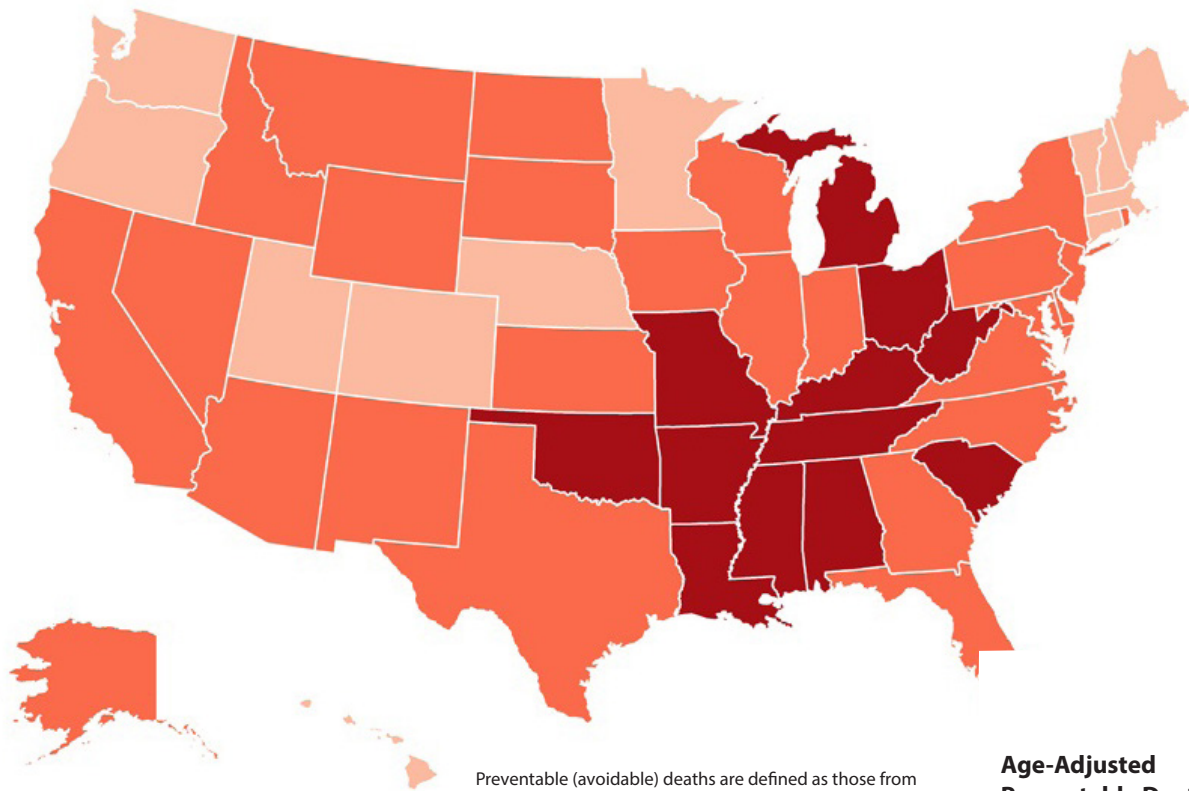


Power of Maps

UNDERLYING CAUSES OF DEATH IN THE UNITED STATES, 2000

Preventable Death Rates by State, Ages 0 to 74, 2010



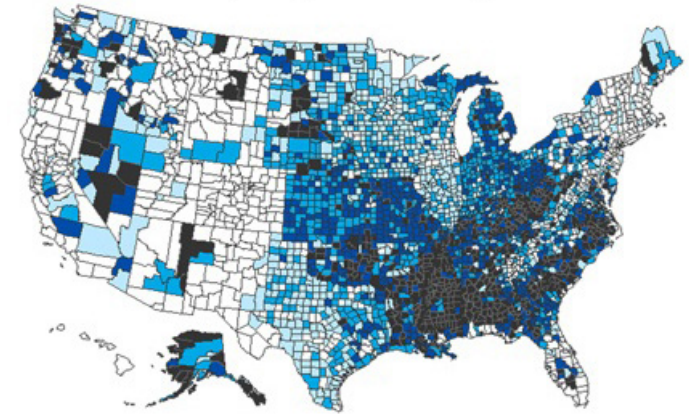
Preventable (avoidable) deaths are defined as those from ischemic heart disease, stroke, chronic rheumatic heart disease, and hypertensive disease in people under age 75

Source: National Vital Surveillance System, US Census Bureau

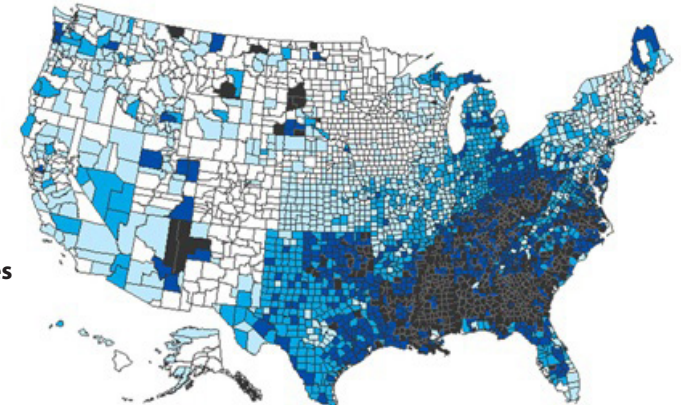
Age-Adjusted Preventable Death Rates per 100,000 People



