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On behalf of the Partnership for a Healthier Alexandria, I’m pleased to present the Alexandria Community Health Improvement Plan (CHIP) for 2014-2019. Over the past several years, members of the Partnership have worked with representatives of various sectors of the Alexandria community including residents, health care providers, nonprofit organizations, businesses, community organizations, public school system, government organizations and City boards and commissions, to assess the health needs in our community, identify community health priorities and develop a strategic, action-oriented plan to improve the health and well-being of everyone who lives, works and plays in Alexandria. This CHIP is a result of hundreds of hours of thoughtful analysis, assessment, and creativity by everyone involved in our community health needs assessment and planning process. Thank you everyone who participated in the many meetings, discussions and reviews during the development of the CHIP and as a result, added to the value of this plan.

This CHIP is intended to be a roadmap for eliminating barriers to and creating opportunities for improving the health and well-being of everyone who lives, plays and works in Alexandria. To do so, the CHIP contains three broad goals, eight priorities and multiple strategies and key activities.

This CHIP is not intended to be solely the Partnership’s plan nor the Alexandria Health Department’s plan; it is intended to be our community’s health improvement plan. As a result, we all need to continue to work collaboratively, engage new partners, and leverage our limited resources to successfully implement this CHIP. This CHIP is a “living” document and thus, will be modified and adjusted as conditions, resources and other factors change.

Please read this community health improvement plan and consider how you or your organization can join the Partnership in improving the health of everyone in our community. If you have any questions about this CHIP or would like to be involved in its implementation, please contact me at Aclomax@aol.com.

Sincerely,

Allen C. Lomax
Chair
Partnership for a Healthier Alexandria
I am excited about the release of the 2014 – 2019 Community Health Improvement Plan (CHIP). The Alexandria Health Department has worked with the Partnership for a Healthier Alexandria and other community partners and stakeholders to put forth a plan that lays the framework for equitable health outcomes in Alexandria, Virginia. All Alexandrians should have the same opportunities to lead healthy lifestyles regardless of income, background, race, or education level, and the 2014 – 2019 CHIP addresses this right.

This CHIP is intended to serve as a targeted, data driven guide for the Alexandria community to improve community health and well-being. As stated throughout the document, one of the goals of the CHIP is to make sure health equity becomes a primary focus of Alexandria policies, programs, and funding. The Centers for Disease Control and Prevention (CDC) maintains that health equity is achieved when every person has the opportunity to “attain his or her full health potential” and no one is “disadvantaged from achieving this potential because of social position or other socially determined circumstances.” With this in mind, factors that impact health equity are highlighted in each priority area of the CHIP.

The Alexandria Health Department is committed to CHIP implementation by providing public health policy development, public health program planning, data analyses and interpretation, as well as public health project and program implementation, management, and evaluation.

It is an honor to be Alexandria’s health director and I am proud of the work of the Partnership for a Healthier Alexandria, of community partners and of Health Department staff in bringing this forward. I look forward to continuous collaboration with the Alexandria community to improving everyone’s health and well-being.

Sincerely,

Stephen A. Haering, MD, MPH, FACP
Alexandria Health Director
Executive Summary

Over the past several years, the Partnership for a Healthier Alexandria has facilitated a community-wide strategic planning process called Mobilizing for Action through Planning and Partnerships (MAPP). The MAPP process was developed by the Centers for Disease Control and endorsed by the National Association of City and County Health Officials for community organizations to use to identify the most pressing community health needs and develop goals, objectives and strategies to address those needs. This Community Health Improvement Plan (CHIP) is a result of using the MAPP process in Alexandria.

To ultimately develop this CHIP, the Partnership for a Healthier Alexandria used the MAPP process to hold a series of community conversations designed to:

- Provide a description of health outcomes in Alexandria and how well the City’s public health system coordinates to support a healthier community;
- Outline key forces that impact health; and
- Identify key health priorities.

In collaboration with non-profit organizations, schools, City agencies, relevant City Boards and Commissions, local businesses, community leaders, and concerned residents, the Partnership for a Healthier Alexandria, in conjunction with the Alexandria Health Department identified three broad goals and important strategic issues that both address and improve community health. These strategic issues provided the framework for developing this CHIP. The Partnership also reviewed and used local public health data to develop goals, objectives, and strategies around the identified key community health priorities. These goals, objectives, and strategies were shared with a variety of community and city organizations to obtain their thoughts, concerns, ideas, and suggestions on the themes’ goals, objectives and strategies.

As a result of this community engagement, the Partnership has produced this comprehensive and strategic CHIP to achieve optimal health and well-being for all Alexandrians. To do this, the CHIP has three overarching goals:

- Ensure all people in Alexandria have access to appropriate resources that support health and well-being;
- Motivate positive change by mobilizing community participation and improving the exchange of information; and
- Make certain all Alexandrians will have equal opportunities to live healthy and productive lives.

To achieve these three goals, the CHIP includes eight priority areas to guide its implementation over the next several years. These priority areas are:

- Access to Care
• Adolescent Health and Well-being
• Aging Well in Place
• Clean and Smoke Free Air
• Healthy Eating and Active Living
• HIV/AIDS Prevention and Care
• Maternal and Child Health
• Social Stigma of Mental Illness (Mental Health, including Social Stigmatization)

A key element to successfully achieving these goals and priorities will be to address all social, economic and environmental factors that provide everyone in Alexandria an opportunity to live a healthy life. Therefore, this CHIP uses a health equity lens to identify those factors that may have significant impacts on each priority area (such as, income, race, education, employment, housing, and transportation).

This plan is not intended to be solely the Partnership’s CHIP or the Alexandria Health Department’s CHIP; it is intended to be the Alexandria community health improvement plan. This CHIP was developed through collaboration and conversations with a wide variety of nonprofit, government, and business organizations as well as community members. Successful implementation of this CHIP will need at least the same level of collaboration and conversations. No single need or priority identified in this CHIP can be completely addressed by one organization or the City government. The Partnership will actively reach out to and work with Alexandria residents, community coalitions, boards and commissions, businesses, nonprofits, City agencies and other organizations to implement this important plan to improve the health and well-being of everyone who lives, plays and works in Alexandria.
Introduction
The City of Alexandria places emphasis on improving public health outcomes and quality of life for all of its residents. This emphasis is highlighted in the City Council’s Strategic Plan, Goal 2, which states, “The City of Alexandria respects, protects and enhances the health of its citizens and the quality of its natural environment.”

To continue to address our community’s public health needs, the Partnership for a Healthier Alexandria, in collaboration with the Alexandria Health Department (AHD), developed this Community Health Improvement Plan (CHIP). The CHIP is structured to align with the City of Alexandria’s strategic goals as well as the goals of other relevant City plans and provide a framework to achieve optimal community health and well-being for all Alexandrians. The CHIP aims to create opportunities for all Alexandrians to live long, healthy lives, regardless of their income, education, race, ethnic background, or where they live in Alexandria.

The CHIP consists of three overarching goals, eight priority community health areas and goals, objectives, strategies and key activities related to each of the priority areas. These priority areas were identified as a result of an analysis of local community health data as well as numerous discussions, meetings and forums with Alexandria residents, nonprofits, businesses, community organizations, City Boards and Commissions and City government agencies. This analysis is part of the Centers for Disease Control and Prevention (CDC) planning process for communities called Mobilizing for Action through Planning and Partnerships (MAPP).

