MIthrive

Strategy Guide

NORTHERN MICHIGAN
**COMMUNITY
HEALTH
INNOVATION
REGION**

Northern Michigan Community Health Innovation Region

The **MISSION** of the Northern Michigan Community Health Innovation Region (NMCHIR) is to improve population health, increase health equity, and decrease unnecessary medical expenses.

The **VISION** of the NMCHIR is Healthy People in Equitable Communities.

MiThrive aims to build a culture of health with a shared vision because no individual, community group, hospital, agency, or governmental body can be entirely responsible for the status of our community or our community's health. No organization can address the multitude of issues alone. We believe uniting around a common purpose, vision, and a shared outcomes framework, the MiThrive Framework, will create systemic change and shift population outcomes. Together, we have the power to build a thriving region where everyone, despite differences, can thrive.

Uniting Around a Common Purpose, Vision, and Shared-Outcome Framework Will Create Systemic Change and Shift Population Outcomes

Mi-Thrive Shared Outcomes Framework:
Over 100 cross-sector community partners have come together to unite around a shared vision for Northwest Michigan where everyone has equitable opportunities to live healthy and thriving lives.

It takes all of us working together across sectors to improve community conditions that impact health across Northwest Michigan. A **Shared Outcomes Framework** is a best practice tool to communicate our shared community priorities and to track our progress toward our goals, allowing for continuous improvement in the pursuit of equity.

The framework includes time-bound targets for six priority areas, themed within three system elements, and specifies metrics we can use to determine whether we're on track for meeting our goals. These six priority areas emerged from numerous community datasets, including a shared data collection process that elevated the voice of thousands of residents and service providers in the 10-county region. This region includes Manistee, Wexford, Missaukee, Kalkaska, Grand Traverse, Benzie, Leelanau, Charlevoix, Emmet, and Antrim counties.

For more information and webisodes, visit mi-thrive.org

MiThrive Strategy Guide:

The MiThrive Strategy Guide encompasses the shared community priorities identified in the MiThrive Outcomes Framework. The strategy guide includes the shared targets and indicators for each priority area and associated evidence-based strategies, a Domain Analysis which analyzes the evidence-based strategies using an adapted socio-ecological model and lastly a Key Strategies Matrix which crosswalks the evidence-based strategies and each shared priority it impacts highlighting the evidence-based strategies that targets numerous areas.

What is Evidence-Based Strategies/Methods?

An evidence-based strategy or method are practices, procedures, programs, or policies that have proven effective through scientific reasoning. These effects are clearly linked to the activities themselves and not to outside, unrelated events (Connecticut State Department of Public Health, n.d.).

To become evidence-based, the program's effectiveness must be demonstrated by

1. inclusion in federal registries of evidence-based interventions

2. reports in peer-reviewed journals
3. documentation in other reputable sources of information; or
4. the consensus of opinion among informed experts (Connecticut State Department of Public Health, n.d.)

It is important that the strategy be backed up by scientific reasoning and demonstrate its effectiveness in repeated trials.

More information can be found here: Developing Healthy People 2020.

ADDITIONAL RESOURCES

There are many databases that list evidence-based strategies. Here are some examples if you would like additional information:

- Community Health Online Resource Center (CHORC)
- Prevention TaskForce
- Healthy People 2030 Evidence-Based Resources
- Evidence-Based Practices Resource Center
- Guide to Community Preventive Services

MiThrive Outcomes Framework Survey Information

The intention of the environmental scan survey was to develop a better understanding of the great work being done in the Northwest CHIR, who was doing the work, and where the work was happening related to the indicators and objectives of the MiThrive Shared Outcomes Framework. This survey was developed in Alchemer, a survey software, and distributed to partners through established email listservs and workgroups, in addition to being accessible on mi-thrive.org. Overall, there were 31 respondents who completed the survey. Each respondent was representative of one or more of the 6 priority areas, ranging from 6 respondents for the affordable housing priority group to 15 respondents for the healthy eating priority group. Results were imported into Flourish, a data visualization software, and then organized and visualized into a slideshow format. These results are currently available for viewing at mi-thrive.org.

Why is this important?

1. Builds a shared language and understanding of outcomes across sectors.

2. Saves time and resources by pooling expertise and reducing duplication of efforts.

3. Improves the standard and consistency of data collection and measurement.

4. Allows for ongoing quality improvement through learning and course correction.

5. Strengthens alignment, coordination, and collaboration of action toward shared outcomes.

6. Increases accessibility to quality, local data.

7. Highlights how everyone has a role to play in improving communities.

8. Emphasizes shared accountability and transparent communication.

How to use these tools?

- Collaborate with others working similar or intersecting issues

- Advocating for new data collection measures at the national, state, or regional level

- Informing grant proposals

- Engaging and building relationships with sectors outside of the one you work in

- Fulfill assessments requirements.

- Inform organizational or collaborative strategic plans

- Support legislative advocacy efforts

Community Mobility

2030 TARGETS

Targets & Indicators

- Increase in percentage of population reporting reliable transportation options that get them where they want to go
- Increase public transit use by 50% over ten years
- Increase percentage of population walking to work or school

Why is this important?

Increase use of public transit has a positive impact on carbon emissions, and it will require public infrastructure improvements- things like sidewalks, bus shelters and other amenities that connect with transit stops.

Strategy ideas:

- Leverage various public transit models to meet demands of population and available resources including voucher model, coordinated services model and mobility on demand. Promising Practices for Increasing Access to Transportation in Rural Communities, The Walsh Center for Rural Health Analysis
- Adopt a Complete Street planning approach: Complete Streets is a planning and development approach to make the street network safer for drivers, transit users, pedestrians, & bicyclists.
- Support worksite/school environments promoting community mobility: facility-maintained walking paths and trails, bike racks, maps of area walking/biking paths and trails, shower and changing facilities

ACCESS TO RELIABLE TRANSPORTATION

- Increase % of workers commuting with public transit
- 90%+ satisfied from customer satisfaction surveys
- Increase # of communities prioritizing available public transit

Why is this important?

Access to reliable transportation such as a personal vehicle or public transportation options can support financial stability and overall quality of life.

Strategy ideas:

- Offer incentives to help reduce the cost to the employee including free or discounted bus, rail, or public transportation passes, employer-provided subsides, reimbursements, or pre-tax payroll reductions.
- Offer ridesharing programs including vanpool and carpool groups, ride matching programs, and short-term instant arrangements enabled by GPS and wireless services.

HEALTHY BUILT ENVIRONMENT

- Increase # of workers not driving to work alone
- Increase % of population reporting ease in getting places without using a car or bus
- Increase internal school promotion of Safe Routes to School Program
- Increase # of students arriving to school via non-motorized modes of transportation

Why is this important?

Healthy built environments are communities designed to support good health for all. Active transportation yields many community benefits such as improved air quality, increase physical activity opportunities, and reduced contributions to climate change.

