THE CENTER
FOR MANAGING
CHRONIC DISEASE

Putting People at the Center of Solutions

Tracking Systems Change:
Selected Examples of Systems and Policy Changes

September 2009

Selected Examples of Systems and Policy Changes

This document comprises selected examples of possible targeted systems and policy changes that have been compiled from the following sources:

- *Promising Strategies for Creating Healthy Eating and Active Living Environments*, a document created for the Healthy Eating Active Living Convergence Partnership by the Prevention Institute

- *SHAPING THE CONTEXT OF HEALTH: A Review of Environmental and Policy Approaches in the Prevention of Chronic Diseases*, by Ross Brownson, Debra Haire-Joshu, and Douglas A. Luke

- Charting Growth Toward Good Food – draft indicators

- Preliminary work done by experts as part of the CDC Common Community Measures for Obesity Prevention project (COCOMO)

- Expert opinion in the area of food systems, the built environment, and physical activity

- Best practices from a number of sources including relevant systems and policy changes listed in the ENACT database, an initiative of the Strategic Alliance for Healthy Food and Activity Environments, part of the Prevention Institute

- Work being planned by W.K. Kellogg Foundation Food & Fitness collaboratives.

- UM developed indicators

The examples are provided to stimulate your thinking about potential changes a collaborative may seek to bring about, what success might look like if those changes are realized, and how one might measure the impact. Many people refer to these as indicators of change.

TABLE OF CONTENTS

Built Environment/Physical Activity

	What is the change?	What might success look like?	How might we measure the impact?
School System			
Use of School Facilities	Use of public schools and facilities for physical activity by the public during non-school hours (joint-use agreements)	Increase in the number of schools providing after-hours physical activity programs for the public and numbers of such programs they provide	Number of residents who participate in after-hours physical activity programs at schools
Physical Activity in Schools	All students receive a minimum of 30 minutes of moderate to vigorous physical activity daily through physical education classes, recess, and before and/or after school programming (Could be achieved through adding new classes, lengthening existing classes, and/or increasing the intensity of activity in classes)	Increase in the number of schools requiring that all students receive a minimum of 30 minutes of moderate to physical activity daily through physical education classes, recess, and before and/or after school programming	Number of students receiving a minimum of 30 minutes of moderate to vigorous physical activity daily through physical education classes, recess, and before and/or after school programming
After-School Activities	Opportunities for students to engage in after-school recreational activity	• Increase in number of schools with after-school recreational activities • Increase in number of after-school activities	Number of students participating in after-school recreational activities
Safe Routes to School	Safe and walkable/bikeable routes to school	• Increase in number of schools with walkable/bikeable routes • Increase in number of safety guards at crosswalks for students walking or biking to school	Number of students walking or biking to school
Transportation System			
Sidewalks	Development and/or maintenance of sidewalks, sidewalk continuity, and/or "complete streets"	Increase in the number of sidewalks and "complete streets"	Usage of sidewalks and streets for non-motorized transportation and/or recreation
Infrastructure Supporting Bicycling and Walking	Proper infrastructure to support bicycling and walking	• Increased mileage of bike paths • Increased number of bike racks • Increased number/length of sidewalks • Increased number of benches, shade options	Usage of pathways by bicyclists and walkers
Safety	Safe use of sidewalks, neighborhoods, parks, open spaces, and parking areas at recreational facilities, including: • Requiring lighting for these areas • Law enforcement patrols • Safe Routes to School program	• Increased lighting • Increased law enforcement patrols	• Usage of sidewalks, neighborhoods, parks, open spaces, and parking areas at recreational facilities • Resident perception of safety of sidewalks, neighborhoods, parks, open spaces, and parking areas at recreational facilities