Obesity by County

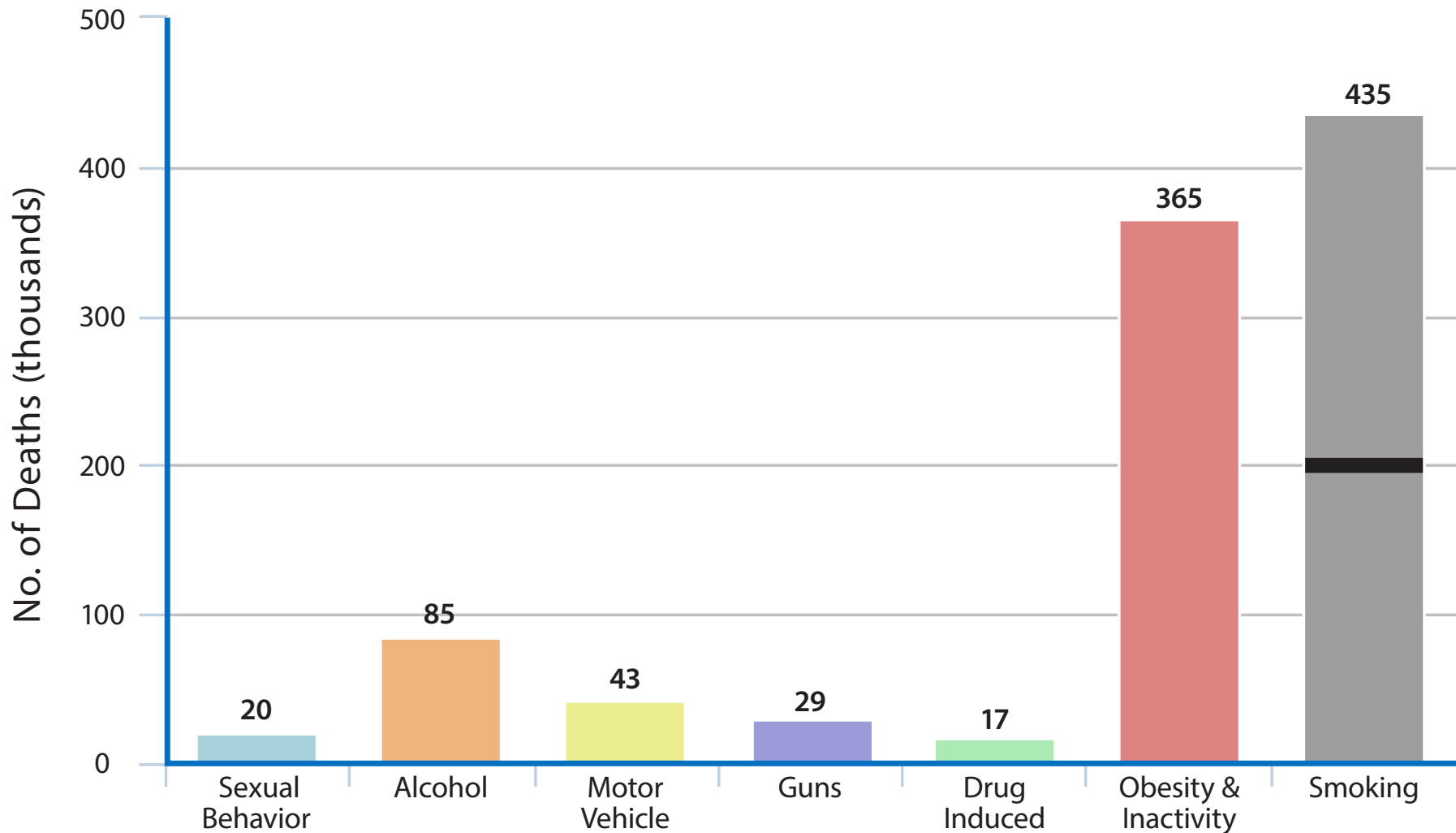


Diabetes by County



Power of Maps

UNDERLYING CAUSES OF DEATH IN THE UNITED STATES, 2000



Source: Mokdad et al JAMA 2004

Power of Maps

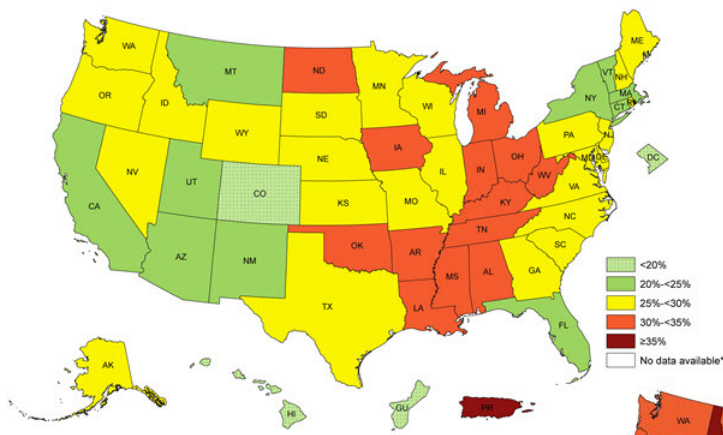
FOR BABIES BORN WITHIN FIVE MILES OF DOWNTOWN RICHMOND, VIRGINIA, OPPORTUNITIES TO LEAD A LONG AND HEALTHY LIFE CAN VARY DRAMATICALLY.

Why the gap? Good health outcomes are related to such things as access to nutritious food, safe and walkable streets, active playgrounds and public spaces, good jobs, educational opportunities and stable housing.



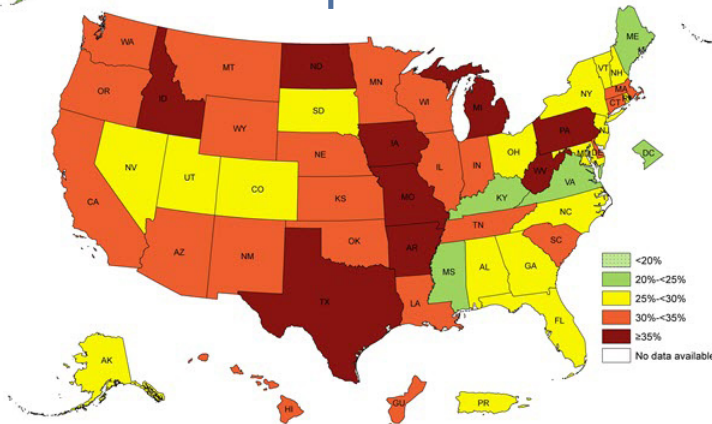
Power of Maps

AS OF 2014, MORE THAN 1 IN EVERY 3 AMERICAN ADULTS HAD OBESITY (BMI GREATER THAN OR EQUAL TO 30). BUT THE PREVALENCE OF OBESITY DIFFERS BY OTHER FACTORS, INCLUDING RACE AND ETHNICITY.

