

Action Step 7. Review Consolidated Data

After ratings have been assigned to the items in each sector, your team determines areas for improvement, and develops a Community Action Plan. Reviewing the data is a critical process to ensure resulting strategies are supported by evidence. Action Step 7 is divided into four tasks (7a–7d) for ease of completion:

- Step 7a—Create a *CHANGE* Summary Statement.
- Step 7b—Complete the Sector Data Grid.
- Step 7c—Fill out the *CHANGE* Strategy Worksheets.
- Step 7d—Complete the Community Health Improvement Planning Template.

Action Step 7a: Create a *CHANGE* Summary Statement

CHANGE data can be transferred into a *CHANGE* Summary Statement (see example in Figure 15) for quick reference of all sites with module percentages across all sectors. This is a manual process, so double-check the work to ensure ratings are copied accurately. At this step, it is important to look at the numbers generated using *CHANGE* and to identify the greatest community needs. After all sites have been completed for the five sectors, tabulate and summarize data to prioritize key actions to be included in your Community Action Plan. Use the data for all sites in each sector to develop the *CHANGE* Summary Statement, which helps to organize and review module data (e.g., physical activity, nutrition, chronic disease management) within each sector. A low score for a module indicates that policy and environmental change strategies are missing from that site. A high score indicates that the site has begun to implement strategies or has strong ones already in place.

Figure 15. Example *CHANGE* Summary Statement (Community-At-Large Sector)

Community Health Assessment and Group Evaluation		
Community-At-Large Summary		
COMMUNITY NAME: <input type="text"/>		
Module	Community	
	Policy	Environment
Physical Activity	56.72%	46.15%
Nutrition	56.92%	45.52%
Tobacco Use	49.20%	65.45%
Chronic Disease Management	55.50%	60.50%
Leadership	43.25%	52.75%
Demographic Information		
Community Density - Population	686,712	
Community Density - Sq Miles	271	
Community Setting	Rural	
Median Household Income	51,437	
% No High School Diploma	5	
% Poverty	8	
% Unemployed	3.1	

Action Step 7b: Complete the Sector Data Grid

Use the *CHANGE* Summary Statement to fill out the Sector Data Grid. By providing a quick data reference across all five *CHANGE* sectors, a completed Sector Data Grid helps communities to easily review and determine areas to address through the Community Action Plan. Identifying sectors and related modules with low scores is useful for informing priority areas for improvement and determining what specific strategies to incorporate into the plan.

The grid is set up to show the sector designation for the data in the summary statement. For each sector, indicate where each site's module (row) percentages fall in the appropriate column. School, for example would have the designation SP1 (for the first school site assessed for policy) and SE1 (for the first school site assessed for environment). For Community-At-Large, place a CALP1 (remember there is only one site assessed for this sector) in each row to denote this site's policy module percentages across the scale (low [0–20%] to high [81–100%]). The area of the table highlighted in red indicates the proper way to denote the single Community-At-Large Sector. Add additional sites on the Sector Data Grid until all sites are represented. Repeat this process for environmental change strategies for all sites (e.g., WE1, WE2, and

WE3). This action step supports a comprehensive view of all the data and reveals how the sites compare to each other. It builds a spectrum against which your community team can begin thinking about gaps, needs, assets, and areas of change. Table 3 shows an example of a completed grid. This Action Guide recommends collecting data from a minimum of three sites, but you are encouraged to expand to more whenever possible. In Table 3, the Work Site/Physical Activity row shows that five sites (WP1–WP5) were evaluated.

Table 3. Example of a Sector Data Grid

		LOW		MED		HIGH
		0-20%	21-40%	41-60%	61-80%	81-100%
Community-At-Large (CAL)	Physical Activity			CALP1, CALE1		
	Nutrition		CALP1, CALE1			
	Tobacco				CALP1, CALE1	
	Chronic Disease Mgt				CALE1	CALP1
	Leadership		CALE1	CALP1		
Community Institution/ Organization (CIO)	Physical Activity		CIOP1	CIOE1	CIOP2, CIOE2, CIOP3	CIOE3
	Nutrition			CIOE1, CIOP1, CIOE2	CIOP2, CIOE3	CIOP3
	Tobacco				CIOP2, CIOE3, CIOP3	CIOP1, CIOE1, CIOE2
	Chronic Disease Mgt	CIOP1, CIOE1	CIOP2	CIOE2, CIOP3, CIOE3		
	Leadership		CIOE2, CIOP2	CIOE3	CIOP3, CIOE1	CIOP1
School	District	SP1, SE2		SIE	S3P	
	Physical Activity	SP1, SE1, SP2, SE2	S3P, S3E			
	Nutrition		SP1, SP2, SE2	SE1	SP3	SE3
	Tobacco	SP3, SE3	SE2	SP2, SE1	SP1	
	Chronic Disease Mgt	S1P, S1E	S2P	SE2, SP3, SE3		
	Leadership		SP1	SE1, SP3, SE3	SE2, SP2	
	After-School	SP3	SP1, SE1, SE3	SP2, SE2		

