

# SOPHIA Guide for Health in All Policies (HiAP) Implementation

**The Health in All Policies approach makes health impacts central to decision-making processes.** The strategies needed to create this culture change across sectors vary depending on context, and often take several intersecting and compounding efforts to see sustained change. This resource builds on the [2017 SOPHIA HiAP Screening Guide](#) to give practitioners actionable and adaptable resources, examples, and tips and tricks to implement specific HiAP strategies once they assess which ones are right for them.

## THE STRATEGIES

This guide is organized by seven strategies for implementing HiAP. Any or all of these strategies can be utilized as the local situation warrants, and are listed in no particular order.



develop and structure cross-sector relationships



enhance workforce capacity



incorporate health in decision making processes



coordinate funding and investments



integrate research, evaluation, and data systems



implement accountability structures



synchronize communications and messaging

## THE GOALS

All strategies work towards these five key elements of HiAP initiatives identified by American Public Health Association:

- (1) promote health, equity, and sustainability
- (2) support cross-sector collaboration
- (3) benefit multiple partners
- (4) engage stakeholders
- (5) create structural or procedural change

# DEVELOP & STRUCTURE CROSS-SECTOR RELATIONSHIPS

At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. Building relationships across sectors increases the number of people who may advocate for improved health outcomes and creates compounding opportunities to implement other HiAP strategies. Below are some strategies to grow cross-sector relationships:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<p><b>Schedule coffee chats or one-on-ones with potential partner organization staff</b></p>	<p>A get-to-know you conversation is the first step in any new partnership. An informal first meeting is crucial to building trust, understanding perspectives, and creating time for finding the right partnership opportunities. Reach out to schedule with a clear purpose, do some homework on their organization and work, and follow up after the meeting is over to maintain a communication line.</p>	<ul style="list-style-type: none"> <li>• <a href="#">HIP Resources for Collaboration and Power Sharing - How to Conduct a One-to-One</a></li> </ul>
<p><b>Ask for time on a potential partner meeting agenda to talk about your work</b></p>	<p>Identify recurring or project-based meetings within sectors related to your work, at any organizational level. Request a meeting time to discuss shared interests, upcoming project work, and possibilities for collaboration. Identify next steps for follow-up, and assess if you could attend these meetings regularly to maintain face time and stay updated. Start small and build momentum to identify opportunities to work together on a joint project.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Franklin County Public Health Partnership Development</a></li> </ul>
<p><b>Establish informal or formal health consultation mechanisms</b></p>	<p>Implementing HiAP may require acting as a consultant. This involves staying informed about projects that could affect health and finding opportunities to contribute to the process. Let your partners know you are interested in offering a health perspective on their project if the timing is appropriate. Prepare a set of screening questions to streamline your process and provide effective consultation. Identify ways to incorporate your consultations into organizational workflows or partnership agreements.</p>	<ul style="list-style-type: none"> <li>• <a href="#">WA State Health Impact Review</a></li> </ul>
<p><b>Support community based organizations in health sectors to engage in advisory committees</b></p>	<p>Support existing relationships in your network of health advocates to participate in decision-making that will affect health. Staff from community-based organizations often have direct connections to communities experiencing health inequities and can either connect them to a decision-making process or bring their perspectives to the table. Identify and advocate for funding, transportation, and other supports to reduce barriers in participation to allow their meaningful participation.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Creating and Maintaining Coalitions and Partnerships</a></li> </ul>
<p><b>Build sustainability by creating an interagency MOU</b></p>	<p>Successful implementation of HiAP strategies often depends on key partner relationships between organizations. Momentum can be lost during times of organizational turnover. To build HiAP resilience, organizations can establish a written Memorandum of Understanding (MOU) that outlines the scope of work and commitments. This also adds clarity for staff across organizations on the work and its importance.</p>	<ul style="list-style-type: none"> <li>• <a href="#">OR State ODOT/OHA MOU</a></li> </ul>