Successful CHIP implementation will rely on community collaborations and partnerships within the City of Alexandria’s public health system. This system involves the inclusion of a diverse group of public health partners, including multiple city agencies, the Alexandria City Public Schools, City Boards and Commissions, businesses, nonprofit and community organizations and residents, working together to support community health. [See Figure 1]

Full implementation of the CHIP will result in improved health outcomes and quality of life for all residents of the City of Alexandria.

The City of Alexandria – Broad Overview and Demographics
The City of Alexandria is an independent city in the Commonwealth of Virginia. It is the most densely populated city in the Commonwealth, with an area of nearly 16 square miles and a population estimated at 139,966 residents. Alexandria welcomes large numbers of tourists and visiting workers daily. The city is bounded on the east and northeast by the Potomac River, directly across from the District of Columbia and Prince George’s County, Maryland; on the north and northwest by Arlington County, Virginia; and on the south and southwest by Fairfax County, Virginia. Adjacent to the city and minutes away, in the District of Columbia, are the executive, legislative and judicial branches of the federal government and dozens of federal offices, national landmarks, tourist attractions, and international embassies; several federal facilities are located in Alexandria.
Alexandria is a diverse, multi-ethnic community. In 2012, the U.S. Census Bureau estimated that the Alexandria population was 67% white, 22% Black or African American, 7% Asian, and 4% other racial minority groups; 17% of the population is Hispanic or Latino.\(^1\) Approximately one in four Alexandria residents were born outside of the United States and nearly one in three speak a language other than English in the home.\(^1\) Families in the Alexandria City Public Schools system speak 103 different languages.\(^2\) Among residents over the age of 25, 92% have completed high school, while more than 60% have earned at least a bachelor’s degree.\(^1\) While median household income in Alexandria exceeds state and national averages, 8% of residents live below the Federal Poverty Level.\(^1\) Most commonly, Alexandria residents work in the management, business, science, and arts occupations (59%).\(^3\)

\(^1\) U.S. Census Bureau, State and County QuickFacts (quickfacts.census.gov/qfd/states/51/51510.html)
\(^2\) Alexandria City Public Schools (www.acps.k12.va.us/fastfact.php)
\(^3\) U.S. Census Bureau, Selected Economic Characteristics, 2008-2012 (factfinder2.census.gov/bkmk/table/1.0/en/ACS/12_5YR/DP03/0400000US51|0500000US51510)

**Alexandria Health Department**

The Alexandria Health Department is one of 35 district offices of the Virginia Department of Health's Division of Community Health Services and serves the City of Alexandria. While a part of a state agency, AHD maintains a particularly close relationship with the City of Alexandria and the communities of people which compose Alexandria.

Its mission is “Protecting and Promoting Health and Well-Being in Our Communities.” AHD works on this mission through public health activities that include monitoring population health status; diagnosing and investigating public health problems; informing, educating and empowering individuals, families and organizations about health issues; nourishing community partnerships; developing policies and supporting systems and environments that encourage health; enforcing public health laws and regulations; providing targeted public health clinical services and linking people to personal health services; assuring a proficient public health workforce; evaluating population-based health services; and researching and developing innovative solutions to health problems. Inherent in AHD’s mission is that there are multiple, and evolving, “communities” within Alexandria and that “health” is used in the broadest sense.

AHD’s vision is “Healthy People, Healthier Communities.” This vision is broad and encompassing, and it indicates that the communities of people in Alexandria are on a path of continuous improvement of health.

Along with targeted public health clinical services, AHD provides public health emergency management, environmental health services, and prevention and control of communicable disease and outbreaks. AHD provides public health leadership to residents, community organizations and businesses through outreach and technical assistance. AHD supports research, policies, systems and environments that provide the opportunity for all Alexandrians to enjoy complete physical, mental, social and spiritual well-being.
Alexandria Public Health Advisory Commission
The Alexandria Public Health Advisory Commission consists of 14 members who are appointed by the City Council. The Commission advises and supports the City and the City Council by

- Evaluating and advising on all health matters in Alexandria
- Planning, coordinating and prioritizing public health needs, services and programs in Alexandria
- Providing information and evaluating public health related matters at the request of the City Council
- Investigating specific public health issues and providing advice and recommendations for addressing such issues
- Providing a forum for discussing public health matters for Alexandria residents and public health officials
- Providing advice and recommendations concerning the advantages and disadvantages of specific health care practices and services to the public

Partnership for a Healthier Alexandria
The Partnership for a Healthier Alexandria is a citizen-led coalition of non-profit organizations, schools, municipal agencies, local businesses, government, community leaders, and concerned citizens who come together to promote and preserve a healthy Alexandria.

The Partnership emerged in 2006 to address major health priorities that were identified from the first community health assessment done in Alexandria. This assessment was a collaborative project conducted by the AHD in consultation with the Alexandria Public Health Advisory Commission and other community partners. Today, these entities work closely to address and provide action-oriented, evidence-based solutions to public health concerns within the city.

To date, the Partnership’s efforts have been primarily completed by its four work-groups:

- Alexandria Childhood Obesity Action Network (A-COAN)
- Clean and Smoke-Free Air Coalition of Alexandria
- Mental Health Anti-Stigma HOPE Campaign
- Substance Abuse Prevention Coalition of Alexandria (SAPCA)

The Partnership works alongside its community partners to raise awareness and implement change, as well as improve and build coalitions to advance public health interventions, initiatives and programs.

Partnership for a Healthier Alexandria Mission and Vision

Mission:
To promote a safe and healthy Alexandria through coalition building, collaborative planning and community action.
**Vision:**
The City of Alexandria embraces the belief that health is more than merely the absence of disease. A healthy community provides all of its members with the opportunities and support for achieving and maintaining physical, mental, social, and spiritual wellness.

The Partnership for a Healthier Alexandria believes that a healthier Alexandria is:

- An Alexandria where building a sense of community and helping one another -- especially in meeting basic needs such as food, clothing, shelter, accessibility, and affordable housing -- is a priority for each individual.
- An Alexandria where racial, ethnic, and gender diversity are celebrated and supported.
- An Alexandria where people of all ages and abilities are supported.
- An Alexandria where all residents, regardless of their ability to pay, can access quality health care that focuses on prevention, treatment, and wellness.
- A walkable Alexandria where everyone has access to transportation options, trails, parks, open space, and recreation opportunities.
- An Alexandria where people are safe in their homes and walking in their neighborhoods, unafraid of crime, violence, and domestic abuse.
- An Alexandria where safeguarding emotional and mental health is a priority and there is adequate provision of mental health services.
- An Alexandria where its residents support and are engaged in efforts to prevent the abuse of alcohol, tobacco, and other drugs and where treatment for substance use problems is readily available.
- An Alexandria where all residents can access safe and healthy foods and are able to practice healthy eating habits.
- An Alexandria where our houses, streets, neighborhoods, and parks are clean and well-kept, free of garbage, environmental hazards, and pests so that everyone can fully enjoy our beautiful city.
- An Alexandria where meaningful employment opportunities are available for all, since health is linked to financial stability.