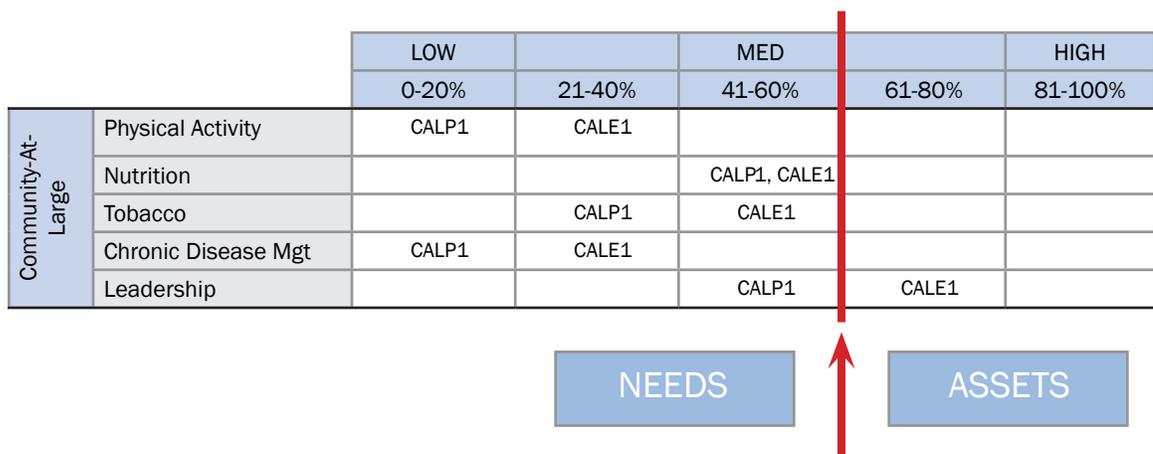
Work Site	Physical Activity			WE1, WP2, WE5	WP1, WE2, WP3, WP4, WE4, WP5	WE3
	Nutrition		WP1, WE1	WP2, WE2	WP3	
	Tobacco		WP2		WP1, WE1, WE2, WP3, WE3	
	Chronic Disease Mgt				WE1, WP3, WE3, WE5	WP1, WP2, WE2
	Leadership		WE1		WE2, WP3, WE3	WP2

Health Care	Physical Activity				HE2, HP3, HE3	HP1, HE1, HP2
	Nutrition			H2P	HE2, HP3, HE3	HP1, HE1
	Tobacco				HE2, HP3, HE3	HP1, HE1, HP2
	Chronic Disease Mgt		HP1, HE1	HE2, HP3, HE3	HP2	
	Leadership			HP1, HE1, HP2	H2E2, HP3, HE3	

CAL E1 CAL = Community-At-Large Sector E = Environment 1= Site number (if you have multiple sites, number them consecutively, 1, 2, 3 and so forth)

Some communities find it useful to designate a “cut-off point” between the community’s assets and needs. In Figure 16, the red line is the cut-off point, dividing assets and needs. As a group, decide on cut-off points. This process helps to develop Community Action Plan strategies as you move into Action Step 7d.

Figure 16. Designation of Assets and Needs



Action Step 7c: Fill Out the *CHANGE* Strategy Worksheets

With the help of the Sector Data Grid, look across all the data for needs and assets. Identify focal policy, systems, and environmental change strategies that are both in place (i.e., assets) and missing (i.e., needs). Refer back to Figure 16 where your team designated a cut-off point—those elements to the right of the line would be considered assets; those to the left are the needs. Augment both worksheets with supplemental data gathered during the community assessment process. These worksheets are important starting points in your community dialogue to define community needs, inform priority areas, and create a data-driven process for the development of the Community Action Plan. Create as many bullets as your data affords. You may consider opening the actual *CHANGE* Sector Excel Files to list out the policy, systems, and environmental change strategies as assets and needs. The bulleted list of items called for in the worksheets could be generated from this information. The *CHANGE* Strategy Worksheets are built in Microsoft Office Word specifically to expand to fit the volume of information your team may generate. The worksheets augment the *CHANGE* data and serve as living documents to record thoughts, brainstorm with the team, and prioritize the assets and needs that will shape the Community Action Plan. The data collected for the Community Institution/Organization, Health Care, School, and Work Site Sectors should be relevant to the geographic boundaries of your defined community. Be specific because not only will you be able to relate the strategies back to data, but also doing so will aid in the evaluation process.

Policy, Systems, and Environmental Change Strategy Worksheet 1

Policy, Systems, and Environmental Change Strategies: Assets

Community-At-Large Sector:

- Playgrounds and public parks are well-maintained.
- Sidewalks are well-maintained and well-lit in the downtown area.
- City government is proactive about developing support for healthy lifestyles due to mayor's Get Active initiative.