Strategy ideas:

- Promote the Safe Routes to School Program to students and parents using assemblies, poster contests, pedestrian safety walks, and a bicycle rodeo.
- Provide incentives for participating in the Safe Routes to School Program by donating a portion of community donations (i.e. 40 cents) for every 10 miles that a student walked or biked to a charity. This charity could be school related and the money would be used for purchasing school lunches for a child at another partner school.
- Receive federal funding to purchase bikes, bicycle helmets, safety vests, and incentives to give to students to teach them how to ride a bike and incentivize them for their participation. The funds could also be used to purchase presentation equipment and an SRTS coordinator.
- Expand and improve bicycle and pedestrian infrastructure by adding bicycle lanes, sidewalks, paved shoulders, pathway lighting, crosswalks, and signage.
- These school-based programs increase physical activity during the times children are on school grounds before, during, and after classes.

AFFORDABLE & RELIABLE TRANSPORTATION OPTIONS

- Increase % reporting inclusive outreach efforts with stakeholders and constituents resulting in design and implementation of relevant community-based mobility options
- Increase % of county transits reporting inclusive efforts are underway to expand and improve multi-model collaboration
- Increase # of communities expanding affordable/reliable transportation options

Why is this important?

Affordable and reliable transportation options provide a platform for improved outcomes around employment, health, and economic stability

Strategy ideas:

- Adopt Complete Street policies which include pedestrian and cyclist accommodations, public transportation access, accommodations for persons with disabilities, landscape elements, and traffic calming.
- Engage public health and equity stakeholders by summarizing the health impacts of transportation policy and recommending prioritizing walking, biking, and public transportation services. Portland's Health Equity and the Transportation System Plan
- Develop and/or improve multi-modal access to public transportation by connecting sidewalks, multi-use paths, and other bike/pedestrian infrastructure connections to public transportation, capacity to carry bikes on public transportation, parking/storage of bikes at public transportation centers and stops, coordination of regional public transportation systems and services, and informational and navigational support.
- The purpose of introducing or expanding public transportation systems is to increase both access to and use of public transit and to reduce traffic. Public Transportation System Introduction of Expansion

Healthy Eating

2030 TARGETS

Targets & Indicators

- Increase youth population consuming at least 5 servings of vegetables and fruits per day
- Decrease population who has low access to food store

Why is this important?

Diet and body weight are related to health status. Good nutrition is important to the growth and development of children. A healthful diet also helps Americans reduce risks for many health conditions like obesity, malnutrition, heart disease, and Type 2 diabetes.

Strategy ideas:

- Establish and support land that is gardened or cultivated by community members via community land trusts, gardening education, zoning regulation changes, or service provision (e.g. water or waste disposal).
- Assign higher cost to non-nutritious foods than nutritious foods via incentives, subsidies, or price discounts for healthy foods and beverages or disincentives or price increases for unhealthy choices.
- Support multiple vendor markets where producers sell goods like fresh fruit and vegetables, meat, dairy items, and prepared foods directly to consumers.
- Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits.
- Incorporate locally grown foods into schools meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens.
- Offer low income participants matching funds to buy healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives.
- Offer samples of fresh fruits and vegetables in cafeterias, nutrition classes, school gardens, or workplace well-being meetings, often as part of a multi-faceted nutrition intervention.
- Attract new grocery stores that sell a variety of fresh foods, baked goods, packaged, and frozen items to underserved areas via financing initiatives, tax incentives, or zoning regulation.
- Support programs that give students a nutritious breakfast in the cafeteria, from grab and go carts in hallways or in classrooms.

ACCESS TO HEALTHFUL FOOD

- Decrease in population reporting difficulty finding high quality fruits and vegetables where they live
- Increase in population reporting consumption of 1 fruit a day
- Increase in population reporting consumption of 1 vegetable a day

Why is this important?

Access to healthier foods can help people follow healthful diets. Interventions addressing these factors can improve healthful food accessibility.

Strategy ideas:

- Encourage convenience stores, corner stores, or gas station markets to carry fresh produces and other healthier food options.
- Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits.
- Modify school lunch food environment by prominently displaying, marketing, and increasing the convenience of healthy foods and providing healthy options.
- Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.
- Support fresh food carts or vehicles that travel to neighborhoods on a set schedule to sell fresh fruits and vegetables.

HEALTHFUL FOOD ENVIRONMENT & POLICES

- Increase number of organizations/institutions implementing a wellness policy
- Increase number of food stores and farmers markets

using DUFB-SNAP-Project Fresh and Senior Fresh

Why is this important?

Diet reflects the variety of foods and beverages consumer over time and in settings such as worksites, schools, restaurants, and the home. Interventions at various levels can support a healthier diet

Strategy ideas:

- Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits.
- Modify the school lunch food environment by prominently displaying, marketing, and increasing the convenience of healthy foods and providing healthy options.
- Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning.
- Regulate the quality of food being sold to students via the National School Lunch Program, à la carte options, vending machines, etc.
- Increase the price of snack products high in sugar and fat by adding an excise or sales tax to current price.
- Increase the price of sugar sweetened beverages (e.g., soda) by adding an excise or sales tax to the current price.
- Support Farmers' Market Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables.

HEALTHFUL FOOD CULTURE

- Increase percentage of population reporting positive attitudes, perceptions, and beliefs about healthful food
- Increase percentage of population having the skills and tools to cook healthy food
- Increase number of fruit and veggies prescriptions being written and filled

Why is this important?

Social factors influence diet and can include knowledge and attitudes, skills, social support, societal and cultural norms, as well as policies, programs, and systems. Interventions addressing these factors can support a healthful food culture.

Strategy ideas:

- Address nutrition in schools via educational (e.g. classroom or curricula-wide efforts, peer training, etc.), environmental (e.g. school menus, classroom snacks, etc.), and other approaches.
- Incorporate locally grown foods into schools meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens.
- Offer low incomes participants with matching funds to purchase healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives.
- Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.
- Provide prescriptions with healthy eating goals for patients and families, often accompanied by progress checks at office visits; can include partnerships with local farmers markets via FVRx programs.
- Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning.
- Support Farmers' Market Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables.
- Implement strategies at the workplace including offering information and education, behavioral- and social-change strategies, environmental components, and financial incentives.

Affordable Housing

VISION: Every person has safe, affordable, and accessible housing that enables them to thrive

2030 TARGETS

Targets & Indicators

- Decrease percentage of overburdened households-those spending more than 45% of income on housing and transportation
- Decrease percentage of population reporting severe housing quality issues
- Decrease # of people reporting homelessness

Why is this important?

Our health is determined in part by our social and physical environments. Safe, affordable, and accessible housing are important factors that enable people and communities to thrive.

