



Outagamie County Community Health Improvement Plan

Supplemental Document

2023-2025



Public Health

Prevent. Promote. Protect.

Outagamie County

Health and Human Services



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Health Priority Selection

Outagamie County Public Health (OCPH) began working on the [Community Health Improvement Plan \(CHIP\) 2023-2025](#) in summer 2022. OCPH wanted this process to be community-led with Public Health acting as a facilitator and convener. An internal workgroup was formed and began meeting bimonthly. The CHIP process was led by the Community Health Unit and a Communicable Disease Specialist.

Environmental Scan

An environmental scan of CHIP processes and health priorities commenced in June 2022. OCPH staff reviewed and tallied the CHIP priorities for 11 neighboring counties and the [Wisconsin State Health Assessment 2020-2025](#). A total of 29 health priorities were identified as options, ranging from health behaviors, health outcomes, stages of life, physical environment, and social determinants of health. OCPH further narrowed it down to 10 priority options based on the CDC's [Public Health 3.0 model](#), Outagamie County [Community Health Assessment 2021](#) findings, and local [COVID-era data](#). These 10 priority options were presented to the community to vote on:

- Access to & Availability of Care
- Social Connectedness
- Financial Stress
- Housing and Homelessness
- Transportation
- Education and Child Care
- Substance Use
- Mental Health
- Chronic Conditions
- Sexual and Reproductive

Stakeholder Engagement

OCPH engaged stakeholders early in the CHIP process. In August 2022, OCPH staff sent invitations to 67 community organizations to help select the health priorities. When selecting organizations to engage, considerations included:

- Cross-sector representation from schools, non-profits, healthcare systems, local & tribal governments, the business community, transportation providers, etc.
- Priority area representation to ensure equal voting for the 10 health priority options
- Geography and rural representation across Outagamie County
- Equity in populations served and lived experience

Two events were held for stakeholders' CHIP prioritization in September 2022. OCPH considered many factors to make the events convenient for attendees. To ensure high participation, the events were offered on different days of the week with one option during the day and one in the evening. Additionally, one virtual option was offered to accommodate schedules and geography concerns. There were 52 stakeholders that attended—43 at the in-person event and nine at the virtual event. At each event, community health data and definitions were provided for each priority option. OCPH used Mentimeter (online polling tool) as an anonymous voting method throughout the CHIP process. After the data presentation, the stakeholders were provided a link to rank the 10 priority options using ranked choice voting.

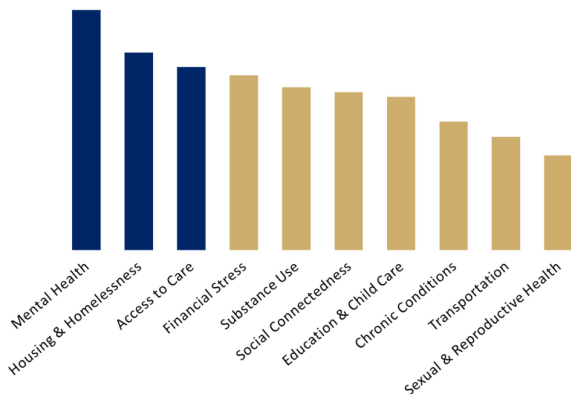
Health Priority Selection

Community Engagement

OCPH wanted to be intentional about how to engage the community. Staff felt that hosting only one or two in-person or virtual events could exclude many community members from participating. OCPH decided to create two short videos: one to explain CHIPs and social determinants of health and one to describe the 10 health priorities options and the data for the community. OCPH worked with Blue Door Consulting to create and film the videos, which were hosted on YouTube and posted on [OCPH's website](#). In October 2022, OCPH invited the community to vote on the health priorities. The videos and the voting link were released via [OCPH's Facebook page](#), Constant Contact email newsletters, emails to community organizations, and flyers posted in the OCPH lobby. More than 240 community members voted and the videos were viewed more than 100 times each.

Top 3 Priorities

There were 308 total votes from stakeholders (46 votes), the general public (243 votes), and OCPH staff (19 votes). A data cleaning process included eliminating blank ballots but accepting partial votes (e.g. ranking 1-4, leaving 5-10 blank). OCPH used separate voting links for stakeholders, the general public, and OCPH staff and then weighted votes. Stakeholders were weighted as 60%, the general public was weighted as 30%, and OCPH staff were weighted as 10%. The top three community-selected priorities were: **Mental Health, Housing & Homelessness, and Access to Care**. In each of the votes, Mental Health, Housing & Homelessness, and Access to Care were ranked in the top four out of the 10 options. Full results of the weighted vote can be seen below.



