

JUNE 2019

*DIVISION
OF HEALTH
PROMOTION*



POLICY SCAN

of Eastern Jackson County (EJC)



JACKSON COUNTY
HEALTH DEPARTMENT

BACKGROUND

Why a policy scan?

Current public health knowledge supports the idea that health is influenced by people's environments and the choices they have available to them. It recognizes that the health of the individual and the health of the community are interdependent. Over the last year, the Health Promotion Division of JACOHD have adapted our practices to work within this "new public health" paradigm, in which optimal health is achieved by making positive changes within our society.

In keeping with this idea, we conducted a policy scan of Eastern Jackson County (EJC) –examining seven different localities within the region. This allowed us to better understand what elements of our community either encourage or hinder population health. Going forward, we plan to use this information to initiate partnerships and carry out evidence-based strategies to help promote residents' health while reducing their risk for chronic disease.

Finally, JACOHD believes that developments in public policy are necessary to truly make change happen. While the policy scan focuses on changing policies at the local level, these policies stem from health promoting principles that are being implemented nationwide. It is from these principles that we have begun to shape our own advocacy efforts and will form an agenda within the next year.

Chronic disease, social determinants of health, & health equity

Chronic diseases affect six in 10 Americans and are responsible for most deaths in the United States (CDC, 2019).

Factors including one's environment and the conditions of their community (e.g. levels of public safety, transportation, education and other services) are considered social determinants of health (SDoH) and can influence whether a person is at risk for certain chronic diseases such as cancer, heart disease, diabetes, etc.

SDoH can also contribute to health disparities. The more challenging one's life circumstances, the more likely they are to face health problems or chronic disease. Certain groups, such as people of color, individuals living in low-income neighborhoods, and other vulnerable populations are at greater risk and are often diagnosed later resulting in worse health outcomes.

To better improve where we live, work, learn, and play for everyone, we must strive for healthy equity. Healthy People 2020 defines health equity as the "attainment of the highest level of health for all people." We can achieve this by valuing each person equally and working as a community to eliminate social inequalities, injustices, and health disparities in EJC.



Chronic Diseases Prevalent in EJC

According to JACOHD's Community Health Assessment

COPD
Heart Disease
Diabetes Mellitus
Cancer

Chronic disease in Eastern Jackson County

Chronic diseases are significant in Eastern Jackson County. By conducting a policy scan, we are analyzing EJC environments and determining whether they are conducive to healthy living or if they are part of the reason we have such high rates of chronic disease. In some cases, there may be a need for policy interventions to make our environments and choices healthier.

For example, stronger tobacco policies (such as the removal of tobacco ads inside convenience stores) could impact COPD rates, while healthier nutrition policies at local restaurants could affect the rates of heart disease and diabetes. In addition, ensuring that women have comfortable private spaces to breastfeed may promote the health of children as they grow. Our policy scan is the beginning of exploring these options.



CHANGE Tool

JACOHD staff conducted interviews with city employees and community representatives using the Center for Disease Control and Prevention's (CDC) Community Health Assessment and Group Evaluation (CHANGE) Tool.

The CHANGE Tool enables users to examine a community's policies, systems, and environments that impact the health of its residents. Such an assessment lays the groundwork for prioritizing issues and carrying out actions that improve people's health and reduce chronic disease.

We focused on the "Community-at-Large Sector" for each city and asked questions regarding five different health areas, which are referred to as "modules" in the tool. These modules include: physical activity, nutrition, tobacco, chronic disease management, and leadership – all known to greatly influence the prevention and control of chronic disease.

For more information on the CHANGE Tool, visit the CDC's Website: <https://www.cdc.gov/nccdphp/dnpao/state-local-programs/change-tool/index.html>

Limitations

While policy, systems, and environmental changes can be pursued with good intentions, some interventions may actually widen inequality gaps. For instance, some strategies may only benefit certain groups within a population while creating further barriers for others.