Strategy ideas:

- Provide funding for local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
- Offer debt advice from trained providers to tenants with unpaid, overdue rent to help repay debt and increase financial literacy.
- Train volunteers, professionals, or paraprofessionals to help residents assess and remediate environmental home health risks and recommend low-cost changes (e.g. improved ventilation, integrated pest management, etc.).
- Provide eligible families who have low and very low incomes with vouchers to help cover the costs of rental housing; also called Section 8.
- Provide rapid access to permanent housing and support (e.g. crisis intervention, needs assessment, case management), usually for chronically homeless individuals with persistent mental illness or substance abuse issues.
- Provide funding, primarily to families with low or median incomes, to repair, improve, or modernize dwellings and remove health or safety hazards.
- Transition families and individuals experiencing homelessness into permanent housing quickly, often with supports such as short-term financial assistances, case management, landlord negotiations, etc.
- Provide assistance to low-income families to make their homes more energy efficient and to permanently reduce their energy bills.

AVAILABLE HOUSING AT ALL LEVELS

- Increase number of affordable housing units

Why is this important?

Nothing provided

Strategy ideas:

- Acquire, hold, manage, and develop properties such as vacant lots, abandoned buildings, or foreclosures, and transition them to productive uses, often affordable housing developments.
- Provide funding via tax credits at the state and local level to support development and rehabilitation costs of low-income rental housing.
- Provide eligible families who have low and very low incomes with vouchers to help cover the costs of rental housing; also called Section 8.
- Provide funding for local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
- Earned income tax credits (EITCs) are usually implemented as refundable income tax credits levied at the federal, state, or local levels that benefit low- and moderate-income working people and families. The EITC has been credited with keeping more families and children above the poverty line than any other federal, state, or local program.

HOUSING CONNECTED TO COMMUNITY & BASIC NEEDS

- Increase percentage of population reporting housing location enables connection to people, jobs, and resources
- Increase number of communities adopting built environment policies that promote accessible, connected housing
- Increase number of new affordable housing with access to community assets

Why is this important?

Connected communities ensure that housing and housing units are conveniently linked to basic needs and community resources.

Strategy ideas:

- Require developers to reserve a proportion of housing units for low-income residents via mandatory requirements or incentives such as density bonuses.
- Provide permanent, basic rental housing with social services available onsite or by referral, usually for families with low-incomes, seniors, veterans, or people with disabilities.

QUALITY HOUSING STANDARDS

- Increase percentage of rental properties meeting quality standards
- Increase number of communities enacting quality standards for rental housing

Why is this important?

A safe and stable home provides a platform for improved outcomes around employment, health, and education.

Strategy ideas:

- Support a four-tiered approach to indoor pest control that minimizes potential hazards to people, property, and the environment.
- Eliminate lead-based paint and contaminated dust by removing or encapsulating lead paint or removing lead painted fixtures and surfaces.

Economic Stability

VISION: Every household is economically self-sufficient

2030 TARGETS

Targets & Indicators

- Increase in percentage of households above ALICE* threshold
- Decrease percentage of population in poverty
- Increase percentage of population reporting ability to meet basic needs
- Increase percentage of working families

Why is this important?

Economic and social factors such as income and employment can significantly affect how well and how long we live. These factors affect our ability to manage stress, make healthy choices, and afford medical care and housing.

Strategy ideas:

- Expand refundable earned income tax credits for low to moderate income working individuals and families.
- Provide financial assistance to working parents, or parents attending school, to pay for center-based or certified in-home childcare.
- Offer employees control over an aspect of their schedule through arrangements such as flex time, flex hours, compressed work weeks, or self-scheduled shift work.
- Support programs that provide matched dollar incentives for low- or moderate-income individuals to place some or all of their tax refund in a savings account.
- Provide work supports for low-income individuals and families (e.g. job search assistance, transitional jobs, subsidized childcare, health insurance, etc.); participants worked at least 30 hours/week.
- Establish time-limited subsidized, paid job opportunities to provide a bridge to unsubsidized employment.
- Extend or raise the compensation provided to eligible, unemployed workers looking for jobs.

ACCESS TO NEEDED SOCIAL SERVICE SUPPORTS

- Increase percentage of population reporting they accessed services, when needed
- Increase percentage of population moving out of ALICE*

Why is this important?

Poor health is tied to unmet social needs. Access to needed social service supports can improve health outcomes.

Strategy ideas:

- Provide work supports for low-income individuals and families (e.g. job search assistance, transitional jobs, subsidized childcare, health insurance, etc.); participants worked at least 30 hours/week.
- Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years.
- Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors.
- Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday.

EMPATHIC COMMUNITY

- Increase percentage of health and social sector settings screening for and referring to social determinants of health supports.

Why is this important?

Poor health is tied to unmet social needs. Interventions improving the number of social determinants of health screenings and referrals can improve health outcomes and quality of life.

Strategy ideas:

- Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges.
- Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns.
- Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years.
- Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors.
- Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday.

LIVABLE WAGE

- Decrease percentage of underemployed/unemployed individuals having skills for available livable wage jobs
- Increase percentage of employers paying livable wages to their lowest paid employee
- Decrease percentage of unfilled jobs paying livable wages

Why is this important?

Expand livable wage opportunities provides a platform for improved outcomes around employment, health, and economic stability.

Strategy ideas:

- Support acquisition of job-specific skills through education, certification programs, or on-the-job training, often with personal development resources and other supports.
- Establish locally mandated wages that are higher than state or federal minimum wage levels.
- Provide industry-focused education and job training based on the needs of regional employers within specific sectors.

Mental Well-Being

2030 TARGETS
Targets & Indicators

- Decrease percentage of population reporting poor adult mental health days and youth depressive episodes per month
- Decrease number of suicides in adults and youths
- Decrease percentage of students who felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities during the past 12 months
- Decrease percentage of students who seriously considered attempting suicide during the past 12 months

Why is this important?

Mental health and physical health are closely connected. Mental health plays a major role in people's ability to maintain good physical health. Mental illnesses, such as depression and anxiety, affect people's ability to participate in health-promoting behaviors.

Strategy ideas:

- Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns.
- Universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms are delivered to all students- regardless of presence or absence of mental health conditions.
- A manualized, family-based approach to treatment of youth substance misuse and SUD, as well as- co-occurring mental health and behavioral problems.
- Dialectical Behavioral Therapy (DBT) is a manualized, cognitive-behavioral treatment that includes concurrent individual therapy, family therapy, multifamily skills training, and telephone coaching.
- Attachment Based Family Therapy (ABFT) is a manualized family therapy model specifically designed to treat depression and suicidal thoughts and behaviors in adolescents.
- Integrated Cognitive Behavioral Therapy (I-CBT) uses cognitive, behavioral and affect regulation training to address suicidal behaviors and co-occurring substance use disorders among adolescents, as well as common comorbid conditions (e.g. depression, conduct problem) that may interfere with treatment progress.