CHIP Workgroups

Workgroup Formation

Workgroups were formed for each of the community-selected health priorities. OCPH wanted at least five community organizations represented per workgroup, but no more than 25 participants, to have a functioning workgroup able to form consensus and carry out the objectives. Community stakeholders were invited to join the workgroup(s) of their choice. Due to capacity, most stakeholders signed up for only one workgroup even if their organization worked in overlapping priority areas. Targeted recruitment to specific organizations and individual referrals from existing workgroup members helped fill the gaps in experience and knowledge needed to advance the work.

Environmental Scan

Each workgroup met for the first time in November and December 2022. The first meeting was an environmental scan of existing work and resources along with areas of opportunity for each priority. This was a necessary first step to learn what work was already being done, where the gaps in services were, and what barriers our community members faced. OCPH staff facilitated the discussion for workgroup members. Questions asked include:

What is our community doing well? Which organizations are already doing this work? What are the existing coalitions or workgroups? Who in our community is not being served? Do any policies or systems provide barriers? Where are our gaps in funding or resources? Who is missing at this table and how do we engage them?

Selecting Objectives and Strategies

The second workgroup meetings occurred in February 2023. These were half-day meetings to select the overarching objectives for each priority and the strategies to achieve them. The results from the environmental scan were summarized and presented at this meeting to help inform the discussion of areas of opportunity. Similar to the community-selected health priorities, OCPH wanted the objectives and strategies to be selected by the community. OCPH staff facilitated small group discussions and full group report-outs. Small groups discussed and decided upon objectives, then strategies to achieve them with leads and supports for each strategy. The full workgroup reviewed, discussed, and wordsmithed before agreeing upon the selected objectives and strategies for their priority.

Selecting Measures

With the objectives and strategies identified, the third meetings in April and May 2023 focused on how to evaluate progress. Workgroups were instructed to select specific actions for each strategy as well as timeframes for achieving them. OCPH again facilitated small group discussions and large group report-outs to select measures. Each strategy has two or three measures used to evaluate progress. Measures will be evaluated on an ongoing basis and amended as needed throughout 2023-2025.

Next Steps:

Each workgroup has agreed to meet in-person bimonthly to advance the work for their priority area. The CHIP is a living document. There will be annual reviews each spring internally by OCPH staff as well as by each workgroup. The CHIP will be revised as needed to continue to fit the community's needs through this evaluation process.

Mental Health

Definition

"Includes our emotional, psychological,
and social well-being"

United States Centers for Disease Control and Prevention

Workgroup Members

facilitated by OCPH Community Health Unit

- Appleton Area School District
- Appleton Health Department
- Bellin Health
- Catalpa Health - Appleton
- Community Action for Healthy Living
- Diverse & Resilient
- Generative Local Community Institute
- Hortonville Area School District
- Multicultural Coalition, Inc.
- N.E.W. Mental Health Connection
- NAMI Fox Valley
- OCPH Public Health Nursing
- Outagamie County Mental Health and Substance Use Services
- People of Progression
- Pillars
- United Way Fox Cities
- Valley Transit

Assets and Resources

There are several assets and resources related to mental health in Outagamie County. A broad array of mental health care providers offer direct care to patients, including local health care systems, the Outagamie County Mental Health & Substance Use Services Division, addiction recovery organizations, and pediatric mental wellness clinics. Non-profits and community coalitions – such as the [N.E.W. Mental Health Connection](#) or [NAMI Fox Valley](#) – organize community efforts to reduce stigma associated with mental illness, improve community-level mental health support, and educate residents about resources available to them. Additionally, organizations that have not traditionally incorporated mental health into their work are recognizing its importance; for example, the Outagamie County Sheriff's Department now employs a [behavioral health officer](#) to provide better responses in instances where mental health and misconduct intersect. Financially, the county has allocated [\\$2.8 million](#) of American Rescue Plan Act (ARPA) funds to behavioral and mental health work. Similarly, the City of Appleton has allocated roughly a [quarter million dollars](#) in ARPA funds to nonprofit behavioral health care programs. Further upstream, local affinity groups serving the Black population, the LGBTQ+ population, the Hispanic population, the Hmong population, and more also provide community-level support to improve the mental well-being of populations that are at higher risk of feeling excluded from the community.

Mental Health

Objectives & Strategies

Objective 1: Increase availability and awareness of timely, appropriate mental health supports

- **Strategy 1:** Develop an outreach plan to promote person-to-person support in our community
 - Lead(s): Catalpa Health
 - By December 31, 2023, determine messaging for family, friends, and colleagues to stabilize urgent and non-urgent mental health needs
 - By December 31, 2023, develop methods to educate family, friends, and colleagues about resources to be a support in an urgent or non-urgent way
- **Strategy 2:** Increase awareness of mental health supports by the creation of a "while you wait" resource guide
 - Lead(s): N.E.W. Mental Health Connection
 - By December 31, 2023, compile a list of available mental health supports in Outagamie County to share with the public
 - By December 31, 2023, finalize a flow chart illustrating steps users can take while they wait for mental health care
 - By April 15, 2024, finalize materials to carry out a communication plan regarding those resources for mental health awareness month
- **Strategy 3:** Increase the diversity of available peer support
 - Lead(s): N.E.W. Mental Health Connection
 - By December 31, 2023, do a scan of existing peer support resources under an expanded definition of "peer support"
 - By December 31, 2024, identify gaps in diversity based on that environmental scan and targeted conversations with grassroots organizations