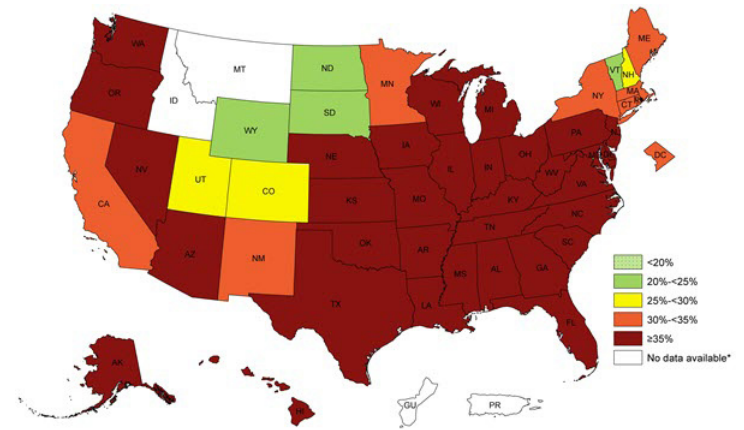


Non-Hispanic Whites

Hispanics



Non-Hispanic Blacks

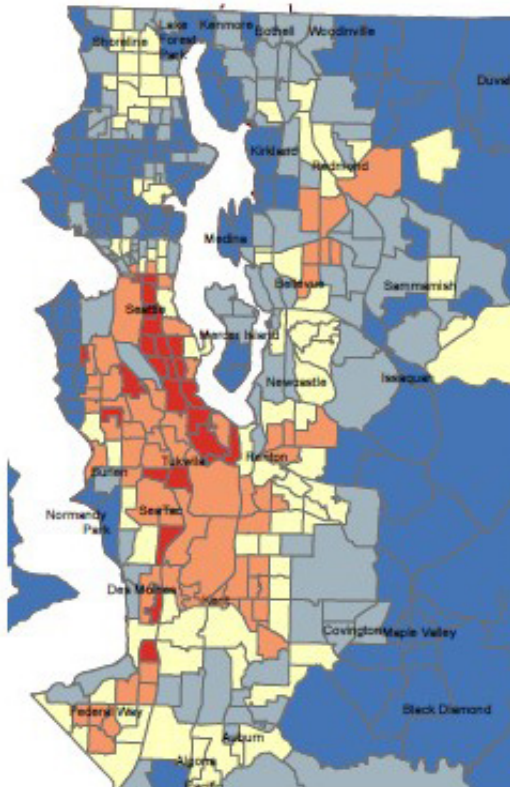


Power of Maps

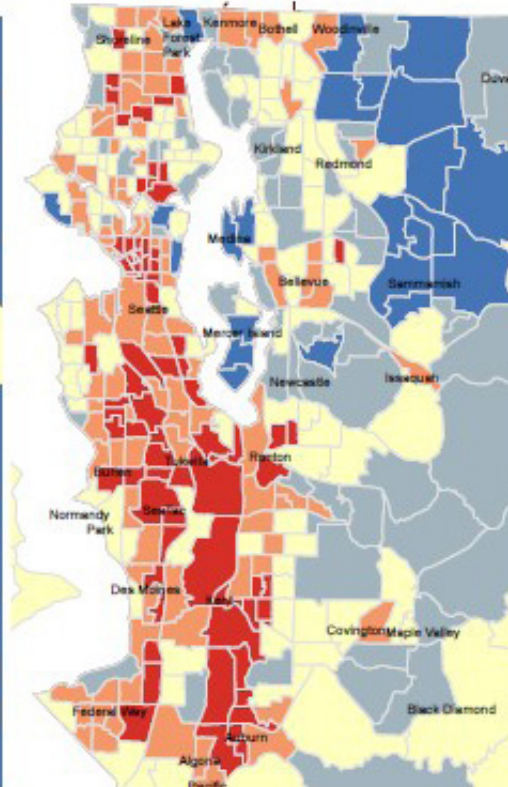
More information on reverse side

WHAT DO YOU NOTICE ABOUT THESE MAPS OF KING COUNTY, WASHINGTON?