In addition, there are more examples of evidence-based policies than what is suggested here. The County Health Rankings website has a number of evidence-based strategies known to improve the health of a community. <http://www.countyhealthrankings.org/take-action-to-improve-health>

Finally, this policy scan focused solely on chronic disease prevention policy at the local level. Some policies (such as taxes on tobacco) cannot be legislated locally since they are dealt with at the state level. Additionally, there are many other relevant health issues, such as electronic cigarette use among teens, which were not addressed by this policy scan. We plan on encompassing a wider range of policies, at both the state and local level, in our forthcoming agenda.



METHODS

Participants

JACOHD conducted interviews for its policy scan in Eastern Jackson County (EJC), Missouri. EJC is comprised of 11 municipalities which make up the Eastern suburbs of Kansas City, MO. All 11 municipalities, as well as the County government, were asked to participate. Seven municipalities, including the County, agreed. The cities examined were Blue Springs, Buckner, Grandview, Independence, Lee's Summit, and Raytown; County officials represented the unincorporated areas of EJC. Total, these cities represent 93% of EJC's population.

JACOHD staff recruited participants through emails sent to city clerks and/or administrators requesting individuals to interview regarding the policy scan. City clerks provided the appropriate city contacts who could answer policy scan questions. City contacts included those who worked in various city departments such as Administration, Parks and Recreation, Public Works, and Community Development. Subsequently, those city contacts recommended others to interview.

Staff also identified and sent interview requests to local civic and community organizations in hopes of speaking with professionals somehow involved in promoting the health of city residents. These interviews allowed for broader and more in-depth perspectives regarding the status of health policies, programs, and environments in each city.

A total of 21 people participated in our in-person interviews. Additionally, 7 other individuals coordinat-

ed written responses for their city or organization. Broken down by city, 3 people from Buckner participated in either in-person or written interviews, 5 from Blue Springs, 2 from Independence, 3 from Grandview, 3 from the unincorporated areas of Jackson County, 9 from Lee's Summit, and 3 from Raytown.

Interviews

JACOHD staff conducted face-to-face interviews using the CDC's CHANGE Tool. The purpose of the CHANGE tool is to enable communities to perform assessments that help identify their strengths, areas for improvement, and greatest health needs as they relate to chronic disease. Such an assessment lays the groundwork for prioritizing issues and carrying out actions that will help improve the health of a community. While the CHANGE tool is comprised of several different action steps, JACOHD drew from a single aspect of the tool which deals primarily with data collection as the basis for its policy scan.

Data collection through use of the CHANGE Tool was achieved by asking questions regarding the "Community-at-Large Sector" for each city. Questions pertained to five health areas (e.g. physical activity, nutrition, tobacco, chronic disease management, and leadership) all known to greatly influence the prevention and control of chronic disease. Interviews were carried out in groups with city officials and community representatives, lasted approximately 45 minutes to one hour, and were recorded for future analysis and scoring.

Lastly, if they preferred, participants also had the option to provide written responses to policy scan questions. Though such an option did not allow for as thorough of a discussion as what may have occurred during an interview, members of the health department staff were happy to oblige participants in order to obtain some form of response rather than no response at all.

Analysis

Health department staff completed analysis of participants' responses by utilizing the scoring system offered by the CHANGE Tool (see figure on following page). Answers to each question were given a score of one through five for both policy and environment. The CHANGE Tool offered guidance on scoring these answers, including examples and more detailed explanations of each score; however, there is some subjectivity to the scoring process. Health department staff based each score on the exact answer provided by participants in order to be as



objective as possible. If no information was provided for a specific question, a score of 1 was given for both policy and environment. In some cases, where the question was not relevant to our jurisdiction, a 99 (not applicable) score was given.

The CHANGE Tool automatically averages the scores for all questions into an overall percentage for each of the five modules. Higher scores led to higher overall percentages (i.e. a category where most responses scored a five resulted in a high [80-90%] overall percentage). The overall scores for each category were recorded for each participating city. Finally, an average of the scores across all participating cities was calculated, resulting in a score for Eastern Jackson County as a whole.

Recommendations

The scan provides recommendations for each city based on the scores of the responses for each module. For example, a city may have scored low on the nutrition module based on their responses concerning breastfeeding. Therefore, an “Area of Opportunity” for that city would be to provide protection as well as private, comfortable spaces for women to pump or breastfeed.