**The City of Alexandria Public Health System**
The City of Alexandria Public Health System is comprised of a diverse group of community partners and stakeholders. The Public Health System includes, but is not limited to, citizens, childcare services, boards and commissions, schools, community centers, parks, recreation and cultural activities, healthcare providers, mental health advocates and providers, nursing homes, environmental health, civic groups, employers, mass transit, health department, human services, and law enforcement and public safety.
Figure 1 demonstrates the inter-connectivity of the City of Alexandria Public Health System. The network in its entirety is crucial to creating and supporting an environment that fosters positive health outcomes throughout the City of Alexandria.

**Community Health Improvement Plan Development**
Extensive work went into the development of the CHIP. This work included community outreach, and local public health data analysis which resulted in the development of eight public health priority areas.

**Mobilizing for Action through Planning and Partnerships**
The Mobilizing for Action through Planning and Partnerships (MAPP) process was developed by the CDC and endorsed by the National Association of County and City Health Officials (NACCHO). The tool was developed to be used by community organizations to identify community health needs and develop strategies and tactics for improving health and well-being. MAPP is designed to engage the community, and the larger public health system, in laying out a broad vision for health, assessing community health status, and developing a plan to improve community health. MAPP is being used by over 1,200 communities across the United States, including many jurisdictions in the D.C. metro region.
Figure 2 provides an illustrative diagram of the different assessments and community planning processes that comprise MAPP.

**MAPP in the City of Alexandria**
The Partnership for a Healthier Alexandria used the MAPP process to guide the community through a series of conversations that were designed to:

- Provide a description of health outcomes in Alexandria and how well the City’s public health system coordinates to support a healthier community;
- Outline key forces that impact health; and
- Identify key health priorities.

In conjunction with the City of Alexandria Public Health System, the AHD, and the Partnership identified three broad goals and important strategic issues that both address and improve community health; these strategic issues provided the framework for CHIP development.

The Partnership’s Steering Committee reviewed and used local public health data to develop goals, objectives, strategies and key activities around the key community health priorities. The Partnership engaged a variety of residents and representatives of numerous community and City government organizations to obtain their concerns, thoughts, ideas and suggestions on these goals, objectives, strategies and key activities and made changes to them as necessary.

**Community Health Improvement Plan Goals**
In an effort to improve community health in Alexandria, the CHIP has three overarching goals:

- Ensure all people in Alexandria have access to appropriate resources that support health and well-being;
- Motivate positive change by mobilizing community participation and improving the exchange of information; and
Make certain all Alexandrians will have equal opportunities to live healthy and productive lives.

In order to achieve these three goals, the CHIP includes eight priority areas to guide its implementation over the next several years. These areas were identified based on the results of the MAPP process and analyses of local public health data.

**Health Equity**

Health inequities are types of unfair health differences closely linked with social, economic or environmental disadvantages that adversely affect groups of people. Alexandrians should have the opportunity to make choices that allow them to live a long, healthy life, regardless of income, educational achievement, ethnic background, race, gender, age place of residence. Health Equity addresses and supports policies, research and environmental changes that give everyone in Alexandria a chance to live a healthy life.

In order to fully realize health equity in Alexandria, all factors contributing to health must be addressed. Healthy People 2020 states

Social determinants of health are conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. Conditions (e.g., social, economic, and physical) in these various environments and settings (e.g., school, church, workplace, and neighborhood) have been referred to as ‘place’...Resources that enhance quality of life can have a significant influence on population health outcomes. Examples of these resources include safe and affordable housing, access to education, public safety, availability of healthy foods, local emergency/health services, and environments free of life-threatening toxins.

The CHIP uses a health equity lens to identify those factors that may have significant impacts on each priority area (e.g., income, race, education, employment, and aspects of the built environment, such as housing, transportation, and community design/geography).

As outlined in the CHIP overarching goals (above), the purpose of the CHIP is to ensure that health equity becomes a primary focus of City of Alexandria policies, programs and funding. With this in mind, the establishment of an Office of Health Equity within the Alexandria Health Department will advocate, promote, and implement strategies for improved health equity throughout the city.

Key activities to aid in the establishment of the Office of Health Equity include:
- Work with the Public Health Advisory Commission to develop a concept plan that identifies the proposed Office’s mission, scope, staffing and costs.
- Educate the community to increase their awareness of health equity and the need for an Office of Health Equity.
- Partner with the Public Health Advisory Commission and other key community stakeholders to advocate with City Council to establish the Office of Health Equity.

Partners in these efforts include, but are not limited to:
Community Health Snapshot

Understanding the current state of health in the City of Alexandria is important for future planning efforts to continuously improve the health of its residents. Currently, health data in the city reveal areas of progress, as well as areas for improvement.

The following are examples of selected positive health outcomes in the City of Alexandria for 2012:

- Low birthweight births made up 6.4% of all births in the city; the lowest proportion of low birthweight births in Northern Virginia (Virginia Department of Health Vital Statistics).
- The infant mortality rate in the city was the lowest out of all districts in Northern Virginia, at 1.8 per 1,000 births (Virginia Department of Health Vital Statistics).
- Alexandria City’s mortality rates for cancer (all), strokes, chronic lower respiratory diseases, unintentional injuries and Alzheimer’s disease were all significantly lower than rates for the state of Virginia (Virginia Department of Health Vital Statistics).

In addition, the average life expectancy in the City of Alexandria is 78.1; higher than the median for all United States (US) counties (76.5) (Community Health Status Indicators, 2009).

While striving to maintain existing positive health outcomes, there are also a number of areas in need of improvement. The following are examples of health indicators with less than optimal outcomes for 2012:

- While the Alexandria teen pregnancy rate has continued to go down over the last few years, it is still one of the highest in Northern Virginia at 30.9 per 1,000 females aged 10-19. (Virginia Department of Health Vital Statistics).
- Only 70.1% of pregnant women initiated prenatal care in the first trimester of pregnancy (Virginia Department of Vital Statistics)
- The rate for newly reported cases of HIV disease was 33.3 per 100,000, the rate for early syphilis was 24.3 per 100,000; both among the highest rates in Northern Virginia.
Although there are clear areas for improvement, the City of Alexandria's overall health is considered to be among the best in the state. While this is encouraging, health outcomes vary depending on a number of determinants, such as race, ethnicity, educational attainment and income. Such differences highlights the need to look at health data using a “health equity lens” when considering priority areas for improvement.

**Priority Areas**

The priority areas of the 2014-2019 CHIP include:

- Access to Care
- Adolescent Health and Well-being
- Aging Well in Place
- Clean and Smoke Free Air
- Healthy Eating and Active Living
- HIV/AIDS Prevention and Care
- Maternal and Child Health
- Social Stigma of Mental Illness (Mental Health, including Social Stigmatization)

The strategies and key activities of the CHIP provide opportunities for resident, partner, and stakeholder engagement and participation. The CHIP is a tool to improve health equity and health outcomes: it is imperative that the entire Alexandria Public Health System take ownership of the CHIP and work collaboratively to advance community health throughout the City of Alexandria.
## Priority Areas

### Priority Area: Access to Care

#### Overview
Access to care means Alexandria residents have access to affordable care, insurance coverage, and quality healthcare providers. Access to comprehensive, quality care allows individuals to achieve better health outcomes.