# ENHANCE WORKFORCE CAPACITY

At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. Enhancing the existing workforce across sectors that impact health increases the number of people and organizations capable of reducing health disparities. Some strategies to do so include:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<p><b>Provide staff tools to find health and health equity data</b></p>	<p>Make data sources readily available to staff in familiar locations, such as an organization's network file system, intranet page, or productivity tools like Teams or Slack. Additionally, provide contact information for health data keepers at partner organizations and make it clear how to collaborate with them to incorporate health-related data into project work. This may also include developing and distributing other cross sector resources on health, health equity, and social determinants of health.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Health Equity Tracker</a></li> <li>• <a href="#">County Health Rankings</a></li> <li>• <a href="#">Env Public Health Data Tracker</a></li> <li>• Pinellas County (FL) created data guides for sectors to incorporate health data into their work</li> </ul>
<p><b>Host and attend joint/cross-sector conferences and network meetings</b></p>	<p>Seek out opportunities to attend conferences beyond the public health field, such as education, transportation, or environmental science. Not only will you be exposed to new ideas, perspectives, and training opportunities, but the presence of a public health professional can signal to other attendees that there is a connection between their field and health. In addition to networking, consider presenting on panels or providing training on the link between health and the conference topic.</p>	<ul style="list-style-type: none"> <li>• Event sites like <a href="#">ConferenceAlert</a> or <a href="#">EventBrite</a></li> <li>• State chapters for professional organizations</li> <li>• <a href="#">SOPHIA network meetings and webinars</a></li> </ul>
<p><b>Develop and implement trainings on health, health equity, and health determinants</b></p>	<p>Offering training programs that familiarize staff with the principles and practices of public health can be an effective way to build muscle memory to think about health in their project work. Curtail the training to meet them where they are at, and identify tangible ways for them to incorporate the concepts into their work. Include examples of past work staff have engaged in or are familiar with that have incorporated health.</p>	<ul style="list-style-type: none"> <li>• <a href="#">CDC Training Development Resources</a></li> <li>• <a href="#">NNPHI Public Health Learning Navigator</a></li> <li>• <a href="#">APHA HIAP Training Resources</a></li> <li>• <a href="#">NACCHO HIAP Training Resources</a></li> </ul>
<p><b>Hire "non traditional" staff to include health and health equity perspectives</b></p>	<p>Hiring a person in a health background in a traditionally non-health organization, or vice versa, increases collaboration opportunities to better engage and act on determinants of health outside of the health field. Compile a list of examples of projects where this additional capacity would benefit your organization to present to leadership during budget season. Explore opportunities to create jobs that bridge multiple departments that could leverage multiple funding streams. Hiring someone with urban planning experience to work in an environmental health program is one example.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Preparing Job Descriptions and Selection Criteria</a></li> <li>• <a href="#">Plan4Health</a></li> <li>• Pinellas County (FL) Planning Department hired a health planner to lead HiAP/HIA work.</li> </ul>