ACCESS TO MENTAL CARE

- Increase percentage of adults & youth reporting they receive mental health care when needed
- Increase amount of new dollars available for mental health services and supports in the region
- Increase ratio of mental health providers per population
- Increase number of integrated specialty health providers

Why is this important?

Access to comprehensive, quality mental health services is important for promoting and maintaining mental well-being.

Strategy ideas:

- Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges.

- Provide an 8- or 12-hour training to educate laypeople about how to assist individuals with mental health problems or at risk for problems such as depression, anxiety, and substance use disorders.
- Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns.
- Universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms are delivered to all students- regardless of presence or absence of mental health conditions.

SUPPORTIVE CONNECTED COMMUNITY

- Increase percentage of community members reporting a trusted support person
- Increase percentage of residents reporting a strong sense of community

Why is this important?

Trusted relationships and protective social networks strengthen a community's support system and connection.

Strategy ideas:

- Establish an ongoing relationship between an older youth or young adult and a younger child or adolescent, usually an elementary or middle school student.
- Establish a relationship between an older adult and a child, adolescent, or college student through social interactions or a variety of educational and art activities.

TRAUMA INFORMED CULTURE

- Decrease percentage of population with 2+ ACEs* exposure
- Increase number of institutions emphasizing resilience

Why is this important?

Trauma informed cultures recognize the role trauma may play in an individual's life and promotes interactions, services, and environments of healing and recovery.

Strategy ideas:

- Strengthen economic support to families by strengthening household financial security and family-friendly work policies.
- Ensure a strong start for children by having early childhood home visitation, high-quality childcare, and preschool enrichment with family engagement.
- Intervene to lessen immediate and long-term harms by enhancing primary care, victim-centered services, treatment to lessen the harms of ACEs, treatment to prevent problem behavior and future involvement in violence, and family-centered treatment for substance use disorders.

2030 TARGETS

Targets & Indicators

- Decrease percentage of individuals (ages 12+) with alcohol use disorder in the past year
- Decrease number of overdose deaths
- Decrease percentage of youth-initiated substance use within the past 30 days
- Decrease percentage of families reporting substance use impacts quality of life
- Decrease number of deaths due to other substances

Why is this important?

Substance abuse has a major impact on individuals, families, and communities. The effects of substance abuse are cumulative, significantly contributing to costly social, physical, mental, and public health problems.

Strategy ideas:

- Targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life.
- Local or state legislation that may provide overdose victims and/or overdose by standards with limited immunity from drug-related criminal charges and other criminal or judicial consequences that may otherwise result from calling first responders to the scene.
- Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) target individuals who are about to be release from supervision and/or cease treatment to receive overdose response training and naloxone kits prior to their exit from their program or facility.
- Evidence shows that raising the price of alcohol in consumption is associated with reductions in consumption and related harms, including sexual violence and motor vehicle crashes and fatalities.

ACCESS TO CONTINUUM OF SUBSTANCE USE DISORDER SERVICES

- Decrease percentage of population reporting they have a Substance Use Disorder and are not receiving care
- Increase rate of providers and treatment slots within a county
- Increase number of settings in the community with overdoses prevention drugs

Why is this important?

Access to comprehensive, quality substance use disorder services is important for promoting the health, safety, and quality of life for all

Strategy ideas:

- Assess the impact of changes to prior authorization requirements for Buprenorphine
- Implement a "Hub and Spoke" model for addiction treatment across the state by incentivizing existing regional hospitals to become certified substance use treatment centers
- Targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life.
- Eliminating prior-authorization requirements for medications for opioid use disorder by having health insurance providers cover the cost of MAT as a standard benefit and all requirements that a physician contact the insurance provider for approval prior to writing the prescription are removed
- Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) target individuals who are about to be release from supervision and/or cease treatment to receive overdose response training and naloxone kits prior to their exit from their program or facility.
- Patients receiving care in ED who have untreated OUD are referred to a provider for long-term buprenorphine-based MAT. Initiating buprenorphine-based MAT in emergency departments
- Policies that support access to clean needles and syringes let pharmacies sell them without prescriptions. They also allow public health departments to authorize and conduct programs that distribute clean needles and syringes and safely dispose of used ones.

CONNECTION OBJECTIVE

- Reduce Neonatal Abstinence Syndrome at birth
- Increase percentage of pregnant women offered and completed a Substance Use Disorder screening at their first prenatal visit

Why is this important?

Nothing provided

Strategy ideas:

- The standard panel of substances included in routine clinical drug screens should include screening for fentanyl exposure, particularly in jurisdictions where fentanyl is known to be prevalent.
- Utilize electronic screening and brief interventions (e-SBI) to screen individuals for excessive drinking, and delivering a brief intervention, which provides personalized feedback about the risks and consequences of excessive drinking
- Screening for unhealthy alcohol use in primary care settings in adults 18 years or older, including pregnant women, and providing persons engaged in risky or hazardous drinking with brief behavioral counseling interventions to reduce unhealth alcohol use.

ALIGNMENT OBJECTIVE: SAFE & RESPONSIBLE USE

- Increase percentage of population having knowledge of SUD* risk factors
- Increase percentage of youth and families/peers discouraging substance use
- Increase number of stores no longer selling to minors
- Increase number of communities adopting an ordinance limiting/prohibiting ad space

Why is this important?

Environmental and social factors contribute to the initiation and abuse of alcohol and illicit drugs. Interventions addressing these factors can support a culture of safe and responsible substance use.

Strategy ideas:

- Incorporate information on addiction, substance use disorders and medication-based treatment into Michigan's Automated Prescription System (MAPS)
- Enhanced enforcement of laws prohibiting the sale of alcohol to minors to limit underage alcohol purchases. Can also caution proprietors against selling alcohol to minors.
- Promote elementary and middle school students' life skills, character values, resistance skills to negative peer influence, and resistance to the use of illegal drugs, alcohol, and tobacco by utilizing classroom discussions and structured activities, role-play and cooperative learning games, and optional parental and community involvement.
- Promote high school student's pro-social skills, positive character traits, and violence- and drug-free norms by utilizing curriculum, teacher training, and optional elements of family and community involvement.

MiThrive Strategy Guide Domain Analysis

This tool analyzes the evidence-based strategies using an adapted socio-ecological model.

INDIVIDUAL	**INTERPERSONAL**	**COMMUNITY**	**INSTITUTIONS**	**SYSTEMS**
knowledge, attitudes and skills	Families, friends, social networks	Relationship between organizations	Social institutions with organizational characteristics and formal (and informal) rules and regulations for operations	Addresses root causes, often intractable and embedded in networks of cause and effect and advancing equity by shifting the conditions that hold a problem in place

How do we move from understanding the literature into taking action? You can start by asking:

Where do I see myself, my work, or my organization in this tool?	To what level of influence am I drawn?	Where can I make the most impact?