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### Goal: Improve access to care for all residents of Alexandria

#### Objective: By 2019, increase the proportion of Alexandria adults with any kind of healthcare coverage by 5%.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Target</th>
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<tbody>
<tr>
<td>77.3% of Alexandria residents have health insurance (private or public) (BRFSS 2011/12)</td>
<td>At least 80.8% of Alexandria residents will have health insurance (private or public)</td>
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#### Strategy: Promote and support efforts within Alexandria to educate and enroll residents in insurance programs under the Affordable Care Act.

#### Key Activities:
- Insurance Navigators provide Alexandria residents information and guidance on the Affordable Care Act.
- Work with Insurance Navigators to enroll residents in Affordable Care Act insurance programs.

#### Key Partners:
- Alexandria Department of Community and Human Services
- Alexandria Economic Opportunities Commission
- Neighborhood Health
- Alexandria Public Health Advisory Commission
- Alexandria Social Services Advisory Board
- Northern Virginia Health Foundation

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Through the **Health Equity Lens**, the following may contribute to health inequities as they relate to Access to Care:
- Cultural competence of healthcare providers
- Educational attainment
- Geography and access to transportation
- Income
- Limited awareness of community supports
- Mistrust
- Perceptions of health risks
**Strategy:** Assess the scope and impact of health insurance coverage gaps (e.g., Medicaid, private insurance) in Alexandria and develop recommendations for addressing these gaps in Alexandria.

<table>
<thead>
<tr>
<th>Key Activities:</th>
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<tbody>
<tr>
<td>- Advocate for the expansion of Medicaid in Virginia.</td>
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<tr>
<td>- Work with a variety of partners to implement Medicaid expansion.</td>
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<tr>
<td>- Engage in efforts to provide coverage options for those who currently do not have health insurance.</td>
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<tr>
<th>Key Partners:</th>
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<tr>
<td>- Neighborhood Health</td>
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<td>- Inova Alexandria Hospital</td>
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<tr>
<td>- Alexandria Department of Community and Human Services</td>
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<tr>
<td>- Alexandria Community Services Board</td>
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<tr>
<td>- Alexandria Health Department</td>
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<tr>
<td>- Alexandria Public Health Advisory Commission</td>
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<tr>
<td>- Partnership to Prevent and End Homelessness in Alexandria</td>
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<tr>
<td>- Children, Youth and Families Collaborative Commission</td>
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<tr>
<td>- City of Alexandria Legislative Director</td>
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<td>- Alexandria’s General Assembly Delegation</td>
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**Objective:** By 2019, PACE, the Program for All Inclusive Care for the Elderly, expands into Alexandria.

**Baseline:** 0 sites in Alexandria

**Target:** 1 site in Alexandria

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Key Activities</th>
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</table>
| Collaborate with INOVA Hospital system to integrate Alexandria residents into their PACE program. | • In collaboration with Inova Hospital System, open a PACE site.  
• Educate Alexandrians about benefits of PACE program. |

**Key Partners:**

- Inova Alexandria Hospital  
- Neighborhood Health  
- Alexandria Department of Community and Human Services  
- Alexandria Commission on Aging  
- Alexandria Health Department  
- Alexandria Public Health Advisory Commission
Priority Area: Adolescent Health and Well-being

Overview
Adolescents in Alexandria make up 17.7% of the population (US Census, 2013 Estimate). It is essential that healthy behaviors are encouraged and promoted through environmental changes and by providing increased education and support to reduce risky behaviors.

Goal: Improve the health, safety, and well-being of adolescents in Alexandria.

| Objective: | By 2019, reduce alcohol use and abuse among 7th through 12th grade Alexandria City Public Schools students by 20%. |
| Baseline: | 23% of 7th through 12th grade Alexandria City Public Schools students currently use alcohol [Source: Developmental Assets, 2013] |
| Target: | 19%, or fewer, 7th through 12th grade Alexandria City Public School students use alcohol. |
| Strategy: | Reduce the availability and easy access of alcohol by using the seven community-wide change strategies (i.e., provide information, provide support, build skills, reduce barriers/enhance access, change consequences, change physical design, modify policy), referenced in the Substance Abuse Prevention Coalition of Alexandria’s plan to reduce alcohol use among teens). [The seven strategies are discussed more fully in the Coalition’s action plan.] |
| Strategy: | Raise awareness among youth about the harms of alcohol use. |
| Key Activities: | Host events discouraging alcohol use among teens during key times (e.g., April for Alcohol Awareness Month, National Drug Facts Chat Week, May for National Prevention Week, Above the Influence Day). |
| Key Activities: | Support non-alcoholic youth events in Alexandria. |
| Key Activities: | Conduct Preventing Risky Behavior workshops at school and community meetings for parents and other interested adults. |
| Key Activities: | Hold Community of Concern Dinners at middle and high schools to engage youth and parents in discussing the consequences of alcohol and other drug use. |

Through the Health Equity Lens, the following may contribute to health inequities as they relate to Adolescent Health and Well-being:
- Cultural competence of community leaders
- Educational attainment
- Income
- Limited awareness of community supports
- Mistrust
- Perceptions of health risks and social norms
- Race and Ethnicity
- Stigmatization of differences
• Conduct workshops in middle and high schools explaining the effects of alcohol on brain/body and future consequences.

• Conduct Project Sticker Shock at least once a year.

• Send congratulatory letters to retailers that pass Alexandria Police Department alcohol compliance checks.

• Work with law enforcement to ensure enforcement of Social Host Law.

• Provide relevant material in multiple languages.

• Provide training and volunteer opportunities where youth can learn leadership and marketable job skills.

Key Partners:

• Alexandria Children, Youth and Families Collaborative Commission
• Alexandria City Public Schools
• Alexandria Department of Community and Human Services
• Alexandria Department of Parks, Recreation and Cultural Activities
• Alexandria Health Department
• Alexandria Job-Link
• Alexandria Police Department
• Alexandria Public Schools’ School Health Advisory Board
• Alexandria Sherriff’s Office
• Substance Abuse Prevention Coalition of Alexandria
• Coalition’s Above the Influence Club
• Volunteer Alexandria
**Objective:** By 2019, reduce the proportion of 7th through 12th grade Alexandria City Public Schools students who report marijuana use by 20%.

**Baseline:** 16% of 7th through 12th grade Alexandria City Public Schools students who report current marijuana use. [Source: Developmental Assets, 2013]

**Target:** 13%, or fewer, 7th through 12th grade Alexandria City Public Schools students report marijuana use.

**Strategy:** Discourage the use of marijuana among Youth by using the seven community-wide change strategies referenced in the Substance Abuse Prevention Coalition of Alexandria’s action plan.

**Key Activities:**
- Provide information on the harms marijuana causes to the growing brain via social media.
- Hold discussions with middle and high school youth explaining the dangers of marijuana use.
- Conduct workshops in middle and high schools explaining the effects of marijuana on the brain/body and future consequences.
- Research where students are using marijuana and identify and advocate for possible changes to the environment that use decrease use (e.g., lighting, unmonitored areas).