# INCORPORATE HEALTH INTO DECISION-MAKING PROCESSES

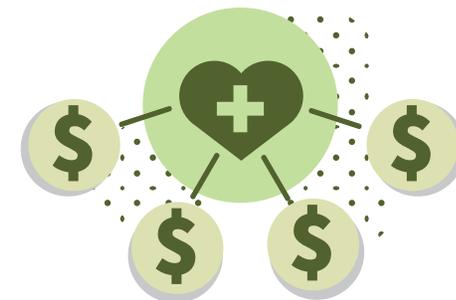
At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. There are a variety of mechanisms to incorporate health considerations into the development of plans, programs, and policies:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<b>Attend other people's meetings to get health at the table in early discussions</b>	Presence at cross-sector staff meetings or project-specific meetings create opportunities to vocalize the need to consider health in a project. Sometimes just the presence of a health advocate can remind stakeholders of this need. A few nudges in the early stages of project scoping to consider health can save time and resources over the long run. Have suggestions for funding for health-related initiatives.	<ul style="list-style-type: none"> <li>• <a href="#">Planning Terms for Public Health Professionals</a></li> <li>• The City of Jacksonville Context Sensitive Streets Committee has an appointed health member</li> </ul>
<b>Hold cross-sector strategic planning or priority setting sessions</b>	Participating in strategic planning initiatives in other sectors provides an opportunity to highlight the connections between their work, the social determinants of health, and community health and well-being. Establishing a connection to health in this stage creates a wide net to capture future projects identified to advance the priorities.	<ul style="list-style-type: none"> <li>• <a href="#">Vermont Cross-Sector Action Guidance Report</a></li> </ul>
<b>Conduct a health or health equity lens analysis to a non health decision or decision process</b>	There are several versions of health lens analysis, all of which walk a practitioner or stakeholder group through a series of questions considering health connections and impacts related to the decision at hand. The output of the analysis requires additional coordination with decision makers to ensure it is included in the decision making process.	<ul style="list-style-type: none"> <li>• <a href="#">Tacoma-Pierce County Health Equity Lens Analysis Tool</a></li> <li>• <a href="#">Monterey County in California</a></li> <li>• <a href="#">KHI Health Impact Checklist</a></li> </ul>
<b>Conduct cross-sector community needs, baseline health conditions, or other assessments</b>	This strategy involves incorporating health outcome and health disparity data and needs into the existing conditions analysis of a program or project where it otherwise would not be included. It places steps 2 & 3 of an HIA and builds them into a different planning process. This lays the groundwork for consideration of how options evaluated later in the process impact health.	<ul style="list-style-type: none"> <li>• <a href="#">West Portland Town Center Area Plan Health Equity Assessment</a></li> <li>• <a href="#">Portland 2040 Freight Plan - Existing Conditions Report</a></li> </ul>
<b>Include health language into high level plan vision, regulation, policy to set up for later work</b>	Participating in advisory committees and providing written feedback on drafts with proposed language that cites health and equity creates a paper trail that points to health consideration. While a decision point may be unclear at this stage, establishing and documenting a connection to health early on provides the foundation to advocate to evaluate health impacts later on.	<ul style="list-style-type: none"> <li>• <a href="#">City of Portland Comprehensive Plan</a></li> <li>• <a href="#">Alachua County Comprehensive Plan</a></li> </ul>
<b>Incorporate a health chapter into comprehensive planning or other strategic planning documents</b>	This strategy involves incorporating health language into the visioning and goal setting process of a project. Establishing a goal or objective related to health, or a social determinant of health, creates an ongoing project need to consider health in planning and funding.	<ul style="list-style-type: none"> <li>• <a href="#">NYC OneNYC 2050</a></li> <li>• <a href="#">Minneapolis 2040</a></li> </ul>

# COORDINATE FUNDING AND INVESTMENTS

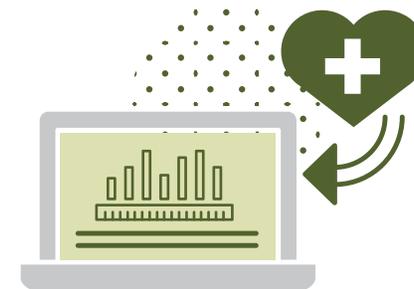
At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. There are several different strategies to incorporate health considerations into funding and investments. These include:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<p><b>Monitor funding announcements and applications</b></p>	<p>Several grant and funding sites have the option to create an ongoing search for key terms in their request for applications (ROA). Additionally, some communities have foundations that focus on funding projects that advance health and health equity.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Pew Charitable Trusts</a>, <a href="#">Robert Wood Johnson Foundation</a>, and <a href="#">CDC</a> fund HiAP and related work.</li> </ul>
<p><b>Advocate for funds during participatory budgeting or community health improvement planning (CHIP) processes</b></p>	<p>Many health priorities outlined in the local CHIP process may align with HiAP strategies. It may be helpful to work with the local health department and/or CHIP group to see if they have general revenue or other funding streams that can be used for HiAP work.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Florida Department of Health in Monroe County included HiAP in their 2019 CHIP</a></li> </ul>
<p><b>Put health and health equity language into RFPs, funding proposals, and grant scoring criteria</b></p>	<p>Incorporating health language into requests for proposals (RFPs) or notice of funding opportunities (NOFOs) can be done from application development to program design to measurement and evaluation. Doing so gets applicants thinking about how their work impacts health and elevates projects that could move the needle more on health outcomes.</p>	<ul style="list-style-type: none"> <li>• <a href="#">ASTHO HiAP NOFO Tip Sheet</a></li> <li>• <a href="#">GrantCraft How Community Philanthropy Shifts Power</a></li> </ul>
<p><b>Co-create funding applications with Community Based Organizations (CBOs) and other partners</b></p>	<p>Collaborative applications strengthen partnerships and can level power dynamics between government entities and CBOs. Build alignment on shared mission, vision, and goals; leverage each organization's unique strengths; and remember to highlight the many co-benefits of improving health and equity outcomes across the involved sectors!</p>	<ul style="list-style-type: none"> <li>• <a href="#">GrantCraft Teaming Up For Advocacy: How to Effectively Use a Collaborative to Drive Change</a></li> </ul>
<p><b>Provide institutional support for agencies and organizations that want to integrate health into their work</b></p>	<p>Institutional support for traditionally non-health organizations can create unique capacities to implement HiAP strategies. Support could look like one-time grant or sponsorship opportunities, shared access to technical tools or resources, shared office space, or dedicated staff for liaising and technical assistance.</p>	<ul style="list-style-type: none"> <li>• <a href="#">CDC Cooperative Agreements, Grants &amp; Partnerships</a></li> <li>• <a href="#">GIH Public Private Partnerships to Strengthen the Public Health Infrastructure</a></li> </ul>