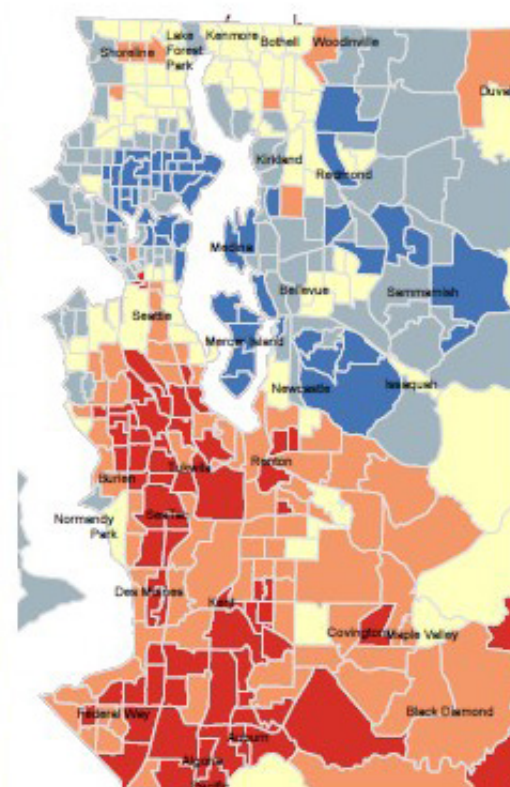
People of Color



Low Income



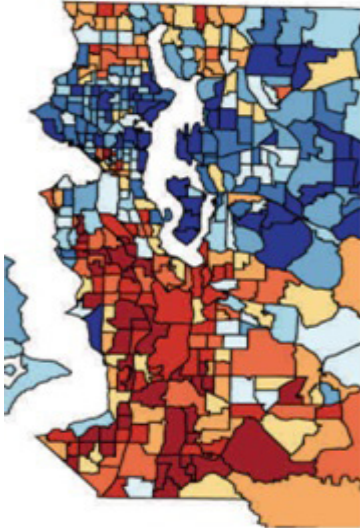
Low Educational Attainment



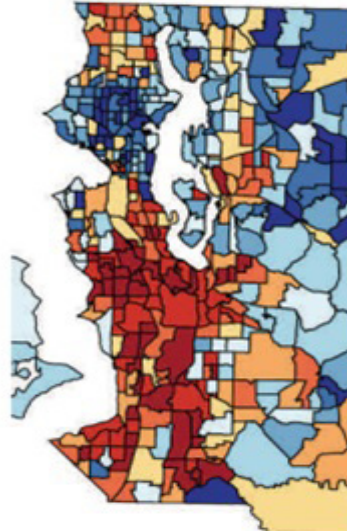
Power of Maps

More information on reverse side

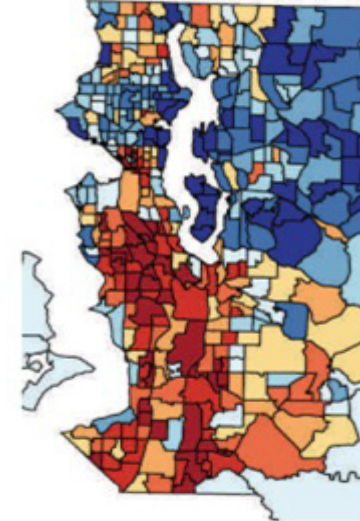
Obesity



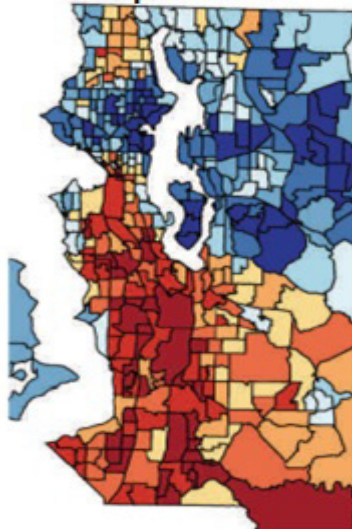
Diabetes



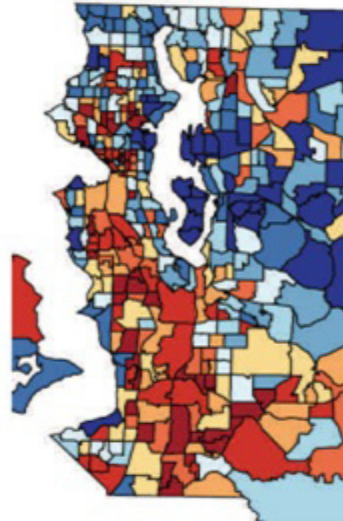
Tobacco Use



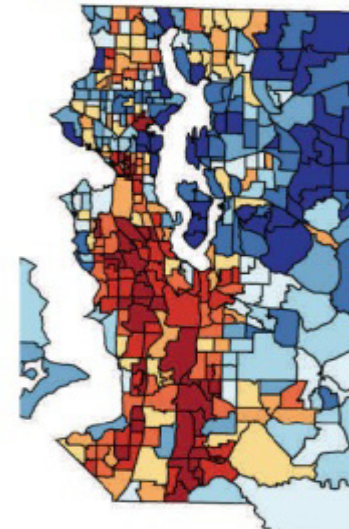
**Preventable
Hospitalization**



Adverse Childhood

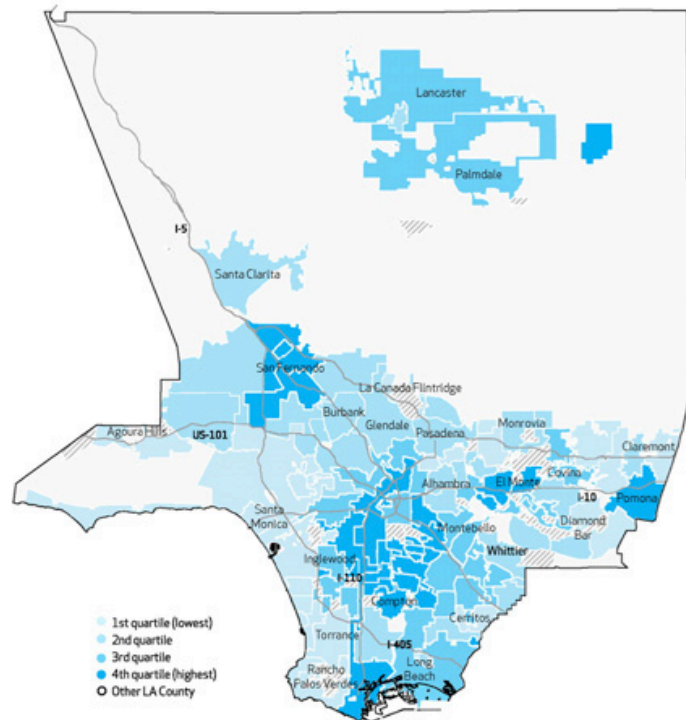


Frequent Mental Distress

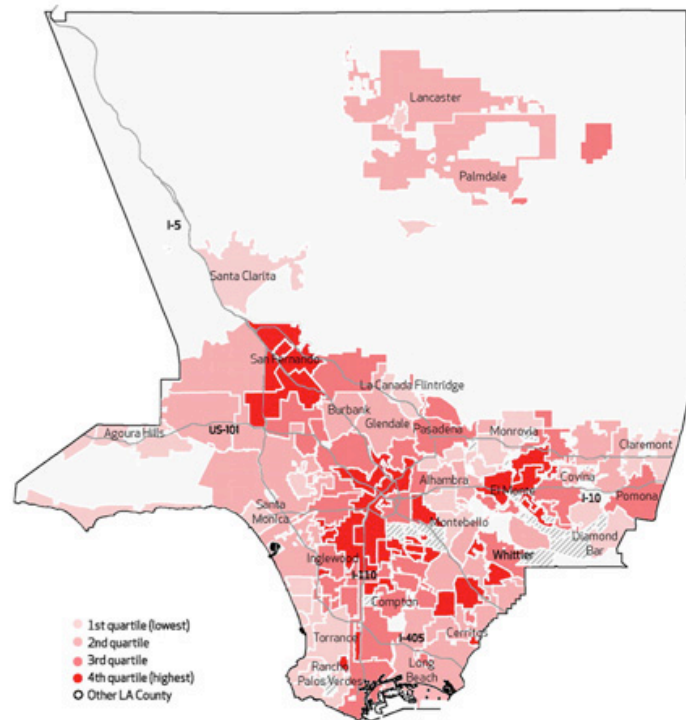


Power of Maps

THE COMMUNITY DEVELOPMENT* SECTOR AND THE HEALTH SECTOR ARE TRYING TO HELP THE SAME PEOPLE, BUT OFTEN WITHOUT COORDINATION OR EVEN COMMUNICATION.



Economic Hardship Index by City/Community
Los Angeles County, 2000

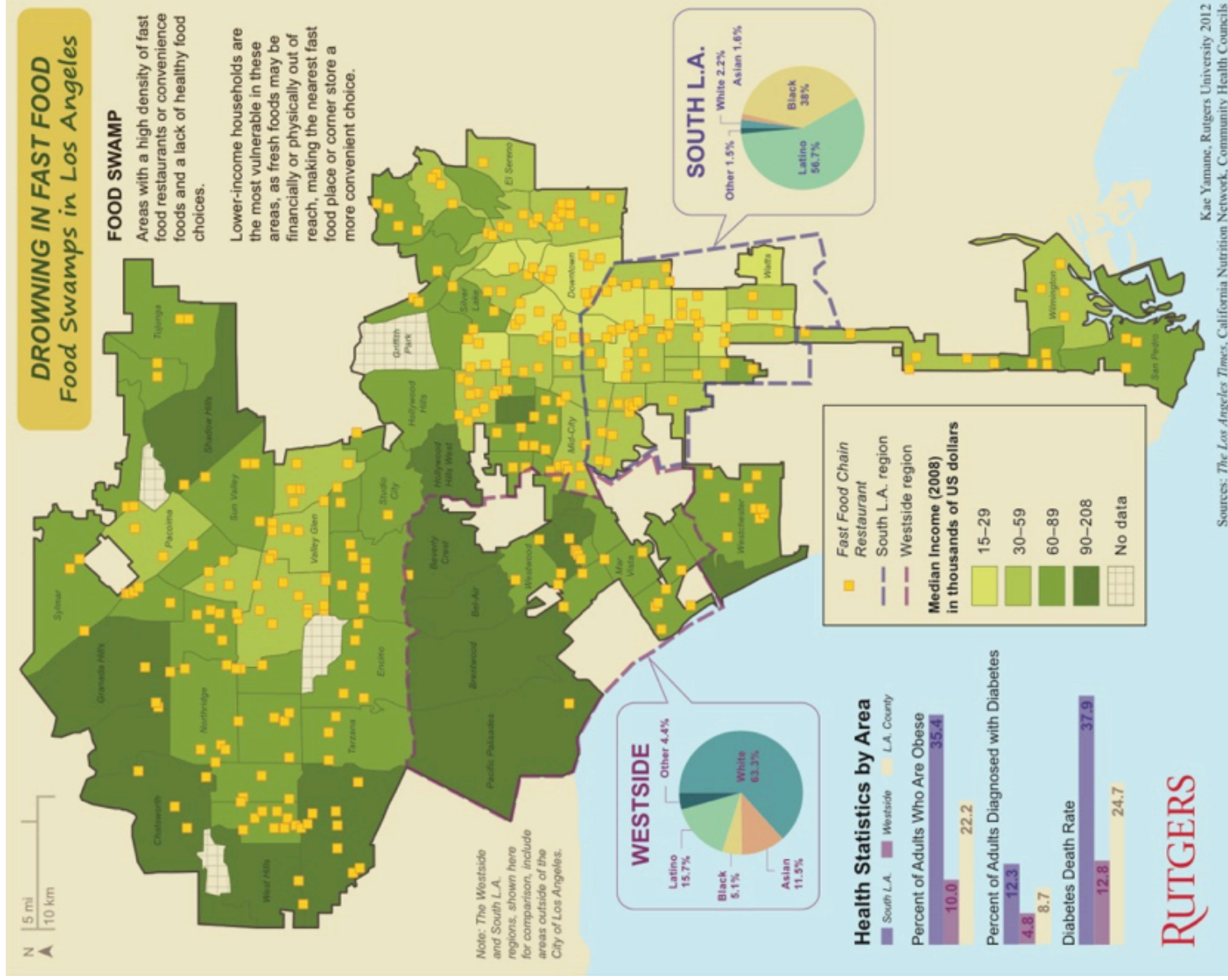


Prevalence of Childhood Obesity by City/Community
Los Angeles County, 2005

* "Community Development" was defined by the United Nations in 1948 as "a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative."