**Key Partners**
- Alexandria Children, Youth and Families Collaborative Commission
- Alexandria City Public Schools
- Alexandria Department of Community and Human Services
- Alexandria Department of Parks, Recreation and Cultural Activities
- Alexandria Police Department
- Alexandria Health Department
- Alexandria Public Schools’ School Health Advisory Board
- Substance Abuse Prevention Coalition of Alexandria
- Coalition’s Above the Influence Club
**Objective:** By 2019, reduce the number of 7th through 12th grade Alexandria City Public Schools (ACPS) students who smoke cigarettes by 20%.

**Baseline:** 14.1% of 7th through 12th grade ACPS students smoke cigarettes. [Source: Developmental Assets, 2013]

**Target:** 12.7%, or fewer, 7th through 12th grade ACPS students smoke cigarettes.

**Strategy:** Create an environment where it is increasingly difficult for youth to access tobacco products.

**Key Activities:**
- Conduct Operation Storefront Survey, where youth record the amount of tobacco advertising in local stores.
- Educate and work with local retailers to reduce the amount of tobacco advertising in their store.
- Recognize retailers that have minimal alcohol and tobacco advertising.
- Encourage vendors to have more signage in stores about ID requirements.

**Key Partners:**
- Alexandria Children, Youth and Families Collaborative Commission
- Alexandria Department of Community and Human Services
- Alexandria Department of Parks, Recreation and Cultural Activities
- Alexandria Health Department
- Alexandria Public Schools’ School Health Advisory Board
- Building Better Futures
- Local Retailers
- Substance Abuse Prevention Coalition of Alexandria
- Coalition’s Above the Influence Club
**Objective:** By 2019, reduce adolescent pregnancy rate from 30.9 to 24.8 per 1,000 females aged 10-19 years for a 20% reduction.

**Baseline:** Adolescent pregnancy rate is 30.9 of 1,000 teenage females aged 10-19 [Source VDH 2012 Data]

**Target:** Adolescent pregnancy rate of 24.8 per 1,000 females ages 10-19 years.

**Strategy:** Prevent adolescent pregnancy through culturally and age appropriate education, advocacy, technical assistance, direct service prevention programs and public awareness.

**Key Activities:**

- Partner with the Teen Wellness Center to provide training to Keepit360 club members for peer-to-peer education opportunities within Alexandria schools on topics related to healthy relationships, teen pregnancy and STI prevention.

- Implement ACAP’s teen pregnancy and STI prevention evidence-based programs (*Be Proud, Be Protective, and Becoming a Responsible Teen*) at current sites with at-risk youth populations and expand to additional sites through new community partnerships.

**Key Partners:**

- Alexandria Campaign on Adolescent Pregnancy
- Alexandria Health Department
- Alexandria City Public Schools
- Alexandria Department of Community and Human Services

**Strategy:** Collaborate with youth, their families and the community to sustain a reduction in the adolescent pregnancy rate.

**Key Activities:**

- Create and promote a list of volunteer opportunities with ACAP based on activities in Action Plans and utilize social media resources such as Facebook, Twitter, Idealist and LinkedIn to seek out volunteers and promote opportunities with ACAP.

- Engage youth as active community partners by providing internship and leadership opportunities with ACAP to ensure the existence of a youth voice (i.e. social media and data internships and Leadership Council positions for youth).

**Key Partners:**
- Alexandria Campaign on Adolescent Pregnancy
- Alexandria Health Department
- Alexandria City Public Schools
- Alexandria Department of Community and Human Services
Priority Area: Aging Well in Place

Overview
As Alexandrian’s age, it is important that they have appropriate services and supports within the city that encourage healthy lifestyles. Aging well in place encompasses activities and environmental changes that improve physical, mental, social, and spiritual health.

Goal: Enable older adults to age in their place of choice with appropriate services and supports.

<table>
<thead>
<tr>
<th>Objective:</th>
<th>By 2017, complete the 7 action steps of ‘Accessible Housing’, objective from the 2013-2017 Strategic Plan on Aging.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Baseline: 5 action steps have been implemented.</th>
<th>Target: 7 action steps will be implemented and/or completed for “Accessible Housing.”</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Strategy: Provide easy access for older Alexandrians to information and understand ways to modify homes to enable aging at home.</th>
<th>Key Activities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Identify and mitigate physical barriers that limit access to community resources, including absence of zero-grade entrances and accessible bathroom facilities (i.e. Universal Design).</td>
</tr>
<tr>
<td></td>
<td>• Promote universal design and “visitability” by: (1) informing local builders about the Certified Aging in Place Specialist program of the National Association of Home Builders and (2) providing a brochure or web page that describes what universal design is and details the economic and safety benefits for different populations and stages of life.</td>
</tr>
<tr>
<td></td>
<td>• City officials work with apartment building landlords and condo associations to make older buildings more accessible by providing ramps, widening entrance doors into the building and entrances into the individual residences.</td>
</tr>
<tr>
<td>Key Partners:</td>
<td></td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>- Alexandria Commission on Aging</td>
<td></td>
</tr>
<tr>
<td>- Alexandria Department of Community and Human Services</td>
<td></td>
</tr>
<tr>
<td>- Alexandria Office of Housing</td>
<td></td>
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<tr>
<td>- Alexandria Office of Planning and Zoning</td>
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<tr>
<td>- Alexandria Health Department</td>
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</tbody>
</table>
Priority Area: Clean and Smoke Free Air

Overview
Environmental health quality, particularly air quality impacts community and individual health. Clean and smoke free air results from policies and supports that lessen the use of contaminants, like tobacco. Tobacco use and exposure to second-hand smoke are the leading causes of preventable death and disease in the United States.

Goal: Reduce the proportion of residents who currently smoke and reduce the proportion of residents exposed to second-hand smoke.

<table>
<thead>
<tr>
<th>Objective</th>
<th>By 2019, reduce the proportion of adults who smoke by 10%. By 2019, reduce the proportion of residents exposed to second-hand smoke by 10%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>15.1% of adults reported themselves as everyday smokers [Source: BRFSS 2011, 2012]</td>
</tr>
<tr>
<td>Target</td>
<td>13.6%, or less, of adults report themselves as everyday smokers (10% improvement).</td>
</tr>
<tr>
<td>Strategy</td>
<td>Encourage the adoption of comprehensive smoke-free air policies in multi-unit housing in Alexandria.</td>
</tr>
<tr>
<td>Key Activities:</td>
<td>- Educate landlords, owners, and tenants of private, multi-unit residential facilities to promote the adoption of voluntary comprehensive smoke free policies.</td>
</tr>
<tr>
<td></td>
<td>- Secure funding and resources for program implementation.</td>
</tr>
</tbody>
</table>

Key Partners:
- Alexandria Apartment Complex Owners
- Alexandria Condominium Associations
- Alexandria Department of Planning and Zoning
- Alexandria Health Department
- Alexandria Landlord-Tenant Relations Board
- Alexandria Public Health Advisory Commission
- Alexandria Redevelopment and Housing Authority
- Clean and Smoke Free Air Coalition of Alexandria
- Neighborhood Health

Through the Health Equity Lens, the following may contribute to health inequities as they relate to Clean and Smoke Free Air:
- Educational attainment
- Housing type and availability
- Income
- Limited awareness of community supports
- Perception of health risks
| **Strategy:** Encourage employers to support employee smoking cessation. | **Key Activities:**  
- Educate City businesses and organizations on the value of offering tobacco cessation services.  
**Key Partners:**  
- Alexandria Chamber of Commerce  
- Del Ray Business Association  
- West End Business Association  
- Alexandria Health Department  
- Clean and Smoke Free Air Coalition of Alexandria |
Priority Area: Healthy Eating and Active Living

Overview
Healthy lifestyle behaviors such as healthy eating and active living can positively impact health status as well as reduce the risk of chronic disease.

