The analysis has implications for how inequities in the built environment might impact health care access and safe opportunities for physical activity and recreation. The [2019 Transportation Justice Plan](#) examines the experiences of historically disadvantaged populations within the transportation system and public planning processes. Groups examined in the analysis include low-income, racial and ethnic minorities, seniors, people with disabilities, those living households without cars; and those who do not speak, read, or write English well. While WILMAPCO uncovered transportation inequities for people with low incomes and Hispanics, African Americans experienced more inequities. These

inequities include having more difficulty reaching activities (also true of low-income residents), higher rates of bike and pedestrian crashes, more road traffic, and less community transportation project funding than expected based on population size.

The Transportation Justice Plan makes several recommendations for how to begin to balance the social inequities it uncovered. For example, the report recommends changing WILMAPCO's project prioritization process so that projects located in African American neighborhoods receive higher priority for funding to help correct for chronic underfunding. Other key work in the plan includes analyses and recommendations for other populations challenged with mobility, a destination connectivity analyses, a food desert analysis, updated public outreach considerations, and a Language Assistance Plan to assist people with low-literacy and limited English language skills get involved with WILMAPCO.

Violence – [HB 350](#), signed in August 2020, creates the crime of Aggravated Strangulation. Under this Act, a chokehold (defined as "a technique intended to restrict another person's airway, or prevent or restrict the breathing of another person" or "a technique intended to constrict the flow of blood by applying pressure or force to the carotid artery, the jugular vein, or the side of the neck of another person) is only justifiable when the person reasonably believes deadly force is warranted in order to protect the life of a civilian or law-enforcement officer. Research has shown that excessive police violence negatively affects health. It is noted that excessive police brutality is more likely to be used in low income neighborhoods that have a majority of African American and/or Latino population. Nationally, the American Public Health Association denounced the use of violent methods by police, specifically to peaceful protestors, and in their [June 2020 news release](#), called out police violence as a public health crisis.

Through [SB260](#), a Law Enforcement Accountability Task Force was established. Its members represent a wide range of stakeholders, including police officers and impacted citizens. The task force is assigned with considering additional issues and proposals regarding the use of force, civil rights protections, transparency, and community policing.

Education

The [Redding Consortium for Educational Equity](#) officially began its work in fall 2019. The Consortium was created to recommend policies and practices to the Governor and the Delaware General Assembly that will achieve educational equity and improve educational outcomes for all pre-kindergarten to grade 12 students in the City of Wilmington and northern New Castle County, Delaware. Based on priority areas established by Consortium members, the Consortium formed three work groups: the Educators Work Group, Funding and Governance Work Group, and the Social Determinants Work Group. The Consortium uses a decision-making model that focuses on stakeholder engagement, local data, and national best-practice research to inform decisions and deliverables. It is supported by staff and students at the Institute for Public Administration (IPA) at the University of Delaware and Delaware State University (DSU).

In February 2020, the Educator Work Group drafted a nine-page memo outlining four key recommendations. The Work Group is currently focusing on two of these recommendations: Grow our Own Teachers and Administrators, and a Whole-school Professional Learning Package for high-need schools in Wilmington. The Funding and Governance Work Group is currently working on local funding issues like referendum reform and the New Castle County Tax District.

In an effort to be transparent and community-engaged, Consortium leadership, along with IPA and DSU staff, hold weekly planning meetings to discuss Consortium meeting agendas and hear Work Group updates. These meetings are open to the public and posted on <https://publicmeetings.delaware.gov/>.

Economic Stability

Coronavirus Response and Recovery -- The State of Delaware and New Castle County collaborated to make CARES Act funding available to small businesses, non-profits, and Delaware residents. The availability of this and other federal coronavirus relief funding helped to stabilize families during a time of crisis. Financial supports positively impacted social determinants of health during the COVID-19 pandemic, including individual relief payments, increasing the unemployment benefit, increasing

SNAP benefits to support families whose children no longer received free school meals, and providing rental and mortgage assistance to those who lost jobs.

Policy also played a supportive role in mitigating the impacts of the coronavirus. Governor John Carney declared a State of Emergency on March 11, 2020 which he has renewed monthly. The emergency declaration enables Delaware to continue to receive federal emergency funding. The governor issued an executive order preventing evictions, stabilizing housing for nearly 50% of renters in Delaware.⁴

Social & Community Context

Civic participation – [HB 346](#), signed in July 2020, provides for voting by mail for the 2020 primary and general elections and special elections due to the emergency caused by COVID-19.