Power of Maps

**YOU CAN LIVE IN A DESERT,
BUT STILL DROWN IN A SWAMP.**



Others Who Care Summary

OBESITY



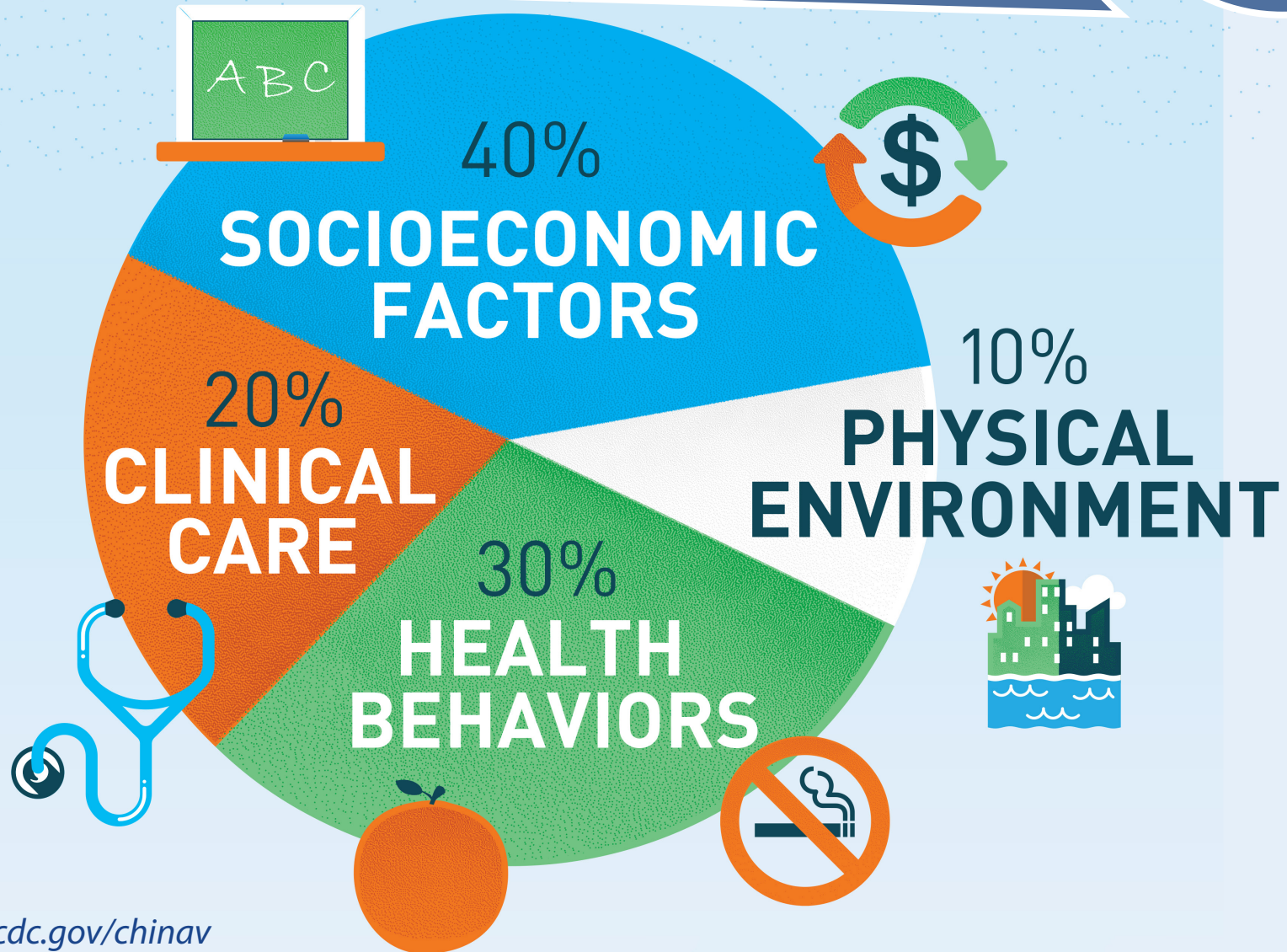
ROLE	PROFILE	AGENDA/HOPE TO ACHIEVE
<i>Tiffany Duncan</i> Clinic Receptionist	<ul style="list-style-type: none"> • 30-year-old black woman • Lives in the community with her husband and two children • Struggled with obesity since adolescence • Participates in and has become a champion for the clinic's Walk with a Doc program and other community health initiatives 	<ul style="list-style-type: none"> • Attain a healthy weight for the first time in her life • Help the clinic's patients achieve their weight-loss goals by encouraging them, for example, to walk more often • Become involved in real community-level change, like improving the city's sidewalks
<i>Tim Jacobs</i> Public Health Representative	<ul style="list-style-type: none"> • White man in his mid-twenties • MPH, recently hired by the County Health Department 	<ul style="list-style-type: none"> • Intervene in the community to break the cycle of unhealthy lifestyle choices and preventable disease, especially involving schoolchildren
<i>Wade Billups</i> City Manager	<ul style="list-style-type: none"> • White man, has been the city manager for 25 years • Monitors, reports on and makes recommendations regarding the city budget 	<ul style="list-style-type: none"> • Demonstrate leadership to new boss, develop job security • Interact/get involved with the community to understand pressing needs
<i>Victoria Nuñez</i> Parks and Recreation Director	<ul style="list-style-type: none"> • Young Latina who grew up in the neighborhood • Spent three years in the military • Has an undergraduate degree in sports management and is passionate about fitness 	<ul style="list-style-type: none"> • Initiate new, culturally appropriate fitness programs in the city • Prevent the pending sale of a land tract as commercial real estate and instead have it earmarked for a new park
<i>Tien Jiang (T.J.) Xiāo</i> Business Owner	<ul style="list-style-type: none"> • 70-year-old Asian owner of Pop's Market, a family business started in the 1930s 	<ul style="list-style-type: none"> • Maintain a successful neighborhood convenience store
<i>Dr. Julie Carson</i> Clinic Director	<ul style="list-style-type: none"> • Black woman, physician director of the clinic where Dr. Sylvia Peterson works 	<ul style="list-style-type: none"> • Make evidence-based decisions that will benefit the clinic's patients and its financial bottom line
<i>Reverend Isaiah Bishop</i> Clinic Director	<ul style="list-style-type: none"> • Black man, pastor of a large black congregation in the community • Influential leader with a straightforward, no-nonsense attitude 	<ul style="list-style-type: none"> • Feels he could help make a difference with the right (effective) approach