Goal: Increase the proportion of Alexandrians who are at a healthy weight.

<table>
<thead>
<tr>
<th>Objective: By 2019, increase the proportion of Alexandrians who are at a healthy weight by 10%.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong> 41% of Alexandria adults at a healthy weight. [Source: BRFSS 2012]</td>
</tr>
</tbody>
</table>

**Strategy:** Collaborate with Alexandria City Public Schools to obtain and analyze aggregate to establish a childhood obesity baseline measure in Alexandria.

**Key Activities:**
- Work with Alexandria City Public Schools to systematically collect, organize and analyze anonymous Body Mass Index data.

**Key Partners:**
- Alexandria Childhood Obesity Action Network
- Alexandria City Public Schools
- Alexandria Health Department

**Strategy:** Increase opportunities to prevent and control childhood obesity through physical activity.

**Key Activities:**
- Advocate for opportunities for increased physical activity in schools and recreation settings.
- Collaborate with Alexandria Recreation, Parks and Cultural Activities to improve and/or build safe play spaces for children and families.
- Implement Play Space Policy

Through the **Health Equity Lens**, the following may contribute to health inequities as they relate to Healthy Eating and Active Living:
- Age
- Educational attainment
- Geography and access to transportation
- Income
- Limited awareness of community supports
- Perception of health risks
**Key Partners:**
- Alexandria Childhood Obesity Action Network
- Department of Recreation, Parks, and Cultural Activities
- RunningBrooke
- Alexandria Health Department

**Strategy:** Increase healthy eating behaviors and increase access to healthy foods.

**Key Activities:**
- Advance healthy food preparation knowledge among youth, and their families in schools, afterschool programs, and community recreation centers.
- Create a policy to facilitate mobile farmer’s markets access to populations that lack convenient access to healthy foods.
- Increase the number of farmers markets that accept SNAP benefits.
- Implement the recommendations contained in the report, “Toward an End to Hunger in Alexandria.”
- Encourage breastfeeding throughout the City by promoting breastfeeding friendly businesses. 

**Key Partners:**
- Alexandria City Public Schools
- Alexandria Children, Youth and Families Collaborative Commission
- Alexandria Childhood Obesity Action Network
- Alexandria Community Services Board
- Alexandria Health Department
- Alexandria Public Health Advisory Commission
- Alexandria Public Schools’ School Health Advisory Board
- Alexandria Farmers’ Markets
- Alexandria Faith-Based Community
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Key Activities</th>
<th>Key Partners</th>
</tr>
</thead>
</table>
| **Encourage and provide support for breastfeeding among new mothers throughout Alexandria.** | • Establish breastfeeding friendly businesses throughout the city  
• Promote breastfeeding among all populations | • Alexandria Chamber of Commerce  
• Alexandria Childhood Obesity Action Network  
• Alexandria Health Department  
• Neighborhood Health  
• Inova Alexandria Hospital |
| **Encourage workplace wellness throughout businesses and private organizations in Alexandria.** | • Collaborate with the Chamber of Commerce to raise awareness and promote the Healthy Workplace Awards.  
• Develop a ‘breastfeeding in business’ advisory group to advance breastfeeding in the workplace.  
• Expand healthy vending machine usage throughout the City of Alexandria (private sector)  
• Increase participation in a City-wide campaign to promote healthy lifestyles among local businesses. | • Alexandria Chamber of Commerce  
• Alexandria Childhood Obesity Action Network  
• City of Alexandria  
• Alexandria Health Department |
**Strategy:** Support programs and environments that encourage healthy behaviors.

**Key Activities:**
- Coordinate with the City’s Pedestrian and Bicycle coordinator to deliver pedestrian and bicyclist safety education.
- Work with City agencies to incorporate open and green space and sustainability standards, when appropriate, into small area plans.
- Support Complete Streets implementation by emphasizing positive public health impacts.
- Ensure that city recreational and sport-based program opportunities are accessible to adults with disabilities

**Key Partners:**
- Alexandria Public Health Advisory Commission
- Alexandria Department of Planning and Zoning
- Alexandria Department of Recreation, Parks and Cultural Activities
- Alexandria Department of Transportation and Environmental Services
- Alexandria Environmental Policy Commission
- Alexandria Parks and Recreation Commission
- Alexandria Health Department
**Priority Area: HIV/AIDS Prevention and Care**

**Overview**

Increasing the awareness of risky behaviors, as well as available care and treatment options helps to ensure that the most affected populations Lesbian Gay Bisexual Transgender Queer/Questioning (LGBTQ), Men who have Sex with Men (MSM), Intravenous Drug Users (IDU), African-Americans, and Hispanic/Latinos) are not burdened by HIV disease or the increased chance of being infected with Sexually Transmitted Infections (STI) and Opportunistic Infections.

**Goal:** Increase HIV/AIDS awareness and prevention education.

<table>
<thead>
<tr>
<th>Objective</th>
<th>By 2019, reduce the rate of new HIV/AIDS cases identified in Alexandria by 5%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>New cases identified 33.3 per 100,000 [Source: VDH]</td>
</tr>
<tr>
<td>Target</td>
<td>31.6, or fewer, new cases of HIV/AIDS identified per 100,000.</td>
</tr>
</tbody>
</table>

**Strategy:** Continue to integrate HIV/AIDS prevention education into existing Adolescent Pregnancy and Sexually Transmitted Infection (STI) prevention education curricula; thereby, increasing awareness and reducing stigmatization of HIV disease.

*Key Activities:*

- Identify gaps in HIV prevention education in Alexandria City Public Middle and High Schools.
- Re-engage school administrators managing the family life curriculum and encourage the integration of HIV prevention education.
- Encourage local community health centers and the Teen Wellness Center to integrate HIV prevention education into current prevention strategies.
- Encourage local faith communities with HIV/AIDS Ministries to incorporate a robust HIV prevention education module.
- Develop a Commission Speaker’s Bureau that would provide HIV prevention education presentations to local community organizations, boards and commissions as requested.