Discrimination – In 2019, Delaware amended the state constitution to prohibit the denial or abridgement of equal rights under the law based on sex, but no such prohibition exists as to race, color, or national origin. [SB 19](#), passed in June 2020, is the first leg of a constitutional amendment to add race, color, and national origin to the Article I, § 21 of the Delaware Constitution to explicitly declare that protection against discrimination based on race, color, and national origin is one of Delaware's fundamental rights. This Act requires a greater than majority vote for passage because Article XVI, § 1 of the Delaware Constitution requires the affirmative vote of two-thirds of the members elected to each house of the General Assembly when the General Assembly amends the Delaware Constitution.

Governor Carney closed state offices on June 19, 2019 in recognition of Juneteenth Independence Day. Juneteenth commemorates the day in 1865 when, two years after President Abraham Lincoln

⁴ Biden School for Public Policy and Administration at the University of Delaware (2020). *Housing Assistance During the COVID-19 Pandemic: Anticipating the Need in Delaware*. Retrieved December 15, 2020 from <https://www.bidenschool.udel.edu/news/Pages/COVID-Impact-on-Evictions.aspx?More=CCRS>

signed the Emancipation Proclamation, formerly enslaved people in Texas were told they had been freed.

In June 2020, the Delaware Legislative Black Caucus announced a “Justice for All” agenda of legislative priorities to address the systemic racial injustice and police brutality that has impacted people of color in the First State.

- As stated above, passage of [SB191](#) was the first leg of the first amendment to the Delaware Constitution that would explicitly make protection against discrimination on the basis of race, color and national origin a fundamental right. Moving forward, the 151st General Assembly must pass this for it to become part of the Constitution.
- Through [SB260](#), an African American Legislative Task Force was established and entrusted with exploring the disparities experienced by people of color throughout Delaware and proposing remedies to address those inequities, including a commitment to significant, restorative investments in historically African American communities over the next five years.
- Through [SB260](#), a Law Enforcement Accountability Task Force was established. Provisions enacted by [HB 350](#), such as banning chokeholds unless deadly force is necessary, were outlined in the “Justice for all” agenda.

Health & Health care

The State of Delaware is continuing along its “Road to Value” for Delaware’s entire health care system. In June 2020, the Delaware Health Care Commission released preliminary data on health care spending in the state in calendar year 2018, the latest step in the state’s effort to reduce health care spending and improve quality of care for Delawareans. The [report](#) follows the establishment in late 2018 of a state health care spending benchmark, a per-annum rate-of-growth benchmark for health care spending. The first benchmark went into effect January 1, 2019, and was set at 3.8%, with the target expected to decrease gradually to 3.0% over the following three years. The state plans to release its 2019 health-care spending performance as measured against the 3.8% benchmark in 2021.

Health in all Policies -

The second edition of the [Health Equity Guide for Public Health Practitioners and Partners](#) was published in November 2019. [The health equity guide was](#) developed by the UD Partnership for Healthy Communities, UD Biden School of Public Policy & Administration, and the Division of Public Health (DPH). PHC, DPH, and partners are working to disseminate and provide training on the guide throughout the state. The guide includes information on policy-oriented strategies, including how to identify root cause, foster partnerships, and engage community stakeholders as part of a health in all policies approach.

Social Marketing -

Several social marketing efforts with new and expanding campaigns put forth by Delaware stakeholders were discussed throughout this report, such as [Hope Line Delaware](#), [HelpishereDE.org](#), [HealthyDelaware.org](#), and [DEThrives.com](#).

Institutionalize Equity -

Following the publication of the second edition of the [Health Equity Guide for Public Health Practitioners and Partners](#), key SHIP stakeholder groups are also working internally and/or with partner institutions and organizations focused on health and/or the conditions that support it, to apply tools, frameworks, and accountability measures for creating a culture of racial equity. The UD PHC is working with partner groups to utilize the “Awake to Woke to Work: Building a Race Equity Culture,” developed by [Equity in the Center](#), a project of [ProInspire](#). In the wake of the Black Lives Movement, in August 2020, the YWCA of Delaware, and United Way of Delaware launched a 21-Day Racial Equity and Social Justice challenge that asked organizations to partner and help champion the challenge.