Additionally, we drew our recommendations from the CDC’s Health Equity Guide. The Health Equity Guide offers a number of policy, systems, and environmental strategies that are evidence-based and promote active living, healthy food and beverages, and tobacco-free living. These strategies were developed under the concept of health equity, which the Guide encourages as a way to reduce health disparities.

RESPONSE	Policy	Environment
1	Not identified as problem	Elements not in place
2	Problem identification / gaining agenda status	Few elements in place
3	Policy formulation and adoption	Some elements in place
4	Policy implementation	Most elements in place
5	Policy evaluation and enforcement	All elements in place
99	Not applicable	Not applicable

ACKNOWLEDGMENTS

JACOHD would like to thank all the city and community representatives who participated in this scan.

BLUE SPRINGS

- Tom Cole, *Community Development Director*
- Dennis Dovel, *Parks & Recreation Director*
- Matt Wright, *Senior Planner*
- Mike Mallon, *Assistant Community Development Director*
- Chris Sandie, *Director of Public Works*

BUCKNER

- Rick Childers, *City Administrator*
- Joe Bobadilla, *Assistant City Administrator*
- Amanda Arnold, *Director of Nursing- Live Well Clinic*

GRANDVIEW

- Elizabeth Andrews, *City Administrator Intern*
- Holly Beyer, *Executive Staff Assistant*
- Billie Hufford, *Planner and Inspector*

INDEPENDENCE

- Christina Heinen, *Special Projects Manager*
- Levi Hinson, *Wellness Coordinator - Independence School District*

LEE’S SUMMIT

- Stephen Arbo, *City Manager*
- Health Education Advisory Board
Edwin Kraemer, Tammy Landrum, Monica Meeks, Rodney McBride, Rhonda Canning, Merle Nunemaker, Nick Edwards, Colene Roberts

RAYTOWN

- Teresa Henry, *City Clerk*
- Andy Boyd, *Building Official*
- Rob Brockschink, *Director- Raytown Schools Wellness Center*

JACKSON COUNTY

- Jaime Masters, *Chief of Health Services*
- Ashley Burke, *Assistant for Jaime Masters*
- Mark Trosen, *Public Works*

We are grateful for your responses as well as your efforts to make Jackson County a healthy place to live for everyone.

RESULTS

Eastern Jackson County Overview

Overall, the cities examined in Eastern Jackson County scored well on physical activity and the built environment. Many have adopted a pedestrian/bike plan, a Complete Streets or Livable Streets policy, or both. Each city runs and maintains a parks system and many require sidewalks for new developments.

The nutrition module was the weakest scoring module across the board. Although many cities have farmers markets and community gardens, they often lacked accepting SNAP at their farmers markets, providing incentives for the development of healthy retail food outlets in underserved areas, enhancing public transportation to grocery stores or farmers markets, and providing comfortable private spaces (other than a bathroom) for women to nurse or pump.

As a whole, Eastern Jackson County scored average on tobacco and chronic disease management. Many cities have adopted a Clean Indoor Air act, however, some still allow smoking in bars or restaurants. Tobacco cessation resources and other chronic disease education and management programs may be available, but are not heavily promoted or easy to access.

Finally, Eastern Jackson County scored well on leadership. The high scores in this module are due to participating cities' partnerships with regional organizations to promote health, making active transportation a priority in operating budgets, and organizing physical wellness events or programs.

MODULE KEY

Physical Activity	Nutrition	Tobacco	Chronic Disease Management	Leadership
<ul style="list-style-type: none"> Sidewalks Bike facilities Walking & biking routes Access to parks ADA compliance Public transportation Traffic calming Safety 	<ul style="list-style-type: none"> Healthy food at supermarkets, convenience stores, and restaurants Community gardens Access to supermarkets Farmer's markets SNAP Local food options Nutritional labeling Supermarkets in underserved areas Spaces for breastfeeding 	<ul style="list-style-type: none"> Smoke-free policies for indoor and outdoor public spaces Restrict tobacco advertisements Restrict number of tobacco retail outlets Access to tobacco cessation resources 	<ul style="list-style-type: none"> Access to chronic disease management programs Obesity prevention Health education for controlling high blood pressure, cholesterol, blood sugar, and insulin levels Education on preventive care Emergency medical services Health disparities 	<ul style="list-style-type: none"> Partnerships to address chronic diseases Public policy to address chronic diseases Financing community enhancements for physical activity Promote mixed land use Safe Transportation System