COMMUNITY MOBILITY	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Leverage various public transit models to meet demands of population and available resources including voucher model, coordinated services model and mobility on demand			X	X	
Adopt a Complete Streets approach			X		
Support worksite/school environments promoting community mobility: facility-maintained walking paths and trails, bike racks, maps of area walking/biking paths and trails, shower and changing facilities			X	X	
Access to Reliable Transportation					
Offer incentives to help reduce the cost to the employee including free or discounted bus, rail, or public transportation passes, employer-provided subsides, reimbursements, or pre-tax payroll reductions				X	
Offer ridesharing programs including vanpool and carpool groups, ride matching programs, and short-term instant arrangements enabled by GPS and wireless services			X	X	
Healthy Built Environment					
Promote the Safe Routes to School Program to students and parents using assemblies, poster contests, pedestrian safety walks, and a bicycle rodeo		X		X	
Provide incentives for participating in the Safe Routes to School Program by donating a portion of community donations (i.e. 40 cents) for every 10 miles that a student walked or biked to a charity			X		
Seek federal funding to purchase bikes, bicycle helmets, safety vests, and incentives to give to students to teach them how to ride a bike and incentivize them for their participation. The funds could also be used to purchase presentation equipment and an SRTS coordinator					X
Expand and improve bicycle and pedestrian infrastructure by adding bicycle lanes, sidewalks, paved shoulders, pathway lighting, crosswalks, and signage				X	X
Offer school-based programs to increase physical activity during the times children are on school grounds before, during, and after classes				X	
Affordable & reliable transportation options					
Adopt Complete Street policies which include pedestrian and cyclist accommodations, public transportation access, accommodations for persons with disabilities, landscape elements, and traffic calming			X	X	X
Engage public health and equity stakeholders by summarizing the health impacts of transportation policy and recommending prioritizing walking, biking, and public transportation services					X
Develop and/or improve multi-modal access to public transportation by connecting sidewalks, multi-use paths, and other bike/pedestrian infrastructure connections to public transportation, capacity to carry bikes on public transportation, parking/storage of bikes at public transportation centers and stops, coordination of regional public transportation systems and services, and informational and navigational support				X	X
Introduce or expand public transportation systems to increase access to and use of public transit and to reduce traffic			X	X	X

HEALTHY EATING	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Establish and support land that is gardened or cultivated by community members via community land trusts, gardening education, zoning regulation changes, or service provision (e.g. water or waste disposal)			X		
Assign higher cost to non-nutritious foods than nutritious foods via incentives, subsidies, or price discounts for healthy foods and beverages or disincentives or price increases for unhealthy choices				X	X
Support multiple vendor markets where producers sell goods such as fresh fruit and vegetables, meat, dairy items, and prepared foods directly to consumers			X		
Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits		X	X	X	
Incorporate locally grown foods into schools meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens				X	
Offer participants with low incomes matching funds to purchase healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives				X	X
Offer samples of fresh fruits and vegetables in cafeterias, nutrition classes, school gardens, or workplace well-being meetings, often as part of a multi-faceted nutrition intervention				X	
Attract new grocery stores that sell a variety of fresh foods, baked goods, packaged, and frozen items to underserved areas via financing initiatives, tax incentives, or zoning regulation					X
Support programs to provide students with a nutritious breakfast in the cafeteria, from grab and go carts in hallways or in classrooms				X	X
Access to Healthy Food					
Encourage convenience stores, corner stores, or gas station markets to carry fresh produces and other healthier food options			X	X	
Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and re-deem SNAP benefits		X	X	X	
Modify the school lunch food environment by promi-nently displaying, marketing, and increasing the conve-nience of healthy foods and providing healthy options				X	
Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.			X	X	
Support fresh food carts or vehicles that travel to neighborhoods on a set schedule to sell fresh fruits and vegetables			X		
Healthful Food Environment and Policies					
Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits		X	X	X	
Modify the school lunch food environment by prominently displaying, marketing, and increasing the convenience of healthy foods and providing healthy options				X	

Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning				X	
Regulate the quality of food that can be sold to students via the National School Lunch Program, à la carte options, vending machines, etc.				X	X
Increase the price of snack products high in sugar and fat by adding an excise or sales tax to current price				X	X
Increase the price of sugar sweetened beverages (e.g., soda) by adding an excise or sales tax to the current price				X	X
Support Farmers' Market Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables			X	X	X
Healthful Food Culture					
Address nutrition in schools via educational (e.g. classroom or curricula-wide efforts, peer training, etc.), environmental (e.g. school menus, classroom snacks, etc.), and other approaches				X	
Incorporate locally grown foods into schools meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens				X	
Offer participants with low incomes matching funds to purchase healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives				X	X
Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.			X	X	
Provide prescriptions with healthy eating goals for patients and families, often accompanied by progress checks at office visits; can include partnerships with local farmers markets via Fruit and Vegetable Rx programs				X	
Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning				X	
Support Farmers' Markey Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables			X	X	X
Implement strategies at the workplace include offering information and education, behavioral- and social-change strategies, environmental components, and financial incentives				x	

AFFORDABLE HOUSING	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Provide funding for local community development activities such as affordable housing, anti-poverty programs, and infrastructure development					X
Offer debt advice from trained providers to tenants with unpaid, overdue rent to help repay debt and increase financial literacy				X	
Train volunteers, professionals, or paraprofessionals to help residents assess and remediate environmental home health risks and recommend low-cost changes (e.g. improved ventilation, integrated pest management, etc.)				X	
Provide eligible families with low and very low incomes with vouchers to help cover the costs of rental housing				X	X
Provide rapid access to permanent housing and support (e.g. crisis intervention, needs assessment, case management), usually for chronically homeless individuals with persistent mental illness or substance abuse issues				X	X
Provide funding, primarily to families with low or median incomes, to repair, improve, or modernize dwellings and remove health or safety hazards				X	X
Transition families and individuals experiencing homelessness into permanent housing quickly, often with supports such as short-term financial assistances, case management, landlord negotiations, etc.				X	
Provide assistance to low-income families to make their homes more energy efficient and to permanently reduce their energy bills				X	X
Available Housing at All Levels					
Acquire, hold, manage, and develop properties such as vacant lots, abandoned buildings, or foreclosures, and transition them to productive uses, often affordable housing development			X	X	
Provide funding via tax credits at the state and local level to support development and rehabilitation costs of low-income rental housing				X	X
Provide eligible families with low and very low incomes with vouchers to help cover the costs of rental housing; also called Section 8				X	X
Implement earned income credits as refundable income tax credits levied at the federal, state, or local levels that benefit low- and moderate-income working people and families					X
Housing Connected to Community & Basic Needs					
Require developers to reserve a proportion of housing units for low-income residents via mandatory requirements or incentives such as density bonuses					X
Provide permanent, basic rental housing with social services available onsite or by referral, usually for families with low-incomes, seniors, veterans, or people with disabilities				X	
Quality Housing Standards					
Support a four-tiered approach to indoor pest control that minimizes potential hazards to people, property, and the environment				X	X
Eliminate lead-based paint and contaminated dust by removing or encapsulating lead paint or removing lead painted fixtures and surfaces				X	