Others Who Care Summary

OBESITY

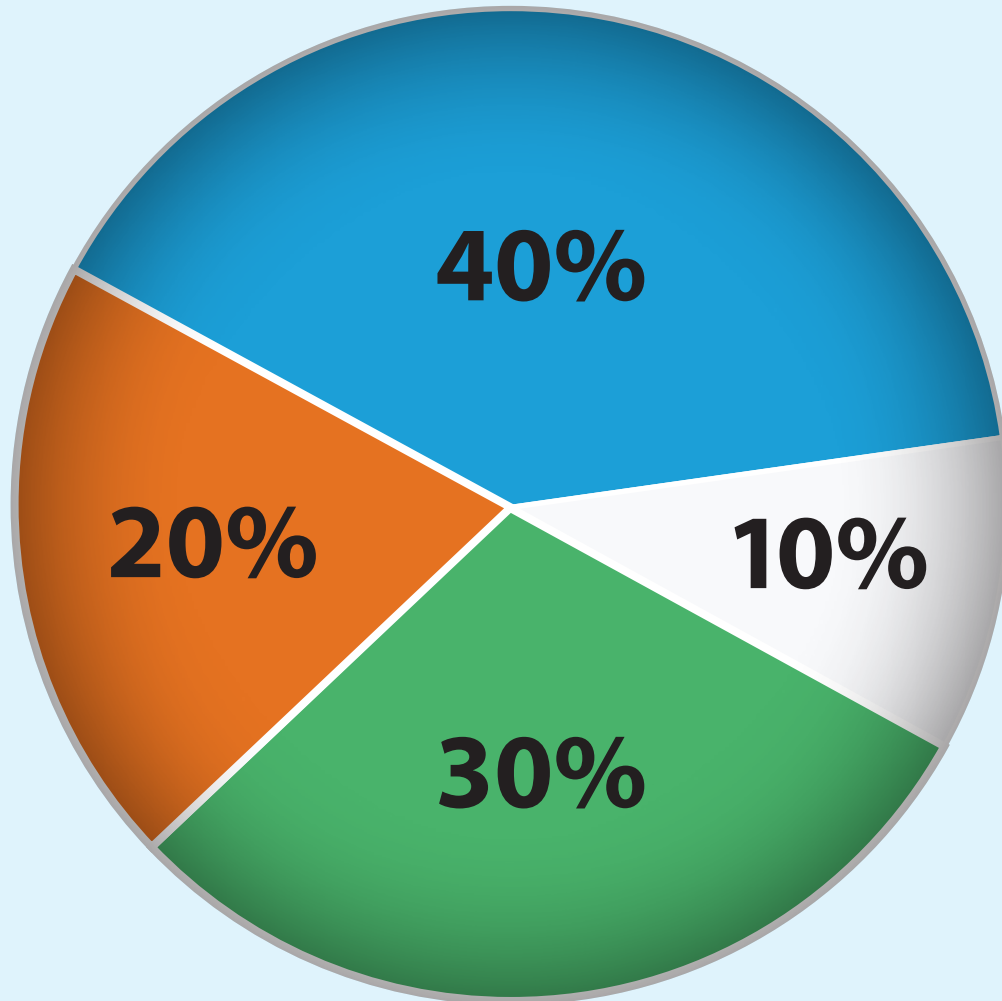
ROLE	OBSTACLES FACED	RESOURCES TO OFFER
<i>Tiffany Duncan</i> Clinic Receptionist	<ul style="list-style-type: none"> Lack of education/possible perceived lack of professional credibility 	<ul style="list-style-type: none"> Community resident/seen as a credible community representative Affable personality has made her a community “connector”
<i>Tim Jacobs</i> Public Health Representative	<ul style="list-style-type: none"> Lack of real-world experience with at-risk communities 	<ul style="list-style-type: none"> Awareness of funding opportunities and experience writing grants Network of allies in the school district and the county health department Youthful exuberance
<i>Wade Billups</i> City Manager	<ul style="list-style-type: none"> A city budget deficit resulting from lower property tax values and higher expenditures for public safety workers 	<ul style="list-style-type: none"> Far-reaching professional network Extensive institutional knowledge of how the city operates
<i>Victoria Nuñez</i> Parks and Recreation Director	<ul style="list-style-type: none"> Must convince city officials of the merits of building a park instead of leasing land for lucrative fast food outlets 	<ul style="list-style-type: none"> Knowledge of the Hispanic community Personal experience with poor diet and a sedentary lifestyle Data about the financial advantages of creating a park, such as government subsidies and tax credits
<i>Tien Jiang (T.J.) Xiāo</i> Business Owner	<ul style="list-style-type: none"> Has lost revenue in the past when attempting to sell fresh fruits and vegetables Not interested in change 	<ul style="list-style-type: none"> Owns a popular and convenient venue, often used by the community for buying groceries
<i>Dr. Julie Carson</i> Clinic Director	<ul style="list-style-type: none"> Does not understand why patients with obesity can't just change their eating habits Lack of resources to hire extra staff requested for an official obesity program at the clinic 	<ul style="list-style-type: none"> Can offer some assistance that is mutually beneficial (such as adding intake questions for patients' electronic health records), as long as cost is minimal
<i>Reverend Isaiah Bishop</i> Clinic Director	<ul style="list-style-type: none"> Prior experience with community-based projects have not always been positive 	<ul style="list-style-type: none"> Well-respected by the community Has influence with many people

Know What Affects Health



Know What Affects Health

More information on reverse side



Match these factors to their impact level:

- Physical environment
- Clinical care
- Socioeconomic factors
- Health behaviors

Others Who Care

CLINIC RECEPTIONIST

NAME:

Tiffany Duncan

YOUR STORY:

Tiffany is a full-time employee at the clinic where Dr. Peterson works two days a week. She is a 30-year-old black woman who lives in the community with her husband and two children. Tiffany has struggled with her weight all her life. As a teenager, her stepfather was verbally abusive about her appearance, which only made things worse. Additionally, she was the primary caregiver for her brothers and sisters, and was often required to make sure they had food to eat – not an easy task with a very limited family budget.

One day a few months ago, Dr. Peterson announced that she was starting a *Walk with a Doc* program during the lunch hour, and welcomed staff to join along with clinic patients. Tiffany thought this was a great idea because she felt safer walking around the neighborhood during the daytime and with a group of people. Also, the timing was perfect because her kids were in school and she wasn't busy with chores, as she is on the weekends. She was the first person to sign up and became the clinic's champion for the Walk with a Doc program, recruiting over 50 people to become regular walkers. Tiffany is helping Dr. Peterson draft a letter to the county commissioner about the need for more sidewalks to aid the group's routes around town; currently it is a patchwork of sidewalks, and new ordinances could benefit walkers as well as people with wheelchairs.

Others Who Care

PUBLIC HEALTH REPRESENTATIVE

NAME:

Tim Jacobs

YOUR STORY:

Tim, a white man in his mid-twenties, got his MPH at a top-ranked college after attending exclusive private schools his whole life. He's relatively new to his job at the county health department and is keen on making a real difference for at-risk communities. He is armed with all the latest peer-reviewed literature about the relationship between lifestyle factors and preventable disease.

Tim was asked to speak to an eighth-grade health class at a nearby middle school. Excitedly, he prepared a lecture on nutrition and sports performance. Unfortunately, the talk bombed ... to his surprise:

- Most of the kids had never played an organized sport
- Recess had been reduced from 50 minutes a day to 10 minutes a day only three days a week
- The school didn't have any dedicated physical education teachers
- Many of the kids told him that they didn't play outside after school either, preferring to play video games or watch TV

But the low point came when he was invited to join the kids for lunch ... most of the fresh fruit on their trays was ending up in the bright yellow garbage cans. When Tim expressed his surprise that so much food was being wasted and asked the teachers why the kids didn't eat the fruit offered that day, they said it was because of the short lunch period, and that most kids considered it "unfamiliar food" that they didn't see at home. Since that time, Tim, a school nurse, the PTA and a dietician at the local hospital wrote a grant to work toward improvements to meet the school district wellness policy. This included:

- Hiring an out-of-school-time activity coordinator who has open gym time each morning and after school for children
- Replacing unhealthy fundraisers (those that sell chocolate bars and candy) with a boxed fruit sale
- Creating two serving lines in the cafeteria to resolve of fix the short lunch period
- Starting a health-initiative at the school that included taste-testing fruits and vegetables

Others Who Care

CITY MANAGER

NAME:

Wade Billups

YOUR STORY:

Wade Billups, a 58-year-old white man, has been the city manager for 25 years. He has seen several mayors and city council members come and go, but his widespread network of contacts and extensive experience has allowed him to stay in his position – so far. But now, the newly elected mayor and several new city council members have given him a bad performance review, mainly for stagnant economic development and lack of leadership.

One part of his job is to monitor, report on and make recommendations regarding the city budget, which – admittedly – is in the red. Property values keep dropping, which means less revenue from property taxes. Meanwhile, expenditures have increased due to hiring extra public safety workers. And many traffic officers – the source of almost \$1 million in revenue from fines in past years – have been reallocated away from traffic duty to handle violent crimes and domestic disputes. Another part of Wade's job is to interface with the community to develop new programs, but his performance review made him aware that he has not been meaningfully engaged with the community for quite some time. So, when Dr. Sylvia Peterson requested a meeting with him to discuss possible strategies to reduce obesity rates in the community, he thought it would be an easy way to get involved, or at least garner some goodwill from his boss. She brought a list of potential strategies, developed by the Centers for Disease Control and Prevention and linked to their State Chronic Disease Plan, and wondered if he would be willing to meet with other community stakeholders to discuss them. She also invited him to participate in her *Walk with a Doc* program.