EASTERN JACKSON COUNTY AVERAGE

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
81.10	81.63	37.13	46.70	45.83	51.35	51.11	46.98	80.49	81.27
●		◐		◐		◐		●	

KEY

● = 70 - 100% (high) ◐ = 30 - 69% (average) ○ = 0 - 29% (low)

P = Policy **E** = Environment










BLUE SPRINGS



Blue Springs has a population of around 55,000 and comprises an area of about 22 square miles. The City encourages physical activity through community development and infrastructure. It updated its Comprehensive Plan in 2014, which included a Land Use plan and a Pedestrian/Bike plan. The City has also adopted a Livable Streets policy which supports pedestrian and bicycle facilities along all arterial roadways. Healthy food options are encouraged through a community garden at Central Park which has 40

plots available for residents to use. The City also has a farmers market which runs from May through October of each year. Blue Springs reduces residents' exposure to secondhand smoke through a Smoke Free policy for most indoor public places, excluding a few bars, and a Smoke Free policy for City parks except for designated parking lots. Finally, the City supports its residents' health by promoting Let's Move Saturdays and fitness programs through the Fieldhouse, as well as by partnering with St. Luke's Community Education programs.

AREAS OF OPPORTUNITY

-  Adopt strategies to encourage development and use of retail food outlets in underserved areas
-  Provide support to increase demand of healthy options (e.g., assist with marketing healthy food at local retailers)
-  Provide support to help stores sell healthier options (e.g., staff training in handling perishable items)
-  Encourage menu labeling at all restaurants
-  Accept SNAP/EBT at local farmers markets
-  Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
-  Implement point-of-sale strategies to reduce access and exposure to tobacco products
-  Promote tobacco cessation resources and services
-  Adopt strategies to educate residents on preventative care and how to manage chronic disease

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
94.29	85.71	27.87	39.68	47.50	50.00	42.22	42.22	83.64	83.64
●		◐		◐		◐		●	

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BUCKNER



AREAS OF OPPORTUNITY

Buckner, MO has a population of around 3,000 and comprises an area of about 2 square miles. Residents can engage in physical activity in the City's park, which has a football field, walking trail, and exercise stations. It also recently added sidewalks along 24 Highway that are ADA compliant. To help provide healthy food options, the Chamber has started a farmers market in downtown Buckner. The City limits residents' exposure to secondhand smoke with its smoke free policy for most indoor public places, except for a few restaurants and bars. Residents can

access health care services at the Live Well Clinic in Buckner. Live Well Clinic offers residents mental health and dental services, as well as chronic disease management and education programs including weight loss programs and education on controlling high blood pressure. The Live Well clinic also promotes tobacco cessation services, and the City provides these services for its employees as well. Finally, the City has recently been partnering with JACOHD on a walkability project to make Buckner a more walk friendly community.

- Adopt a Complete Streets policy to support walking and biking infrastructure
- Provide support to increase demand of healthy options (e.g., assist with marketing healthy food at local retailers)
- Provide support to help stores sell healthier options (e.g., staff training in handling perishables)
- Encourage menu labeling at all restaurants
- Encourage community garden initiatives
- Accept SNAP/EBT at local farmers markets
- Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
- Enforce a tobacco and smoke free policy for all indoor public places, including workplaces, bars, and restaurants
- Educate private bar and club owners about the benefits of smoke free policies
- Implement point-of-sale strategies to reduce access and exposure to tobacco products
- Promote tobacco cessation services at the Live Well clinic
- Adopt strategies to educate residents on preventative care and how to manage chronic disease
- Finance pedestrian enhancements (e.g., sidewalks, street crossing enhancements)
- Finance bicycle enhancements (e.g., bike lanes, bike parking, road diets)
- Address the community's operating budget to make walking, bicycling, or other physical activities a priority