ECONONIC STABILITY	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Expand refundable earned income tax credits for low to moderate income working individuals and families.					X
Provide financial assistance to working parents, or parents attending school, to pay for center-based or certified in-home childcare				X	X
Offer employees control over an aspect of their schedule through arrangements such as flex time, flex hours, compressed work weeks, or self-scheduled shift work.				X	
Support programs that provide matched dollar incentives for low- or moderate-income individuals to place some or all of their tax refund in a savings account					X
Provide work supports for low-income individuals and families (e.g. job search assistance, transitional jobs, subsidized childcare, health insurance, etc.)				X	X
Establish time-limited subsidized, paid job opportunities to provide a bridge to unsubsidized employment					X
Extend or raise the compensation provided to eligible, unemployed workers looking for jobs					X
Access to Needed Social Supports					
Provide work supports for low-income individuals and families (e.g. job search assistance, transitional jobs, subsidized childcare, health insurance, etc.); participants worked at least 30 hours/week.				X	X
Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years				X	
Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors				X	
Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday				X	
Empathic Community					
Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges				X	
Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns				X	
Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years.				X	
Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors				X	
Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday				X	

Livable Wage					
Support acquisition of job-specific skills through education, certification programs, or on-the-job training, often with personal development resources and other supports.				X	
Establish locally mandated wages that are higher than state or federal minimum wage levels.				X	X
Provide industry-focused education and job training based on the needs of regional employers within specific sectors.				X	

MENTAL WELL-BEING	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns				X	
Deliver universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms to all students- regardless of presence or absence of mental health conditions				X	X
Implement a manualized, family-based approach to treatment of youth substance misuse and SUD, as well as- co-occurring mental health and behavioral problems				X	
Offer Dialectical Behavioral Therapy, a manualized, cognitive-behavioral treatment that includes concurrent individual therapy, family therapy, multifamily skills training, and telephone coaching				X	
Offer Integrated Cognitive Behavioral Therapy, an approach that uses cognitive, behavioral and affect regulation training to address suicidal behaviors and co-occurring substance use disorders among adolescents, as well as common comorbid conditions				X	
Access to Mental Health Care					
Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges.				X	
Provide an 8- or 12-hour training to educate laypeople about how to assist individuals with mental health problems or at risk for problems such as depression, anxiety, and substance use disorders				X	
Offer universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms are delivered to all students- regardless of presence or absence of mental health conditions				X	X
Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns				X	
Supportive Connected Community					
Establish an ongoing relationship between an older youth or young adult and a younger child or adolescent, usually an elementary or middle school student		X	X		
Establish a relationship between an older adult and a child, adolescent, or college student through social interactions or a variety of educational and art activities		X	X	X	

Trauma Informed Culture					
Strengthen economic support to families by strengthening household financial security and family-friendly work policies.				X	X
Ensure a strong start for children by having early childhood home visitation, high-quality childcare, and preschool enrichment with family engagement.				X	
Intervene to lessen immediate and long-term harms by enhancing primary care, victim-centered services, treatment to lessen the harms of ACEs, treatment to prevent problem behavior and future involvement in violence, and family-centered treatment for SUDs				X	

SUBSTANCE MISUSE	INDIVIDUAL	INTERPERSONAL	COMMUNITY	INSTITUTIONS	SYSTEMS
Utilize targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life			X	X	
Provide overdose victims and/or overdose by standards with limited immunity from drug-related criminal charges and other criminal or judicial consequences that may otherwise result from calling first responders to the scene					X
Implement Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) target individuals who are about to be release from supervision and/or cease treatment to receive overdose response training and naloxone kits prior to their exit from their program or facility				X	
Raise the price of alcohol, which is associated with reductions in consumption and related harms, including sexual violence and motor vehicle crashes and fatalities.				X	X
Access to Reliable Transportation					
Assess the impact of changes to prior authorization requirements for Buprenorphine				X	X
Implement a "Hub and Spoke" model for addiction treatment across the state by incentivizing existing regional hospitals to become certified substance use treatment centers					X
Implement targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life.			X	X	
Eliminate prior-authorization requirements for medications for opioid use disorder by having health insurance providers cover the cost of MAT as a standard benefit and all requirements that a physician contact the insurance provider for approval prior to writing the prescription are removed					X
Implement Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) target individuals who are about to be release from supervision and/or cease treatment to receive overdose response training and naloxone kits prior to their exit from their program or facility				X	
Patients receiving care in ED who have untreated OUD are referred to a provider for long-term buprenorphine-based MAT				X	X
Policies that support access to clean needles and syringes let pharmacies sell them without prescriptions. They also allow public health departments to authorize and conduct programs that distribute clean needles and syringes and safely dispose of used ones.					X

Connection Objective					
The standard panel of substances included in routine clinical drug screens should include screening for fentanyl exposure, particularly in jurisdictions where fentanyl is known to be prevalent				X	X
Utilize electronic screening and brief interventions (e-SBI) to screen individuals for excessive drinking, and delivering a brief intervention, which provides personalized feedback about the risks and consequences of excessive drinking				X	
Screening for unhealthy alcohol use in primary care settings in adults 18 years or older, including pregnant women, and proving persons engaged in risky or hazardous drinking with brief behavioral counseling interventions to reduce unhealthy alcohol use				X	
Alignment Objective: Safe and Responsible Use					
Incorporate information on addiction, substance use disorders and medication-based treatment into Michigan's Automated Prescription System (MAPS)					X
Enhanced enforcement of laws prohibiting the sale of alcohol to minors to limit underage alcohol purchases. Can also caution proprietors against selling alcohol to minors					X
Promote elementary and middle school students' life skills, character values, resistance skills to negative peer influence, and resistance to the use of illegal drugs, alcohol, and tobacco by utilizing classroom discussions and structured activities, roleplay and cooperative learning games, and optional parental and community involvement				X	
Promote high school students' pro-social skills, positive character traits, and violence- and drug-free norms by utilizing curriculum, teacher training, and optional elements of family and community involvement				X	X

MiThrive Key Strategies Matrix

This tool crosswalks the evidence-based strategies and each shared priority category it impacts, highlighting the evidence-based strategies that targets numerous areas