# INTEGRATE RESEARCH, EVALUATION, AND DATA SYSTEMS

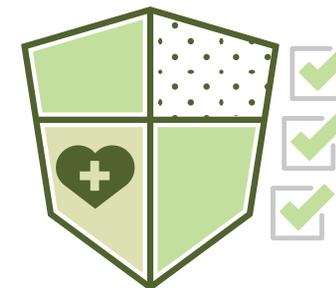
At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. Systematizing ways to integrate data, research, and evaluation into decision-making helps make sure the best evidence is available to identify the impact of cross-sector policies on health outcomes. Some strategies include:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<b>Use established tools</b>	<p>There are several tools that have been created to support integrating health into decision-making. Bookmarking tools most relevant to your work can streamline your process. They also provide a level of standardization to your projects and credibility in the eyes of your decision-maker. Highlight them as part of your assessment process in scoping conversations.</p>	<ul style="list-style-type: none"> <li>• <a href="#">WHO Health economic assessment tool (HEAT) for cycling and walking</a></li> <li>• <a href="#">EPA BENMap</a></li> <li>• <a href="#">CDC PLACES Map</a></li> <li>• <a href="#">White House Climate and Economic Justice Screening Tool</a></li> </ul>
<b>Use qualitative information</b>	<p>Quantitative data has several limitations in advancing health equity. Identifying opportunities for incorporating community stories, focus groups, and interview results can highlight unique and cumulative health impacts.</p>	<ul style="list-style-type: none"> <li>• <a href="#">PhotoVoice</a></li> <li>• <a href="#">CDC Field Epidemiology Manual - Collecting and Analyzing Qualitative Data</a></li> </ul>
<b>Use steps of the HIA process in a project</b>	<p>The steps of a health impact assessment (HIA) can be used in a modular way if a decision structure or available resources do not support a comprehensive approach. This allows you to leverage the systematic use of data and impact analysis, as well as credibility and recognition, that an HIA offers.</p>	<ul style="list-style-type: none"> <li>• <a href="#">SOPHIA Minimum Elements and Practice Standards for HIA</a></li> <li>• <a href="#">NACCHO HIA Resources</a></li> <li>• <a href="#">KHI HIA Practitioner Handbook</a></li> </ul>
<b>Conduct reviews on health equity and topic of interest</b>	<p>Taking the time to review and synthesize the latest evidence on a topic not only expands your own subject matter expertise, but allows you to bring the most up to date information to decision-makers. There are several types of review possible ranging from full literature reviews to scoping reviews. Be sure to use methodology and sources credible to decision-makers.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Steps for Conducting a Scoping Review</a></li> <li>• <a href="#">Guidance for conducting systematic scoping reviews</a></li> <li>• <a href="#">Factors of the policy process influencing Health in All Policies in local government: A scoping review</a></li> </ul>
<b>Develop logic model focused on health equity outcomes</b>	<p>Logic models create clarity on program or policy levers and the impact on short and long term health outcomes they may have. Be as specific and realistic as you can in the inputs, activities, and outputs. Compile evidence that supports the theory of change your logic model is based on. Highlight how and why disparities in health outcomes are occurring, and how a potential solution would close them.</p>	<ul style="list-style-type: none"> <li>• <a href="#">CDC Evaluation Guide -Developing and Using a Logic Model</a></li> </ul>
<b>Develop a database of indicators</b>	<p>There are several repositories of data available online nationally and locally. Find and bookmark the ones most relevant to you and start to understand their strengths and weaknesses in use. Include both health outcomes and health determinants.</p>	<ul style="list-style-type: none"> <li>• <a href="#">CityHealth Dashboard</a></li> <li>• <a href="#">FLHealthCHARTS</a></li> <li>• <a href="#">Florida Environmental Public Health Tracking</a></li> </ul>