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
50.00	39.68	22.81	35.09	30.00	45.00	24.44	48.89	54.55	54.55

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GRANDVIEW



AREAS OF OPPORTUNITY

Grandview, MO has a population of around 26,000 in an area of about 14 square miles. The City supports opportunities for physical activity through community development and infrastructure. Grandview's infrastructure projects are guided by an established land use and pedestrian-bike plan. The City has more sidewalks and trails per capita than any other city in the metro, which is maintained through the Annual Sidewalk & Curb Replacement Program. Grandview recently established the Presidential Trail which connects the Truman Farm Home to the Longview Lake Marina. Public Works also maintains a number of pocket parks throughout the City, such as the local farmers market near the Civic

Plaza. Grandview leadership refers to its portfolio of incentives, such as TIFs and tax abatements, to encourage the development of retail food outlets in underserved areas. The City reduces residents' exposure to secondhand smoke with its Clean Indoor Air Ordinance that applies to all public indoor places, with the exception of private bars and clubs. Grandview Parks & Recreation promotes the health of residents by hosting healthy lifestyle events at the City's 15 parks and one community center. The View community center offers fitness schedules, low membership rates, and programs that assist in learning about obesity and prevention for physical and mental health.

-  Provide support to increase demand of healthy options (e.g. assist with marketing healthy food at local food retailers)
-  Provide support to help stores sell healthier options (e.g. staff training in handling perishable items)
-  Encourage menu labeling at all restaurants
-  Encourage community garden initiatives
-  Accept SNAP/EBT at local farmers markets
-  Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
-  Educate private bar and club owners about the benefits of smoke free policies
-  Implement point-of-sale strategies to reduce access and exposure to tobacco products
-  Promote tobacco cessation resources and services

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
90.00	90.00	40.35	45.00	50.00	50.00	73.33	73.33	85.45	89.09
●		◐		◐		●		●	

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INDEPENDENCE



AREAS OF OPPORTUNITY

Independence, MO has a population of around 117,000 and comprises an area of about 78 square miles. The City promotes opportunities for physical activity through community development and infrastructure. In 2011, Independence adopted a Complete Streets policy requiring sidewalks to be built for all new developments. The City will adopt a sales tax beginning in 2020 that will raise funds to fill in and repair existing sidewalks. Independence also maintains 44 parks, greenspaces, and trails. Independence provides healthy food options by supporting local community gardens with supplies, education, and access to

low-cost plants. They also maintain a city-wide community garden and farmers market, where SNAP benefits are accepted. Independence reduces residents' exposure to secondhand smoke with its Clean Air Ordinance which applies to all indoor public places, and tobacco-free policy for all playgrounds and athletic fields. The City works to address health disparities by promoting SNAP, and expanding bus routes to include medical providers, the farmers market, and grocery stores. Finally, the city participates in multiple partnerships to address chronic disease including MARC and the City's chamber.

- Provide support to increase demand of healthy options (e.g. assist with marketing healthy food at local retailers)
- Provide support to help stores sell healthier options (e.g. staff training in handling perishable items)
- Encourage menu labeling at all restaurants
- Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
- Implement point-of-sale strategies to reduce access and exposure to tobacco products
- Regulate the location and density of tobacco retail outlets
- Adopt strategies to educate residents on preventative care and how to manage chronic disease

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
90.00	98.53	60.94	86.67	73.33	84.44	60.00	31.11	98.18	100
●		●		●		◐		●	

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LEE'S SUMMIT



AREAS OF OPPORTUNITY

Lee's Summit, MO has a population of around 97,000 and comprises an area of about 65 square miles. The City promotes opportunities for physical activity through its community development and infrastructure. They have a Livable Streets Policy, a Bicycle Transportation Master Plan, a Greenway Master Plan, an ADA Transition Plan for Public Rights-of-Way, and a Sidewalk Gap Inventory and Construction Policy, as well as standards and regulations to reduce sidewalk gaps. Approximately 85% of Lee's Summit residents are within 1/2 a mile of a local, neighborhood, or community park, and the City has a goal to reach 100%. They also have a nationally awarded traffic calming and safety program, where traffic calming and safety measures are considered in coordination with resi-