COMMUNITY MOBILITY		Access to Reliable Transportation	Healthy Built Environment	Affordable and Reliable Transportation Options
Collective Impact				Engage public health and equity stakeholders by summarizing the health impacts of transportation policy and recommending prioritizing walking, biking, and public transportation services
Public Transportation	Leverage various public transit models to meet demands of population and available resources including voucher model, coordinated services model and mobility on demand.	Offer incentives to help reduce the cost to the employee including free or discounted bus, rail, or public transportation passes, employer-provided subsides, reimbursements, or pre-tax payroll reductions.		Introduce or expand public transportation systems to increase access to and use of public transit and to reduce traffic
				Develop and/or improve multi-modal access to public transportation by connecting sidewalks, multi-use paths, and other bike/pedestrian infrastructure connections to public transportation, capacity to carry bikes on public transportation, parking/storage of bikes at public transportation centers and stops, coordination of regional public transportation systems and services, and informational and navigational support.
Complete Streets	Adopt a Complete Street planning approach: Complete Streets is a planning and development approach to make the street network safer for drivers, transit users, pedestrians, and bicyclists.	.		Adopt Complete Street policies which include pedestrian and cyclist accommodations, public transportation access, accommodations for persons with disabilities, landscape elements, and traffic calming.
Maintained Trails and Paths	Support worksite/school environments promoting community mobility: facility-maintained walking paths and trails, bike racks, maps of area walking/ biking paths and trails, shower and changing facilities		Expand and improve bicycle and pedestrian infrastructure by adding bicycle lanes, sidewalks, paved shoulders, pathway lighting, crosswalks, and signage.	

Safe Routes to Schools		Offer ridesharing programs including vanpool and carpool groups, ride matching programs, and short-term instant arrangements enabled by GPS and wireless services	Promote the Safe Routes to School Program to students and parents using assemblies, poster contests, pedestrian safety walks, and a bicycle rodeo	
			Provide incentives for participating in the Safe Routes to School Program by donating a portion of community donations (i.e. 40 cents) for every 10 miles that a student walked or biked to a charity	
			Receive federal funding to purchase bikes, bicycle helmets, safety vests, and incentives to give to students to teach them how to ride a bike and incentivize them for their participation. The funds could also be used to purchase presentation equipment and an SRTS coordinator.	
			Offer school-based programs to increase physical activity during the times children are on school grounds before, during, and after classes	

HEALTHY EATING		Access to Healthful Food	Healthful Food Environment/Policies	Healthful Food Culture
School Community Gardens	Establish and support land that is gardened or cultivated by community members via community land trusts, gardening education, zoning regulation changes, or service provision (e.g. water or waste disposal).		Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning.	Establish designated areas where students can garden with guidance, often with nutrition and food preparation lessons and opportunities for taste tasting and hands-on learning
Higher Cost for Unhealthy Food	Assign higher cost to non-nutritious foods than nutritious foods via incentives, subsidies, or price discounts for healthy foods and beverages or disincentives or price increases for unhealthy choices.		Increase the price of snack products high in sugar and fat by adding an excise or sales tax to current price.	
			Increase the price of sugar sweetened beverages (e.g., soda) by adding an excise or sales tax to the current price	
Nutritious Food in School Cafeterias	Support programs to provide students with a nutritious breakfast in the cafeteria, from grab and go carts in hallways or in classrooms.	Modify the school lunch food environment by prominently displaying, marketing, and increasing the convenience of healthy foods and providing healthy options	Regulate the quality of food that can be sold to students via the National School Lunch Program, à la carte options, vending machines, etc.	Address nutrition in schools via educational (e.g. classroom or curricula-wide efforts, peer training, etc.), environmental (e.g. school menus, classroom snacks, etc.), and other approaches
	Incorporate locally grown foods into schools meals and snacks, often with visits from food producers, cooking classes, nutrition and waste reduction efforts, and school gardens		Modify the school lunch food environment by prominently displaying, marketing, and increasing the convenience of healthy foods and providing healthy options	
Access to Healthy Food for Low-Income Residents at Farmers Markets	Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits	Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits.	Enable farmers markets to accept EBT, the electronic payment system of debit cards used to issue and redeem SNAP benefits	Offer participants with low incomes matching funds to purchase healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives.
	Support multiple vendor markets where producers sell goods such as fresh fruit and vegetables, meat, dairy items, and prepared foods directly to consumers			
	Offer participants with low incomes matching funds to purchase healthy food, especially fresh fruits and vegetables; often called bonus dollars, market bucks, produce coupons, or nutrition incentives		Support Farmers' Market Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables	Support Farmers' Markey Nutrition Programs, which provide WIC and Senior Nutrition Program participants with coupons for fresh, unprepared, locally grown fruits and vegetables

Healthy Food Availability in the Community	Attract new grocery stores that sell a variety of fresh foods, baked goods, packaged, and frozen items to underserved areas via financing initiatives, tax incentives, or zoning regulation	Support fresh food carts or vehicles that travel to neighborhoods on a set schedule to sell fresh fruits and vegetables.	Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.
		Encourage convenience stores, corner stores, or gas station markets to carry fresh produces and other healthier food options	
		Combine hunger relief efforts with nutrition information and healthy eating opportunities, often with on-site cooking demonstrations, recipe tastings, produce display stands, etc.	
Fruit and Vegetable Prescriptions			Provide prescriptions with healthy eating goals for patients and families, often accompanied by progress checks at office visits; can include partnerships with local farmers markets via Fruit and Vegetable Rx programs
Workplace Interventions			Implement strategies at the workplace include offering information and education, behavioral- and social-change strategies, environmental components, and financial incentives

AFFORDABLE HOUSING		Available Housing	Housing Connected to Community/Needs	Quality Housing Standards
Financial Support for Rent	Provide funding for local community development activities such as affordable housing, anti-poverty programs, and infrastructure development	Provide eligible families with low and very low incomes with vouchers to help cover the costs of rental housing; also called Section 8		
	Provide eligible families with low and very low incomes with vouchers to help cover the costs of rental housing	Implement earned income credits as refundable income tax credits levied at the federal, state, or local levels that benefit low- and moderate-income working people and families.		
	Offer debt advice from trained providers to tenants with unpaid, overdue rent to help repay debt and increase financial literacy			
Supportive Housing	Provide rapid access to permanent housing and support (e.g. crisis intervention, needs assessment, case management), usually for chronically homeless individuals with persistent mental illness or substance abuse issues		Provide permanent, basic rental housing with social services available onsite or by referral, usually for families with low-incomes, seniors, veterans, or people with disabilities	
	Transition families and individuals experiencing homelessness into permanent housing quickly, often with supports such as short-term financial assistances, case management, landlord negotiations, etc.			
Home Improvements for Low-Income Residents	Train volunteers, professionals, or paraprofessionals to help residents assess and remediate environmental home health risks and recommend low-cost changes	Provide funding via tax credits at the state and local level to support development and rehabilitation costs of low-income rental housing		Support a four-tiered approach to indoor pest control that minimizes potential hazards to people, property, and the environment.
	Provide funding, primarily to families with low or median incomes, to repair, improve, or modernize dwellings and remove health or safety hazards			
	Provide assistance to low-income families to make their homes more energy efficient and to permanently reduce their energy bills			
Developer Actions		Acquire, hold, manage, and develop properties such as vacant lots, abandoned buildings, or foreclosures, and transition them to productive uses, often affordable housing development	Require developers to reserve a proportion of housing units for low-income residents via mandatory requirements or incentives such as density bonuses.	