Built Environment/Physical Activity

	What is the change?	What might success look like?	How might we measure the impact?
Safety	Safe access for all users of pathways, including pedestrians, bicyclists, motorists, and mass transit riders or all ages and abilities	• Decreased number of safety incidents on and around pathways • Increased usage of pathways	Usage of pathways by pedestrians, bicyclists, motorists, and mass transit riders of all ages and abilities
Connecting Trails and Bike Paths	Connect roadways to complementary systems of trails and bike paths that provide safe places to walk and bike for children, the elderly, and the general public.	Increase in the number and/or length of connected trails and bike paths	Usage of trails and bike paths
Crosswalks	Restricting motor vehicle speeds and requiring cars to yield to pedestrians at crosswalks in neighborhoods, near schools, and in shopping areas	• Decrease in motor vehicle speeds in neighborhoods, near schools, and in shopping areas • Increase in the number of crosswalks requiring cars to yield to pedestrians	• Pedestrian usage of crosswalks • Resident perception of safety of crosswalks
Parks and Recreation			
Development	Development and/or maintenance of parks, open spaces, and recreational facilities, including: • Requiring construction and/or maintenance of parks, open spaces, and recreational facilities • Incentives for private sector investments in parks, open spaces, and recreational facilities	• Increased amount of funds dedicated to the development and/or maintenance of parks, open spaces, and recreational facilities • Increased number and/or amount of private sector investments in parks, open spaces, and recreational facilities • Increased number of parks, open spaces, and recreational facilities for public use	Usage of parks, open spaces, and recreational facilities
Access	• Increase access to recreational facilities via subsidized memberships and/or free programs • Increase access to recreational facilities via locating facilities in underserved areas • Increase minimum wage	• Increased number of facilities providing reduced-fee or free access to recreational facilities • Increased number of recreational facilities in underserved areas • Increased minimum wage	Usage of recreational facilities by low-income residents
Transportation Subsidies	Public transportation subsidies to recreational spaces or facilities	Increased amount of transportation subsidies provided for transport to recreational spaces or facilities	Usage of parks, open spaces, and recreational facilities by low-income residents
Safety	Law enforcement or security patrols for parks, open spaces, and recreational facilities Cleaning up parks, open spaces, and recreational facilities Proper lighting in parks, open spaces, and recreational facilities Ensuring outdoor facilities are free of wild dogs, animals, etc.	• Increase in the amount of funds dedicated to law enforcement or security patrols for parks, open spaces, and recreational facilities • Increase in the amount of patrols of parks, open spaces, and recreational facilities	• Resident perception of safety of parks, open spaces, and recreational facilities • Usage of parks, open spaces, and recreational facilities
Youth Preferences	Support the recreational preferences of youth, e.g. skateboard parks, basketball, dance	Increased number of recreational options geared toward preferences of youth	Usage of recreational facilities and spaces by youth

Built Environment/Physical Activity

	What is the change?	What might success look like?	How might we measure the impact?
Other Institutional			
Child Care	Require licensed child care providers to provide at least 30 minutes of physical activity and play daily	Increase in number of child care providers providing at least 30 minutes of physical activity and play daily	Children participating in at least 30 minutes of physical activity and play daily at child care providers
Community Design/Land Use			
Municipal, City, County or Tribal Board	A municipal, city, county or tribal board overseeing issues related to the built environment and physical activity	Increase in amount of funds dedicated to issues related to the built environment and physical activity	
Comprehensive Land Use Plan	A comprehensive land use plan (e.g. master plan, park and/or recreation plan, non-motorized transportation plan) that supports opportunities and options for physical activity	Existence of a comprehensive land use plan	
Public Agency Active Living Staff	Dedicated public agency staff responsible for oversight of improvements to support active living environments (policies and programs supporting biking, walking, etc.)	• Increase in the number of public agency staff overseeing improvements to support active living environments (walking, biking, etc.) • Increase in amount of funds dedicated to issues related to active living environments	
Mixed-Use Development Guidelines	Mixed-used community development guidelines, incorporating housing, retail, commercial uses, offices and restaurants	• Existence of mixed-use development guidelines • Increased heterogeneity in developments, incorporating housing, retail, civic uses, commercial uses, offices, and restaurants	
Flexible Public Housing Guidelines	Flexible public housing guidelines regarding density, recreation and mixed-use	Increase in the number of public housing developments incorporating recreation and mixed-use	Number of public housing developments incorporating recreation and mixed-use
Smart Growth Strategies and Zoning	Smart growth strategies and zoning for new developments and revitalizing communities	Increase in number of new developments incorporating sidewalks, bike lanes, and recreational and/or open space	Resident usage of sidewalks, bike lanes, and recreational and/or open space
Zoning Code Amendments	Allow public use of private vacant lots for community recreation and food production	Increase in land available for community recreation and food production	Square footage/acreage available for community recreation and food production
Point-of-Decision Prompts	Placement of point-of-decision prompts by elevators and escalators (e.g. in bus stations, subways, malls) to encourage the use of stairs	Increase in number of users opting to utilize stairs instead of elevators or escalators	Usage of stairs