dents. Lee's Summit offers healthy food options with their downtown farmers market which operates every Wednesday and Saturday morning from April through November. The City also provides public transportation to grocery stores through RideKC Lee's Summit, and makes accommodations to persons with disabilities and cyclists. Lee's Summit reduces residents' exposure to secondhand smoke through policies such as the Clean Indoor Air Act for all indoor public places, and the No Tobacco policy for all parks and outdoor facilities. Lee's Summit Parks and Rec provides a community wellness program called Rev-Up, which assists participants in developing healthy lifestyle choices. Finally, the City created a Health Education Advisory Board to help educate the community on important health matters.

-  Provide support to increase demand of healthy options (e.g. assist with marketing healthy food at local retailers)
-  Provide support to help stores sell healthier options (e.g. staff training in handling perishable items)
-  Encourage menu labeling at all restaurants
-  Encourage community garden initiatives
-  Accept SNAP/EBT at local farmers markets
-  Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
-  Implement point-of-sale strategies to reduce access and exposure to tobacco products
-  Promote tobacco cessation resources and services
-  Regulate the location and density of tobacco retail outlets.

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
100	100	38.10	40.63	57.50	57.50	100	71.11	100	100
●		◐		◐		●		●	

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RAYTOWN

RAYTOWN CITY
MUNICIPAL

AREAS OF OPPORTUNITY



Raytown, MO has a population of around 30,000 and comprises an area of about 10 square miles. The City promotes physical activity through community development and infrastructure. They require sidewalks to be ADA compatible and to be built on at least one side of the street in all new developments. The City also has a pedestrian/bike trail along 350 Highway and eight local parks that are maintained by the Parks and Rec Department. Access to healthy

food options is provided by the Raytown Main Street Association which runs a local community garden and a farmers market. Raytown's school district promotes healthy living through their Wellness Center which is open to the public and offers exercise programs, weight management, and basic nutrition education. The Wellness Center also hopes to plan a Fit Festival in the future to help promote healthy behaviors to Raytown residents.

- Adopt a Complete Streets policy to support walking and biking infrastructure
- Provide support to increase demand of healthy options (e.g. assist with marketing healthy food at local retailers)
- Provide support to help stores sell healthier options (e.g. staff training in handling perishable items)
- Encourage menu labeling at all restaurants
- Encourage community garden initiatives
- Accept SNAP/EBT at local farmers markets
- Adopt strategies to recruit supermarkets and large grocery stores in underserved areas
- Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
- Institute a smoke-free policy for indoor public places
- Implement point-of-sale strategies to reduce access and exposure to tobacco products
- Promote tobacco cessation resources and services
- Adopt strategies to educate residents on preventative care and how to manage chronic disease
- Participate in community coalitions and partnerships to address chronic disease and related risk factors

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
44.93	62.12	40.00	50.00	30.00	40.00	28.89	33.33	49.09	49.09

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JACKSON COUNTY - UNINCORPORATED



The unincorporated areas of Eastern Jackson County have a population of around 23,000. As the 3rd largest countywide park system in the nation, Jackson County boasts a wide array of opportunities for physical activity outdoors. The County has around 100 miles of trails, 22,000 acres of park land, and a new trail system along the Rock Island Corridor that broke ground in 2018. To continue to support residents' physical activity, the County has adopted a park levy

to maintain the parks system. The County reduces exposure to second-hand smoke through a smoke free policy in all government buildings and smoke free zones in outdoor county spaces. The County has several fire districts which provide Fire and EMS services to unincorporated parts of the County. Finally, the County has a designated Chief of Health Services, who works closely with JACOHD and other regional partners to address health issues affecting the county.

AREAS OF OPPORTUNITY

- Provide comfortable private spaces (other than a bathroom) for women to nurse or pump in public places
- Adopt strategies to educate residents on preventative care and how to manage chronic disease

Physical Activity		Nutrition		Tobacco		Chronic Disease Management		Leadership	
P	E	P	E	P	E	P	E	P	E
98.46	95.38	29.82	29.82	32.50	32.50	28.89	28.89	92.50	92.50

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