ECONOMIC STABILITY		Access to Needed Social Supports	Empathic Community	???
Tax credits	Expand refundable earned income tax credits for low to moderate income working individuals and families.			
Financial Assistance	Expand refundable earned income tax credits for low to moderate income working individuals and families.			
	Provide financial assistance to working parents, or parents attending school, to pay for center-based or certified in-home childcare			
	Establish time-limited subsidized, paid job opportunities to provide a bridge to unsubsidized employment			
	Extend or raise the compensation provided to eligible, unemployed workers looking for jobs			
Flexible Schedules	Offer employees control over an aspect of their schedule through arrangements such as flex time, flex hours, compressed work weeks, or self-scheduled shift work.			
Savings Accounts for Tax Refund	Support programs that provide matched dollar incentives for low- or moderate-income individuals to place some or all of their tax refund in a savings account			
Work Supports for Low-Income Residents		Provide work supports for low-income individuals and families (e.g. job search assistance, transitional jobs, subsidized childcare, health insurance, etc.)		
Home Visiting		Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years	Provide home visiting services to families who are at risk for adverse childhood experiences, starting prenatally or right after birth and continuing for three to five years.	
		Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors	Provide at-risk expectant parents and families with young children with information, support, and training regarding child health, development, and care from prenatal stages through early childhood via trained home visitors	
		Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday	Provide home visiting services to low-income, first-time mothers and their babies, starting during pregnancy and continuing through a child's second birthday	

Counseling			Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges	
			Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns	
Living Wage				Support acquisition of job-specific skills through education, certification programs, or on-the-job training, often with personal development resources and other supports.
				Establish locally mandated wages that are higher than state or federal minimum wage levels.
				Provide industry-focused education and job training based on the needs of regional employers within specific sectors.

Mental Well-Being	Access	Supportive Connected Community	Trauma Informed Culture
Phone, Web, Text Support	Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns	Provide free and confidential counseling and service referrals via telephone-based conversation, web-based chat, or text message to individuals in crisis, particularly those with severe mental health concerns		
School Based Services	Deliver universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms to all students- regardless of presence or absence of mental health conditions	Offer universal school-based cognitive behavioral therapy programs to prevent or reduce depression and anxiety symptoms are delivered to all students- regardless of presence or absence of mental health conditions	Establish an ongoing relationship between an older youth or young adult and a younger child or adolescent, usually an elementary or middle school student Establish a relationship between an older adult and a child, adolescent, or college student through social interactions or a variety of educational and art activities	
Therapies/Treatment	Implement a manualized, family-based approach to treatment of youth substance misuse and SUD, as well as co-occurring mental health and behavioral problems Offer Dialectical Behavioral Therapy, a manualized, cognitive-behavioral treatment that includes concurrent individual therapy, family therapy, multifamily skills training, and telephone coaching Offer Integrated Cognitive Behavioral Therapy, an approach that uses cognitive, behavioral and affect regulation training to address suicidal behaviors and co-occurring substance use disorders among adolescents, as well as common comorbid conditions			Intervene to lessen immediate and long-term harms by enhancing primary care, victim-centered services, treatment to lessen the harms of ACEs, treatment to prevent problem behavior and future involvement in violence, and family-centered treatment for SUDs
Worksite Services		Provide confidential worksite-based counseling and referrals to employees to address personal and workplace challenges.		Strengthen economic support to families by strengthening household financial security and family-friendly work policies.
Lay Interventions		Provide an 8- or 12-hour training to educate laypeople about how to assist individuals with mental health problems or at risk for problems such as depression, anxiety, and substance use disorders		
Early Childhood				Ensure a strong start for children by having early childhood home visitation, high-quality childcare, and preschool enrichment with family engagement.

Mental Well-Being	Access	Supportive Connected Community	Trauma Informed Culture
Naloxone	Utilize targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life	Implement targeted distribution programs seek to train and equip individuals who are most likely to encounter or witness an overdose with naloxone kits, which they can use in an emergency to save a life.		
	Utilize Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) targeting individuals who are about to be released from supervision and/or to cease treatment	Implement Naloxone distribution programs in criminal justice and treatment facilities (inpatient and outpatient) target individuals who are about to be release from supervision and/or cease treatment to receive overdose response training and naloxone kits prior to their exit from their program or facility		
Law Enforcement	Provide overdose victims and/or overdose by standards with limited immunity from drug-related criminal charges and other criminal or judicial consequences that may otherwise result from calling first responders to the scene		Enhance enforcement of laws prohibiting the sale of alcohol to minors to limit underage alcohol purchases. Can also caution proprietors against selling alcohol to minors.	
Raise Cost of Alcohol	Raise the price of alcohol, which is associated with reductions in consumption and related harms, including sexual violence and motor vehicle crashes and fatalities.			
Medication Assisted Treatment		Assess the impact of changes to prior authorization requirements for Buprenorphine		
		Eliminate prior-authorization requirements for medications for opioid use disorder by having health insurance providers cover the cost of MAT as a standard benefit and all requirements that a physician contact the insurance provider for approval prior to writing the prescription are removed		
		Refer patients receiving care in the Emergency Department who have untreated Opioid Use Disorder to a provider for long-term buprenorphine-based Medication Assisted Treatment		
Certified Substance Use Treatment Centers		Implement a "Hub and Spoke" model for addiction treatment across the state by incentivizing existing regional hospitals to become certified substance use treatment centers		

Harm Reduction		Implement policies that support access to clean needles and syringes by allowing pharmacies to sell them without prescriptions and authorizing public health departments to conduct programs that distribute clean needles and syringes and safely dispose of used ones.		
Drug Testing/Screening		Include fentanyl exposure in standard panel of substances for routine drug screens, particularly in jurisdictions where fentanyl is known to be prevalent Utilize electronic screening and brief interventions to screen individuals for excessive drinking and deliver brief intervention to provide personalized feedback about the risks and consequences of excessive drinking Utilize screening for unhealthy alcohol use in primary care settings in adults 18 years or older, including pregnant women, and providing persons engaged in risky or hazardous drinking with brief behavioral counseling interventions to reduce unhealth alcohol use		
Prevention				Promote elementary and middle school students' life skills, character values, resistance skills to negative peer influence, and resistance to the use of illegal drugs, alcohol, and tobacco by utilizing classroom discussions and structured activities, role-play and cooperative learning games, and optional parental and community involvement. Promote high school student's pro-social skills, positive character traits, and violence- and drug-free norms by utilizing curriculum, teacher training, and optional elements of family and community involvement
MAPS				Incorporate information on addiction, substance use disorders and medication-based treatment into Michigan's Automated Prescription System (MAPS)

https://londonfunders.org.uk/systems-change-what-it-and-how-do-it

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https://mch.umn.edu/resources/mhecomodel/