Food Systems

	What is the change?	**What might success look like?**	**How might we measure the impact?**
Food Production			
Farming	Local production of affordable, healthy food • Invest in new and existing farmers • Access to capital for small farms • Land acquisition for development of farming • Switch from commodity crops to non commodity crops (e.g. more fruits and vegetables for direct consumption)	• Increase in the number of local producers of affordable, healthy food • Increase in the amount of funds dedicated to supporting new and existing farmers • Increase in amount of farm land • Increase in farm land dedicated to growing non commodity crops	Amount of affordable, healthy food grown locally
Community Gardens	Development and/or maintenance of community gardens	• Increase in the number of community gardens • Increase in the amount of funds dedicated to the development and/or maintenance of community gardens • Increase in the amount of land dedicated to community gardens	Number of residents participating in community garden food production
Food Processing			
Food Processing - General	Local processing of affordable, healthy food by relevant industries and businesses	• Increase in number of local food processors • Increase in amount of economic development funds directed toward the local processing of food	• Amount of food processed locally • Amount of locally processed food purchased in community
Food Distribution			
Food Distribution - General	Local distribution of affordable, healthy, locally grown food	• Increase in amount of economic development funds directed toward new or current businesses involved in the distribution of locally grown food • Increase in number of businesses involved in the distribution of locally grown food	Amount of locally grown food distributed by local businesses
Farmers Markets	Development and/or maintenance of farmers markets	• Increase in resources (staffing, funds, infrastructure) focused on the development and/or maintenance of farmers markets • Increased number of farmers markets	Sales of affordable, healthy food at farmers' markets

Food Systems

	What is the change?	What might success look like?	How might we measure the impact?
Food Retailing			
Marketing in Food Outlets	Food marketing practices in food outlets that support healthy eating, including: • Reducing point-of-sale marketing of energy dense, nutrient poor foods and beverages to children in grocery stores, corner stores, and restaurants • Requiring the placement of healthier food and beverage items at eye level, the ends of aisles, and prominent places	Increase in number of grocery stores, corner stores, and restaurants that engage in marketing practices that support healthy eating	Sales of healthy food at grocery stores, corner stores, and restaurants
Electronic Marketing	Limit the marketing of energy dense, nutrient poor foods and beverages to children through television, other electronic media, food and beverage packages, toys, licensed characters, contests, or other marketing approaches.	Decreased amount of marketing of energy dense, nutrient poor foods and beverages to children	Sales of energy dense, nutrient poor foods and beverages
Transportation Subsidies	Public transportation subsidies to supermarkets and other food outlets that sell affordable, healthy food	Increase in number of transportation subsidies provided for transport to supermarkets and other food outlets	• Demand for transportation subsidies by low-income residents • Sales of affordable, healthy food at supermarkets and other food outlets by low-income residents
Full Service Grocery Stores/Other Food Vendors	Increase retail sales of affordable, healthy, locally grown food, in underserved areas: • Incentives to full service grocery stores and other food vendors to locate in underserved areas • Incentives to full service grocery stores and other food vendors to carry affordable, healthy, locally grown food • Incentives to full service grocery stores and other food vendors to provide price incentives to consumers for the consumption of healthy food and drink • Training for full service grocery stores and other food vendors regarding healthier – and locally grown – food choices	• Increase in amount of funds dedicated to supporting the retail sales of affordable, healthy, locally grown food • Increased number of full service grocery stores and other food vendors selling affordable, healthy, locally grown food • Increased number of full service grocery stores and other food vendors in underserved areas receiving training and/or incentives for carrying healthier food items • Increased number of full service grocery stores and other food vendors providing incentives to consumers for the consumption of healthy food and drink • Increased amount of shelf space dedicated to affordable, healthy, locally grown food	• Number of full-service grocery stores in underserved areas • Sales of affordable, healthy, locally grown food in underserved areas • Number of vendors of affordable, healthy, locally grown food in underserved areas