# IMPLEMENT ACCOUNTABILITY STRUCTURES

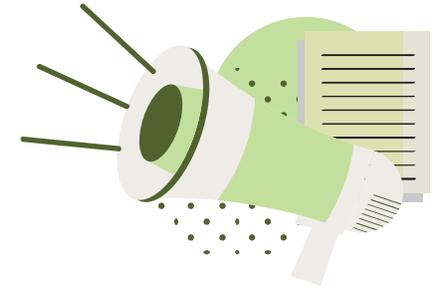
At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. Implementing accountability structures helps sustain HiAP efforts by assigning responsibility and ensuring transparency. Some strategies to do this include:



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<b>Build leadership advocacy and support</b>	Organizational leaders can provide the necessary resources and support to ensure that the accountability structures are integrated into the organization's operations and culture, and that they are reinforced by management at all levels. Make time with leaders to communicate the benefit of HiAP to the organization and involve them in the process of developing accountability structures. Build trust by focusing on leadership priority projects and incrementally folding in health.	<ul style="list-style-type: none"> <li>• <a href="#">Minnesota rallied leadership support through their Healthy 2020 Statewide Health Improvement Framework</a></li> </ul>
<b>Hold cross-cutting budget spending reviews</b>	There are several approaches to examining how your organization's budget supports HiAP. How does your budget support staff time on HiAP activities? Support non-traditional staff? How do expenditures support projects that reduce health disparities and improve health outcomes in the community? Find ways to get more involved in your organization's budget process to support this kind of review.	<ul style="list-style-type: none"> <li>• <a href="#">Creating a Financial and Audit Committee</a></li> <li>• <a href="#">Seattle Participatory Budgeting Racial Equity Toolkit</a></li> </ul>
<b>Embed health criteria in organizational project workflows</b>	Finding ways to systematize health considerations into project management workflows saves you as the HiAP practitioner time by making them part of business as usual. Understand how projects are scoped in your or partner organizations and recommend questions for screening considerations to identify appropriate health integration methods.	<ul style="list-style-type: none"> <li>• <a href="#">2017 SOPHIA HiAP Screening Guide</a></li> <li>• <a href="#">Health in All Planning Policies</a></li> <li>• <a href="#">Strategies for Equitable Policymaking</a></li> </ul>
<b>Identify and uplift shared metrics across organizations</b>	Demonstrating how HiAP work aligns with your organization's strategic goals justifies and builds continued support and resource allocation. Generate a short list of strategic priorities that align with HiAP work to share with leaders and partner organizations and to use as your north star in work planning. This could include a strategic plan, state or local health improvement plan or assessment, or city or county comprehensive plan. These can be either goals, objectives, or performance metrics with health implications.	<ul style="list-style-type: none"> <li>• <a href="#">NACCHO list of HiAP ordinances, resolutions, and laws</a></li> </ul>
<b>Publicly report on progress made on health and health equity outcomes</b>	Creating a publicly-available space to track progress metrics or report accomplishments is an effective way to structure transparent accountability. It provides an expectation for partner organizations and community members to hold you accountable. However, building leadership buy-in can be challenging, especially when health metrics are influenced by multiple determinants outside your control. To address this, start small by tracking process metrics within your control, and then gradually expand from there.	<ul style="list-style-type: none"> <li>• <a href="#">NACCHO Health in All Policies Evaluation Guidance for Local Health Departments</a></li> <li>• <a href="#">EquityNYC Dashboard</a></li> <li>• <a href="#">Tennessee Livability Collaborative Eval Report</a></li> </ul>