Community Institution/Organization (CIO) Sector:

- Bike trail proposed (Rails to Trails considered).
- Bike patrol around senior center walking paths by police department.
- 3 out of the 4 child care sites assessed have voluntary tobacco-free campus policies.

Health Care Sector:

- Private physician's office takes routine body mass index readings (BMIs) when patients appear for office visits.
- Patients referred to tobacco quit line; one provider is conducting a health mentoring program.
- Pediatricians are proactive about the youth obesity problem by participating in city school board meetings regarding school compliance with 150 minutes per week of physical education for elementary school children.

School Sector:

- Joint use agreement exists for playgrounds with city in summer months.
- School gardens at 2 out of the 5 elementary schools assessed supply fresh produce to school cafeteria.
- Extension staff members in schools teach gardening skills to students in grades 9–12.
- District-wide tobacco-free campus policy is in place for grades K–12.

Work Site Sector:

- Large work sites (e.g., casino and city government) make discounts to YMCA available to employees.
- Employee wellness coalition developed by local small business.

Policy, Systems, and Environmental Change Strategy Worksheet 2

Policy, Systems, and Environmental Change Strategies: Needs

Community-At-Large Sector:

- County budget cuts threaten development of sidewalks for all new neighborhoods.
- County architecture board reviewing guidelines for all new developments and sidewalks.
- Bike lanes are needed in congested areas of the city, especially downtown.

Community Institution/Organization (CIO) Sector:

- Need safe place to walk and bike around senior centers.
- Safety issues (e.g., lighting and fences) around city-owned walking trail and recreational areas.
- 2 out of 3 churches identified a need to enhance current health ministries or create new ones to promote healthy church environment (e.g., offering healthy food options at church-sponsored events).

Health Care Sector:

- Assessments used by health care provider speak to nutrition but not physical activity.
- Primary providers addressing physical activity and nutrition through patient education and referrals but not tobacco use and exposure.

School Sector:

- No structured physical education class in grades 9-12.
- Would like CPR training for teachers district-wide.
- Need for fundraisers involving things other than candy bars and cookies in grades K-5.
- 3 out of 5 elementary schools assessed were found to use pizza parties and candy as rewards for school competitions (e.g., top fundraiser or class with least absences in nine-week period).

Work Site Sector:

- Lack of established, marked (distance) walking areas at work sites.
- Work site health screenings available but at a high cost to employees.

Action Step 7d: Complete the Community Health Improvement Planning Template

Now it is time to start crafting the strategies! Using the *CHANGE* Strategy Worksheets, prioritize and list the top strategies for the Community Action Plan along with crucial information about next steps for implementation, lead or primary contact for action, and timeline for strategy completion. Teams should not feel pressured to address every weakness and strength. The goal is to prioritize what is doable given the time and resources. Table 4 shows examples of strategies and the timeline to execute each. The team determines how many strategies to include. Some considerations are resources, timing, and competing community priorities. Remember this is a roadmap: balance the enthusiasm of the team with achievable strategies.

Consider your priorities. Decide which strategies are the most doable. Once the team has agreed on priorities, enter the first strategy into the box. Think about the next step to achieve the change. Do you need to speak with someone at the organization to gain additional data? Is there an existing policy that can be leveraged? Who in the community is able to provide feedback to aid in the evaluation?

Next, identify the person within your team who is responsible for completing the strategy and enter his or her name in the Lead/Primary Contact column. Next, estimate and enter the time to complete the change strategy. Be specific and realistic! If the strategy's completion depends on actions by several individuals or organizations, allow time for stakeholder coordination. Finally, outline what can be accomplished within the timeline. Abundant detail allows the team to come back and measure progress against goals next year. If a different person is conducting the evaluation in the future, or new members join the team, documentation is available.

Table 4. Community Health Improvement Planning Template

Sector: Policy/ Environmental Change Strategy	Next Steps	Lead/Primary Contact	Timeline
Community-At-Large Sector: Require sidewalks to be built for all developments (e.g., housing, schools, commercial)	<ul style="list-style-type: none"> ▪ Review sidewalk ordinance for policy language and language gaps. ▪ Meet with county architecture board about sidewalk development and share draft of revised ordinance language for new developments. ▪ Attend city council meeting to inquire about stance on sidewalks for future developments and current budget for developing sidewalk network. ▪ Hold town halls with neighborhood home owners' associations to build local support for revised ordinance. 	<ul style="list-style-type: none"> ▪ John Smith ▪ Amy Coleman ▪ Nathan Fisher ▪ Geoffrey Bowker 	<ul style="list-style-type: none"> ▪ 6–12 weeks from initial planning meeting ▪ 6 weeks from completion of gap analysis (next step #1) ▪ 6–8 weeks from initial planning meeting ▪ 6 weeks from city council meeting