Food Systems

	What is the change?	What might success look like?	How might we measure the impact?
Farmers Markets	Allow the use of EBT food stamps and WIC coupons at farmers markets	Increased number of farmers markets accepting EBT food stamps and WIC coupons as payment	Sales with EBT food stamps and WIC coupons at farmers markets
	Extend open hours and days of farmers markets	Farmers markets open longer during the day, and more days during the week	Hours of farmers markets
Restaurants	Support healthy eating in restaurants: • Requiring restaurants to list calorie and nutritional information on menus • Encouraging restaurants to provide healthy foods and beverages by reformulating existing menu items, adding healthy menu items (e.g. fruits, vegetables, and whole grains), offering affordable and reasonably sized portions, providing healthier combinations for meals, and making healthier items the standard for children's meals • Promoting in-season sources for locally grown food	• Increased number of restaurants listing calorie and nutritional information on menus • Increased number of restaurants sourcing locally grown food	• Sales of healthy restaurant menu choices • Sales of locally grown restaurant menu choices
Food Preparation			
Businesses/Organizations and other Community Institutions	Incentives for institutional procurement of locally grown food by businesses/organizations and other community institutions.	• Increase in number of businesses/organizations and other community institutions sourcing healthy, locally-grown foods • Increase in number of businesses/organizations and other community institutions with established local food policies	Amount of locally grown food distributed by businesses/organizations and other community institutions
Schools	Require food distributed or sold at schools to be appropriate portion sizes and meet good nutrition standards (e.g. more whole grains, legumes, fruits and vegetables, and water and less fat, sodium and sugars)	Increase in number of schools distributing and selling healthy food of appropriate portion size	Student consumption of healthy food, of appropriate portion size, at schools
	Limit/prohibit the placement of unhealthy foods in school vending machines and cafeterias	Increase in number of schools limiting/prohibiting the placement of unhealthy foods in school vending machines and cafeterias	Student consumption of healthy school food

Food Systems

	What is the change?	What might success look like?	How might we measure the impact?
Schools Continued	Free healthy snacks in all schools	Increased number of schools providing free healthy snacks to students during the school day	Student consumption of healthy foods at schools
	Allow for geographic preferences of local food sources in schools	Increased number of schools sourcing locally grown, healthy foods	Student consumption of locally grown, healthy foods in schools
	Support healthy school food environments: ● Prohibiting the use of foods as a reward or punishment ● Limiting energy dense, nutrient poor foods at school celebrations ● Offering only healthy snacks	● Increased number of schools prohibiting the use of foods as reward or punishment ● Increased number of schools limiting energy dense, nutrient poor foods at school celebrations ● Increased number of schools offering only healthy snacks	Student consumption of healthy foods at schools
	Development of a School Wellness Policy	(Variable, based upon content of Wellness Policy)	(Variable, based upon content of Wellness Policy)
Child Care Providers	Require licensed child care providers to provide healthy snacks and meals of appropriate portion size	Increase in number of child care providers providing healthy snacks and meals of appropriate portion size	Consumption of healthy snacks and meals of appropriate portion size by children under care of child care providers
	Incentives for institutional procurement of locally grown, healthy food by child care providers	Increase in number of child care providers sourcing locally grown, healthy food	Consumption of locally grown, healthy food by children under care of child care providers
Healthcare Food Service	Supporting geographic preferences to procure locally grown foods for healthcare food service	Increase in number of healthcare food service providers sourcing locally grown food	Consumption of locally grown foods served through healthcare food service providers
Food Consumption			
Breastfeeding	Successful initiation and continuation of breastfeeding in hospitals and outpatient medical facilities (including physician practices, prenatal services, and community clinics)	Increased number of hospitals and outpatient medical facilities supporting successful initiation and continuation of breastfeeding	Number of women who initiate and continue breastfeeding
Breastfeeding at Workplace	Allow breastfeeding women sufficient break time to pump, private space for expression of breast milk, and space to store breast milk	Number of organizations with policies that allow breastfeeding women sufficient time to pump, private space for expression of breast milk, and space to store breast milk	Number of women who pump and store breast milk at work
Food Stamps	Increase the efficiency in food stamp delivery and increasing food stamp benefits levels to help more people purchase healthy foods	Increase in the food stamp benefit level	Sales of healthy foods through food stamps