Others Who Care

PARKS AND RECREATION

NAME:

Victoria Nuñez

YOUR STORY:

Victoria was just hired by City Manager Wade Billups to be the parks and recreation director, a position that has been vacant for three years. Victoria is thrilled with the job, because it brings her back to her hometown and the barrio where her parents still live.

After finishing high school overweight and out of shape, she served three years on active duty with the U.S. military. Using the GI Bill, Victoria got a degree in sports management and then stayed on at the university working as an assistant director in the athletics department for several years. She is passionate about fitness and excited about starting some new programs in the city. She is already planning some culturally appropriate marketing for the community, based on her own personal experience as an adolescent with a poor diet and sedentary lifestyle.

During her first meeting with the city manager and the other department heads, she learned of plans to demolish a condemned building next to a low-income housing unit. Mr. Billups is recommending that the land be sold as commercial real estate because several fast food chains have expressed interest. But Victoria has a different vision for the property ... she sees a small park with a playground, basketball court and maybe even a public swimming pool. The fact that it is next door to a new community garden makes her plan even more ideal. She aims to bring solid evidence to the next meeting, along with information about government subsidies and tax credits, to convince the team and the city council that the city residents deserve and need this new park.

Others Who Care

BUSINESS OWNER

NAME:

Tien Jiang (T.J.) Xiāo

YOUR STORY:

T.J. Xiāo is the 70-year-old owner of Pop's Market. His father, a Chinese merchant who immigrated to the city in the 1950s, purchased the store from its original owner, Pop Duncan. Because customers weren't sure how to pronounce his name, they just called the new owner "Pops."

The store looks pretty much the same as it did when Pop Duncan started it during the Depression, and T.J. still uses some of the same vendors for snack foods, boxed meals, liquor, cigarettes and toiletries.

A lady stopped by the other day, saying she was a doctor at a local clinic. She was checking the place out, seeing if there was any healthy food for sale. T.J. told her they had tried to sell produce – actually tried this several different times – and it just never caught on. Those bins of lettuce, green beans, bananas and oranges just sat in the back of the store and attracted flies. He lost money each time he tried it. Not too long ago, a salesman asked him if he wanted to put in a new refrigeration unit so he could keep the produce longer. "How much do they cost?" T.J. had asked him.

"I could get you one for about \$2,000," he said. "And the state has tax credits for these types of energy-efficient appliances."

"Well, I might be interested, but for that much money I'd fill it with beer instead and sell it all day long."

T.J. just doesn't understand why people are always wanting to change everything. Aren't things fine just the way they are?

Others Who Care

CLINIC DIRECTOR

NAME:

Dr. Julie Carson

YOUR STORY:

Julie Carson, MD, is a black woman and the director of the Bennington Community Health Center. She has tried to be supportive of the work Dr. Peterson has been doing, because it seems to have gained traction with patients in the Women and Children's Program. Even some of the diabetes wellness program patients have joined her for a Walk with Doc on occasion, which is a good thing, because those folks need to be active. But for patients with obesity, it seems to Julie that there should be more of a focus on eating behaviors, simply helping patients figure out how to make healthier choices.

Dr. Peterson is campaigning for extra staff to expand her work and create an official obesity program called "Don't Weight – Activate!" Although Julie hates this proposed name, she's been open to Dr. Peterson's ideas ... she even agreed to add a list of screening questions for all patients, the answers to which would be stored in their electronic health records. These questions involve things that don't seem directly related to obesity in Julie's view – financial resource strain, intimate partner violence, adverse childhood experiences, social connections and social isolation. Her decision to add them was a practical one: having access to that information will be beneficial for the community needs assessment the clinic is required to submit as a federal government grantee. But as far as hiring new staff? There's just no money in the clinic budget for that right now, and the existing staff is already stretched too thin as it is.

Others Who Care

RELIGIOUS LEADER

NAME:

Reverend Isaiah Bishop

YOUR STORY:

Rev. Bishop is the pastor of a large black congregation in the community. He is a very influential leader, so many people seek his support and endorsements for their ventures. They aren't always happy with his response, however. Rev. Bishop is known for his straightforward, no-nonsense approach to life. Take, for example, his latest meeting with Tim Jacobs from the health department. Tim wanted him to help promote a community garden he had just started nearby. He had charts and graphs about how many people in the congregation needed to lose weight and eat healthier. All fine and good. Rev. Bishop could tell them to get off their butts and out of the house. He could tell them to stop eating so much junk. But unlike Tim Jacobs, Rev. Bishop had experience with a community garden, several years ago when he was the associate pastor of another church. He gave Tim an earful about the thievery that went on – yes, Ira Turner stole Gladys Jones' zucchinis, everyone knew it – and he talked about the time Myron Dawson threatened to choke little Timmy Lee for trampling his tomatoes, and how the shade created by the Johnson's bean teepees caused the Crenshaw's peppers to get powdery mildew. He explained how they finally had to close the place, because there were so many homeless people who climbed the fence looking for sheltered areas to sleep.

No, he would not promote a community garden. But Rev. Bishop wants to do something. He knows black people have higher rates of obesity and diabetes than other segments of the community. He feels he could help make a difference; he just wants to make sure it's the right thing. He's decided to start with a healthy potluck challenge at the next church gathering.

CDC's Summary of Recommended Community Strategies

STRATEGIES AND MEASUREMENTS TO PREVENT OBESITY IN THE U.S.



STRATEGIES TO PROMOTE THE AVAILABILITY OF AFFORDABLE HEALTHY FOOD AND BEVERAGES

Strategy 1	Communities should increase availability of healthier food and beverage choices in public service venues.
Suggested Measurement	A policy exists to apply nutrition standards consistent with the dietary guidelines for Americans (U.S. Department of Health and Human Services, U.S. Department of Agriculture. <i>Dietary guidelines for Americans</i> . 6th ed. Washington, DC: U.S. Government Printing Office; 2005.) to all food sold (e.g., meal menus and vending machines) within local government facilities in a local jurisdiction or on public school campuses during the school day within the largest school district in a local jurisdiction.
Strategy 2	Communities should improve availability of affordable, healthier food and beverage choices in public service venues.
Suggested Measurement	A policy exists to affect the cost of healthier foods and beverages (as defined by the Institute of Medicine [IOM] [Institute of Medicine. <i>Preventing childhood obesity: health in the balance</i> . Washington, DC: The National Academies Press; 2005]) relative to the cost of less healthy foods and beverages sold within local government facilities in a local jurisdiction or on public school campuses during the school day within the largest school district in a local jurisdiction.
Strategy 3	Communities should improve geographic availability of supermarkets in underserved areas.
Suggested Measurement	The number of full-service grocery stores and supermarkets per 10,000 residents within the three largest underserved census tracts within a local jurisdiction.
Strategy 4	Communities should provide incentives to food retailers to locate in and/or offer healthier food and beverage choices in underserved areas.
Suggested Measurement	Local government offers at least one incentive to new and/or existing food retailers to offer healthier food and beverage choices in underserved areas.
Strategy 5	Communities should improve availability of mechanisms for purchasing foods from farms.
Suggested Measurement	The total annual number of farmer-days at farmers' markets per 10,000 residents within a local jurisdiction.
Strategy 6	Communities should provide incentives for the production, distribution and procurement of foods from local farms.
Suggested Measurement	Local government has a policy that encourages the production, distribution and procurement of food from local farms in the local jurisdiction.