# SYNCHRONIZE COMMUNICATIONS AND MESSAGING

At its core, the Health in All Policy approach aims to make health impacts as central as financial impacts are in decision-making. A wide variety of strategies are needed to create this culture change across sectors. Synchronizing communications and messaging signals stakeholder alignment on an issue and its relevance. Below are some strategies to expand communication coordination to embed the connection to health.



Tactics	Tips and Tricks to Get off the Ground	Examples + Resources
<p><b>Write and distribute a policy brief</b></p>	<p>A policy brief is a concise summary of scientific evidence and information. To advance health equity, a brief should describe how policy elements affect health outcomes and their distribution. Once written they can become a resource to inform decision-makers and quickly align partners internal and external to your organization or cause.</p>	<ul style="list-style-type: none"> <li>• <a href="#">UNC Writing Center - Policy Briefs</a></li> <li>• <a href="#">CDC Resources for Writing Briefs</a></li> <li>• <a href="#">Health Affairs - Health Policy Briefs</a></li> </ul>
<p><b>Share visual health pathway diagrams and infographics</b></p>	<p>Visuals can be a powerful way to capture decision-makers' attention and communicate concepts and priorities quickly. Health pathway diagrams, which are created during the scoping stage of health impact assessments, are a clear way to show how a policy or project may affect health. Infographics can improve understanding, draw in readers, and aid retention. For elected officials who have limited time to read, infographics can save time and emphasize the importance of health in comparison to other policy topics.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Human Impact Partners HIA Toolkit -Appendix C: Sample Health Pathway Diagrams</a></li> <li>• <a href="#">EnviroAtlas HIA Guide (Fig. 9)</a></li> <li>• <a href="#">Public Health Infographics</a></li> </ul>
<p><b>Leverage communication guides for translating to other sectors</b></p>	<p>Every field has its own set of jargon, concepts, and tradeoffs that inform prioritization in decision-making. Being able to translate public health and equity concepts across fields is critical to building shared understanding and buy-in across interdisciplinary partners. Dedicate time to understanding how to frame your health issue in a way that resonates with the decision maker in the relevant field.</p>	<ul style="list-style-type: none"> <li>• <a href="#">NCHRP A Guidebook for Communications between Transportation and Public Health Communities</a></li> <li>• <a href="#">FrameWorks Institute - Framing 101</a></li> <li>• <a href="#">ASTHO HiAP Terms That Resonate</a></li> </ul>
<p><b>Support health testimony in decision-making spaces</b></p>	<p>Sharing a health message during a period of public comment or testimony expands the audience that begins to connect a policy to health outcomes. Set aside time to track testimony opportunities and draft and share key talking points. The messenger matters. Identify the voice that best resonates on a topic (e.g. public health professional, health care provider, or community member) and coordinate support for them to engage on the issue.</p>	<ul style="list-style-type: none"> <li>• <a href="#">BMSG Tips for Giving Testimony to Support Health Equity</a></li> </ul>
<p><b>Fact sheet on connection between health and non-health sector</b></p>	<p>More broad than a policy brief, a fact sheet that outlines the connections between a given sector and public health can be used to outline how the two fields interact and communicate shared goals. It could include talking points on why public health is important to that field, any relevant data points or statistics, and ideas for collaboration. Most importantly, it should include your contact info for further collaboration!</p>	<ul style="list-style-type: none"> <li>• <a href="#">Creating Fact Sheets on Local Issues</a></li> <li>• <a href="#">APHA Public Transportation and Health Fact Sheet</a></li> <li>• <a href="#">BC CDC Health Equity and the Built Environment</a></li> </ul>