*Through the Health Equity Lens, the following may contribute to health inequities as they relate to HIV/AIDS Prevention and Care:*

- Age
- Income
- Lack of awareness of community supports
- Mistrust
- Perception of health risks
- Race and Ethnicity
- Stigmatization of differences
<table>
<thead>
<tr>
<th>Key Partners:</th>
<th>Strategy: To increase public awareness of the local HIV/AIDS organizations who work with and provide services to the target population.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Alexandria City Public Schools</td>
<td><strong>Key Activities:</strong></td>
</tr>
<tr>
<td>• Alexandria Faith community</td>
<td>• Assist the Alexandria Health Department with continued and increased publicity regarding Rainbow Tuesday HIV testing and counseling clinics.</td>
</tr>
<tr>
<td>• Alexandria Health Department</td>
<td>• Assist the Gay Men’s Health Collaborative with community engagement and soliciting of public support for social and support group activities.</td>
</tr>
<tr>
<td>• Alexandria Commission on HIV/AIDS</td>
<td>• Increase awareness of local funding opportunities for smaller HIV/AIDS service organization that work with the target population.</td>
</tr>
<tr>
<td>• HIV/AIDS service organizations</td>
<td><strong>Key Partners:</strong></td>
</tr>
<tr>
<td>• Local community health centers</td>
<td>• Alexandria Health Department</td>
</tr>
<tr>
<td>• Planned Parenthood</td>
<td>• Alexandria Commission on HIV/AIDS</td>
</tr>
</tbody>
</table>

**Key Partners:**

- Alexandria Health Department
- Alexandria Commission on HIV/AIDS
- Neighborhood Health
- INOVA Juniper Care and Support Services
- KI Services
- NOVA Salud
- Inova Alexandria Hospital
**Priority Area: Maternal and Child Health**

**Overview**
According to the Centers for Disease Control and Prevention, addressing maternal and child health is important in that “their well-being determines the health of the next generation and can help predict future public health challenges for families, communities, and the health care system” (CDC, 2013). The importance of Maternal and Child Health for community health in the United States has a history dating back more than century and includes preconception, prenatal and postnatal care to improve the health of both mothers and babies.

**Goal:** Improve the health and well-being of pregnant women and babies in the first year of life.

<table>
<thead>
<tr>
<th><strong>Objective:</strong></th>
<th>By 2019, increase the proportion of pregnant women who access prenatal care in the first trimester by 5%.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong></td>
<td>70.1% of pregnant women accessed care in the first trimester [Source: VDH 2012]</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>73.5% of pregnant women accessing care in the first trimester.</td>
</tr>
</tbody>
</table>

**Strategy:** Support advocacy to Alexandria medical and dental providers on the need for increased access to prenatal and oral care during pregnancy.

**Key Activities:**
- Educate Alexandria providers on the late entry into prenatal care of pregnant women in Alexandria.
- Encourage referrals to oral healthcare among prenatal care providers.
- Educate policy makers on the importance of oral health on mothers and babies.

**Key Partners:**
- Alexandria Health Department
- Alexandria City Public Schools
- Neighborhood Health
- Inova Alexandria Hospital
- Virginia Oral Health Coalition
**Objective:** Maintain low rates of low birthweight and infant mortality in the City of Alexandria for all populations through the year 2019.

<table>
<thead>
<tr>
<th>Baseline: Infant mortality rate is 1.8 per 1,000 births.</th>
<th>Target: Maintain, or lower, infant mortality rate of 1.8 per 1,000 births.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low birthweight births were 6.4% of all births.</td>
<td>Maintain, or lower, low birth weights at 6.4% of all births.</td>
</tr>
<tr>
<td>[Source: VDH, 2012]</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategy:</strong> Support advocacy to Alexandria medical providers on the need for increased access to prenatal care during pregnancy as well as emphasizing well-baby care in the first year of life.</th>
<th><strong>Key Activities:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Educate Alexandria providers on the late entry into prenatal care of pregnant women in Alexandria.</td>
</tr>
<tr>
<td></td>
<td>• Encourage Alexandria providers to educate mothers-to-be on the importance of well-baby care and regular office visits in the first year.</td>
</tr>
<tr>
<td></td>
<td>• Encourage and support breastfeeding-friendly policies and environments throughout the City of Alexandria.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key Partners:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexandria Health Department</td>
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<tr>
<td>Alexandria City Public Schools</td>
</tr>
<tr>
<td>Neighborhood Health</td>
</tr>
<tr>
<td>Inova Alexandria Hospital</td>
</tr>
<tr>
<td>Alexandria Childhood Obesity Action Network</td>
</tr>
</tbody>
</table>
Priority Area: Social Stigma of Mental Illness

Overview:
Social stigma related to mental illness can deter individuals from full participation in community resources and activities. Addressing, and reducing, the social stigma of mental illness throughout Alexandria will allow those with mental illness, developmental disability, or substance use disorder to more fully utilize community resources and to become more engaged and active in their community.

Goal: Increase community support and attention to reducing stigma and discrimination toward mental illness.

<table>
<thead>
<tr>
<th>Objective: By 2019, increase participation in community events and outreach by 20%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline: 592 participants in community events in 2013.</td>
</tr>
<tr>
<td>Strategy: Increase the proportion of people with developmental disability, addiction, and mental illness who participate in social, spiritual, recreational, community and civic activities to the degree that they wish.</td>
</tr>
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</table>

Key Partners:
- Alexandria Community Services Board
- Alexandria Department of Community and Human Services
- Anti-Stigma HOPE Campaign
- Alexandria Health Department

Through the Health Equity Lens, the following may contribute to health inequities as they relate to Social Stigma of Mental Illness:
- Educational attainment
- Income
- Limited awareness of community supports
- Mistrust
- Perception of health risks and social norms
- Stigmatization of differences
### Strategy: Increase community linkages and attention aimed at reducing stigma and discrimination toward developmental disability, addiction, and mental illness throughout the City of Alexandria.

### Key Activities:
- Establish a high school student group/club at TC Williams High School that focuses on reducing mental health stigma and bullying.
- Develop and implement 1 City-wide pledge campaign where individuals pledge to be aware of mental illness and take steps to reducing stigma throughout the City.

### Key Partners:
- Alexandria Children, Youth and Families Collaborative Commission
- Alexandria City Public Schools
- Alexandria Community Services Board
- Alexandria Department of Community and Human Services
- Alexandria Health Department
- Alexandria Public Health Advisory Commission

### Strategy: Increase the utilization of Mental Health First Aid among businesses and organizations to meet the needs of Alexandrians with developmental disabilities, addiction, and mental illness.

### Key Activities:
- Promote enrollment in Mental Health First Aid classes throughout the City of Alexandria.
- Present the importance of utilizing Mental Health First Aid to community organizations and businesses (private sector, non-profit, and government).
- Make clear the importance of understanding the needs of children with mental illness and developmental disabilities by making the Mental Health First Aid Course mandatory for all school administrators, the school board, teachers and teacher’s aides.
- Encourage all volunteers who work with children (e.g. scout leaders) to take the Mental Health First Aid Course.
- Encourage all private licensed child care providers to take the Mental Health First Aid Course.
**Key Partners:**
- Anti-Stigma HOPE Campaign
- *Department of Community and Human Services*
- *Alexandria Health Department*
Community Health Improvement Plan Implementation

Addressing the community health needs and priorities identified in this plan requires a community-wide effort. No single need or priority can be completely addressed by one organization or the city government alone. Thus, the Partnership for a Healthier Alexandria will work with existing community coalitions, city residents, partnerships, Boards and Commissions, other organizations and agencies, to implement the plan.