CDC's Summary of Recommended Community Strategies

STRATEGIES AND MEASUREMENTS TO PREVENT OBESITY IN THE U.S.

STRATEGIES TO SUPPORT HEALTHY FOOD AND BEVERAGE CHOICES

Strategy 7	Communities should restrict availability of less healthy foods and beverages in public service venues.
Suggested Measurement	A policy exists that prohibits the sale of less healthy foods and beverages (as defined by IOM [Institute of Medicine. Preventing childhood obesity: health in the balance. Washington, DC: The National Academies Press; 2005]) within local government facilities in a local jurisdiction or on public school campuses during the school day within the largest school district in a local jurisdiction.
Strategy 8	Communities should institute smaller portion-size options in public service venues.
Suggested Measurement	Local government has a policy to limit the portion size of any entree (including sandwiches and entrée salads) by either reducing the standard portion size of entrees or offering smaller portion sizes in addition to standard portion sizes within local government facilities in a local jurisdiction.
Strategy 9	Communities should limit advertisements of less healthy foods and beverages.
Suggested Measurement	A policy exists that limits advertising and promotion of less healthy foods and beverages within local government facilities in a local jurisdiction or on public school campuses during the school day within the largest school district in a local jurisdiction.
Strategy 10	Communities should discourage consumption of sugar-sweetened beverages.
Suggested Measurement	Licensed child care facilities within the local jurisdiction are required to ban sugar-sweetened beverages, including flavored/sweetened milk, and limit the portion size of 100% juice.
Strategy 5	Communities should improve availability of mechanisms for purchasing foods from farms.
Suggested Measurement	The total annual number of farmer-days at farmers' markets per 10,000 residents within a local jurisdiction.
Strategy 6	Communities should provide incentives for the production, distribution and procurement of foods from local farms.
Suggested Measurement	Local government has a policy that encourages the production, distribution and procurement of food from local farms in the local jurisdiction.

CDC's Summary of Recommended Community Strategies

STRATEGIES AND MEASUREMENTS TO PREVENT OBESITY IN THE U.S.

STRATEGIES TO ENCOURAGE PHYSICAL ACTIVITY OR LIMIT SEDENTARY ACTIVITY AMONG CHILDREN AND YOUTH

Strategy 12	Communities should require physical education in schools.
Suggested Measurement	The largest school district located within the local jurisdiction has a policy that requires a minimum of 150 minutes per week of PE in public elementary schools and a minimum of 225 minutes per week of PE in public middle schools and high schools throughout the school year (as recommended by the National Association of Sports and Physical Education).
Strategy 13	Communities should increase the amount of physical activity in PE programs in schools.
Suggested Measurement	The largest school district located within the local jurisdiction has a policy that requires K--12 students to be physically active for at least 50% of time spent in PE classes in public schools.
Strategy 14	Communities should increase opportunities for extracurricular physical activity.
Suggested Measurement	The percentage of public schools within the largest school district in a local jurisdiction that allow the use of their athletic facilities by the public during non-school hours on a regular basis.
Strategy 15	Communities should reduce screen time in public service venues.
Suggested Measurement	Licensed child care facilities within the local jurisdiction are required to limit screen viewing time to no more than two hours per day for children aged ≥ 2 years.
Strategy 5	Communities should improve availability of mechanisms for purchasing foods from farms.
Suggested Measurement	The total annual number of farmer-days at farmers' markets per 10,000 residents within a local jurisdiction.
Strategy 6	Communities should provide incentives for the production, distribution and procurement of foods from local farms.
Suggested Measurement	Local government has a policy that encourages the production, distribution and procurement of food from local farms in the local jurisdiction.

CDC's Summary of Recommended Community Strategies

STRATEGIES AND MEASUREMENTS TO PREVENT OBESITY IN THE U.S.



STRATEGIES TO CREATE SAFE COMMUNITIES THAT SUPPORT PHYSICAL ACTIVITY

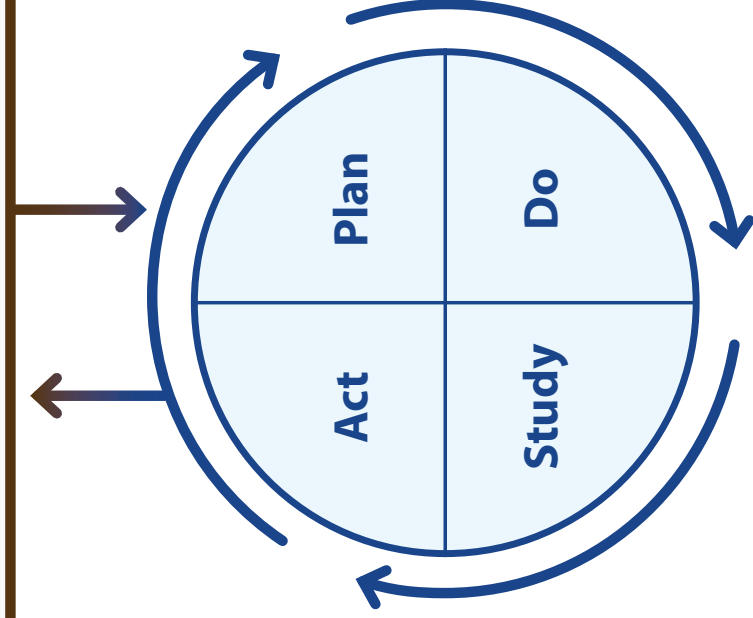
Strategy 16	Communities should improve access to outdoor recreational facilities.
Suggested Measurement	The percentage of residential parcels in a local jurisdiction within a half-mile network distance of at least one outdoor public recreational facility.
Strategy 17	Communities should enhance infrastructure supporting bicycling.
Suggested Measurement	Total miles of designated shared-use paths and bike lanes relative to the total street miles (excluding limited access highways) that are maintained by a local jurisdiction.
Strategy 18	Communities should enhance infrastructure supporting walking.
Suggested Measurement	Total miles of paved sidewalks relative to the total street miles (excluding limited access highways) that are maintained by a local jurisdiction.
Strategy 19	Communities should support locating schools within easy walking distance of residential areas.
Suggested Measurement	The largest school district in the local jurisdiction has a policy that supports locating new schools, and/or repairing or expanding existing schools within easy walking or biking distance of residential areas.
Strategy 20	Communities should improve access to public transportation.
Suggested Measurement	The percentage of residential and commercial parcels in a local jurisdiction located either within a quarter-mile network distance of at least one bus stop or within a half-mile network distance of at least one train stop (including commuter and passenger trains, light rail, subways and street cars).
Strategy 21	Communities should zone for mixed-use development.
Suggested Measurement	Percentage of zoned land area (in acres) within a local jurisdiction zoned for mixed use that specifically combines residential land use with one or more commercial, institutional or other public land uses.
Strategy 22	Communities should enhance personal safety in areas where persons are or could be physically active.
Suggested Measurement	The number of vacant or abandoned buildings (residential and commercial) relative to the total number of buildings within a local jurisdiction.
Strategy 23	Communities should enhance traffic safety in areas where persons are or could be physically active.
Suggested Measurement	Local government has a policy for designing and operating streets with safe access for all users, which includes at least one element suggested by the National Complete Streets Coalition (http://www.completestreets.org).

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



Source: Langley GJ, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd edition)*. San Francisco: Jossey-Bass Publishers; 2009.