The priority areas and their strategies and tactics will be implemented by addressing a variety of determinants of health and working to reduce and eliminate barriers Alexandria residents face in achieving optimal health. Community members face several barriers to optimal health and well-being. These barriers include lack of awareness of existing programs, illiteracy, language, cultural competency, income and education.

Another critical factor in the CHIP implementation is community engagement. We know that informed, engaged, and active community members provide meaningful contributions to local and regional issues. Also, increased community engagement and social interactions are significant contributors to overall health and well-being. Thus, the Partnership will continue to engage the community on all aspects of the CHIP during its implementation, much as it did during its development. The Partnership will rely on the principles, strategies and communication and outreach methods in What’s Next Alexandria’s Handbook for Civic Engagement. Through its website, social media and other communication methods, the Partnership will strive to increase the community’s awareness of key issues, topics and policies that are essential to achieving the CHIP’s goals and priority areas.

To best facilitate the implementation of this plan, the Partnership will work with the community and may establish action teams focused on implementing various strategies in the plan. These action teams will determine the specific action steps, resources and performance measures for executing their respective strategies. The Partnership will establish an evaluation and monitoring committee to track the action teams’ progress. Annually, the Partnership will report to the community the level of progress made implementing the CHIP.

Beginning in late 2016, the Partnership will hold a community forum to obtain community members’ feedback on the overall implementation progress to date. At this forum, the PHA will also determine if new community health needs and priorities have developed and to revise the CHIP, as appropriate.

Providing the community with easy access to high quality data on significant quality of life issues will remain a priority of the PHA. As a result, it will continue its work with the City government and ACT for Alexandria to develop and maintain the Alexandria Community Indicators project.

If you, your organization or group have not been asked to help implement this community health improvement plan, please let the PHA know that you want to be a part of this community initiative and your area of interest by emailing HealthierAlexandria@alexandriava.gov.
Appendices

Glossary of Terms

Access to Care - Access to health services means the timely use of personal health services to achieve the best health outcomes. It requires 3 distinct steps: 1) Gaining entry into the health care system 2) Accessing a health care location where needed services are provided, and 3) Finding a health care provider with whom the patient can communicate and trust (Healthy People 2020).

Adolescent Pregnancy – pregnancy in females, aged 19, or younger.

Built Environment - the built environment consists of the following elements: land use patterns, the distribution across space of activities and the buildings that house them; the transportation system, the physical infrastructure of roads, sidewalk, bike paths, etc., as well as the service this system provides; and urban design, the arrangement and appearance of the physical elements in a community (Handy, Boarnet, et. al, 2002) http://www.ncbi.nlm.nih.gov/pubmed/12133739

Community Health Assessment (CHA) - Community health assessments provide information for problem and asset identification and policy formulation, implementation, and evaluation (National Association of County & City Health Officials).

Community Health Status - the overall level and quality of health in a community, taking into account the composite status of all individuals and groups within that community and the health services available to them, as well as the environmental conditions in that area (Stony Brook Medicine).

Cultural Competence - Cultural competence is having an awareness of one’s own cultural identity and views about difference, and the ability to learn and build on varying cultural and community norms (National Education Association).

Determinants of Health - Many factors combine together to affect the health of individuals and communities. Whether people are healthy or not, is determined by their circumstances and environment. To a large extent, factors such as where we live, the state of our environment, genetics, our income and education level, and our relationships with friends and family all have considerable impacts on health, whereas the more commonly considered factors such as access and use of health care services often have less of an impact (World Health Organization).

Evidence-Based Practice - Applying the best available research results (evidence) when making decisions about health care. Health care professionals who perform evidence-based practice use research evidence along with clinical expertise and patient preferences. Systematic reviews (summaries of health care research results) provide information that aids in the process of evidence-based practice (Agency for Healthcare Research and Quality).

Health - Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (World Health Organization).
**Health Data** - Health data provide information about the occurrence of certain diseases and health conditions (New York State Department of Health).

**Health Equity** - Health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances" (Centers for Disease Control and Prevention).

**Health Risks (Risky Behaviors)** – factors that contribute to health concerns problems (i.e. underage alcohol use, excess alcohol use, obesity, tobacco use).

**Life Expectancy** - Life expectancy is defined as the average number of years a population of a certain age would be expected to live, given a set of age-specific death rates in a given year (Healthy People 2020).

**Low Birth-weight** – weighing less than 5.5 pounds at birth (Centers for Disease Control and Prevention).

**Mortality Rate** – the measure of the frequency of occurrence of death in a defined population during a specified interval of time.

**Public Health** - Public health is the practice of preventing disease and promoting good health within groups of people, from small communities to entire countries (American Public Health Association).

**Social Norms** – Social norms are the behaviors and cues within a society or group. This sociological term has been defined as "the rules that a group uses for appropriate and inappropriate values, beliefs, attitudes and behaviors (Princeton University)."
## Crosswalk of National and Local Plans and Documents

<table>
<thead>
<tr>
<th>CHIP Priority Areas and Goals</th>
<th>Healthy People 2020</th>
<th>National Prevention Strategy</th>
<th>City Council Strategic Plan</th>
<th>Alexandria Aging Strategic Plan</th>
<th>Alexandria Children and Youth Master Plan</th>
<th>Alexandria Environmental Action Plan</th>
<th>Alexandria Housing Master Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority Area: Access to Care</strong></td>
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</tr>
<tr>
<td>Goal: Improve access to care for all residents of Alexandria</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td></td>
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<tr>
<td><strong>Priority Area: Adolescent Health and Well-being</strong></td>
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</tr>
<tr>
<td>Goal: Improve the health, safety, and well-being of adolescents in Alexandria</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td><strong>Priority Area: Aging Well in Place</strong></td>
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<tr>
<td>Goal: Enable older adults to age in their place of choice with appropriate services and supports.</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<tr>
<td><strong>Priority Area: Clean and Smoke Free Air</strong></td>
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<tr>
<td>Goal: Reduce the proportion of residents who currently smoke.</td>
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<tr>
<td><strong>Priority Area: Healthy Eating and Active Living</strong></td>
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<tr>
<td>Goal: Increase the proportion of Alexandrians who are at a healthy weight.</td>
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<tr>
<td><strong>Priority Area: HIV/AIDS Prevention and Care</strong></td>
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<tr>
<td>Goal: Increase HIV/AIDS awareness and prevention education.</td>
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<tr>
<td><strong>Priority Area: Maternal and Child Health</strong></td>
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<tr>
<td>Goal: Improve the health and well-being of pregnant women and babies in the first year of life.</td>
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<tr>
<td><strong>Priority Area: Social Stigma of Mental Illness</strong></td>
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<tr>
<td>Goal: Increase community support and attention to reducing stigma and discrimination toward mental illness.</td>
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</tbody>
</table>

### National Plans

**Healthy People 2020**

**National Prevention Strategy**
**Local Plans**

City Council Strategic Plan
[http://alexandriava.gov/uploadedFiles/council/info/ApprovedStrategicPlan.pdf](http://alexandriava.gov/uploadedFiles/council/info/ApprovedStrategicPlan.pdf)

Alexandria Aging Strategic Plan

Alexandria Children and Youth Master Plan

Alexandria Environmental Action Plan 2030

Alexandria Housing Master Plan