Objective 2: Build a culture of mental wellness

- **Strategy 1:** Work with employers/business community to implement mental "Health in All Policies"
 - Lead(s): CHIP Mental Health Workgroup
 - By December 31, 2023, perform an environmental scan of local employers with mental health-related policies
 - By December 31, 2025, five local employers will adopt mental "Health in All Policies"
- **Strategy 2:** Work toward establishing a mentorship program with professionals of diverse cultural groups working at Outagamie County schools
 - Lead(s): CHIP Mental Health Workgroup
 - By December 31, 2023, explore professional mentorship programs for diverse cultural groups already happening in Outagamie County school districts

Access to Care

Definition

“The potential for or actual entry of a population into the health system”

Public Health Accreditation Board

Workgroup Members

facilitated by OCPH Community Health & Communicable Disease Units

- Harbor House
- Hope Clinic and Care Center
- Outagamie County Aging and Long Term Support
- Outagamie County Housing Authority
- OCPH Public Health Nursing & WIC
- Partnership Community Health Center
- Planned Parenthood of Wisconsin
- Primary Care Associates of Appleton
- ThedaCare Rural Health Initiative
- United Way Fox Cities
- Valley Transit
- Vida Medical Clinic and Support Services

Outagamie County has numerous Access to Care assets and resources available to the community. Many organizations are working together to address this priority, including healthcare clinics, government agencies, non-profits, transportation services and local community coalitions. Healthcare systems and community organizations have embraced the expansion of telehealth and technology to better connect clients to providers and community resources. This allows expanded services for all people in the community, especially those who may not have a health center near their household or don't have access to transportation. Another asset is that organizations are already making efforts to create change when they are aware of a barrier; for example, Partnership Community Health Center now offers dental care to Medicaid recipients due to the lack of private practices that accept public dental insurance. Many organizations are dedicated to addressing barriers to accessing services and are willing to share resources with each other to affect change.

Access to Care

Objectives & Strategies

Objective 1: Increase access to care by addressing barriers of trust and transportation in underserved areas

- **Strategy 1:** Attain a vehicle for mobile wellness checks and vaccinations in underserved areas of Outagamie County
- **Lead(s):** Hope Clinic
 - By December 31, 2023, establish a partnership with the Multicultural Coalition and other relevant organizations in order to explore potential uses for the vehicle that the Multicultural Coalition has obtained
- **Strategy 2:** Evaluate the current non-emergency medical transport (NEMT) policy to ensure it is being used appropriately by Badgercare and Medicaid recipients
- **Lead(s):** Valley Transit
 - By December 31, 2023, learn more about NEMT programs in Wisconsin

Objective 2: Improve the ability to navigate the healthcare system

- **Strategy 1:** Conduct an environmental scan to evaluate current resources for navigation of healthcare systems
- **Lead(s):** CHIP Access to Care Workgroup
 - By September 30, 2023, identify all of the healthcare options in Outagamie County
 - By December 31, 2023, understand what is in place at each of the healthcare organizations to navigate care
- **Strategy 2:** Develop a resource based on environmental scan
- **Lead(s):** CHIP Access to Care Workgroup
 - By June 1, 2024, create an environmental scan document of resources in Outagamie County
- **Strategy 3:** Prepare organizations to utilize No-Wrong-Door policy
- **Lead(s):** CHIP Access to Care Workgroup
 - By July 31, 2025, establish three pilots to implement a No-Wrong-Door policy in different demographics

Housing & Homelessness

Definition

"Healthy housing is shelter that supports a state of complete physical, mental, and social well-being."

World Health Organization Housing and Health Guidelines

Workgroup Members

facilitated by OCPH Community Health Unit

- Appleton Housing Authority
- Community Member at Large
- City of Appleton - Community and Economic Development
- City of Appleton Planning
- ESTHER Fox Valley
- Fox Cities Housing Coalition
- Greater Fox Cities Habitat for Humanity
- Home Builders Association of the Fox Cities
- OCPH Public Health Nursing
- Outagamie County Development and Land Services
- Pillars
- REALTORS® Association of Northeast Wisconsin
- The Salvation Army - Fox Cities
- University of Wisconsin-Madison Division of Extension Outagamie County

Assets and Resources

Outagamie County has many housing and homelessness assets and resources. The community has numerous organizations working to address this priority, including government agencies, non-profits, some faith communities, the business sector, and community foundations. There are coordinated efforts with the coalitions and workgroups like the Fox Cities Housing Coalition, Outagamie County Task Force, and Outagamie County CHIP workgroup, as well as informal workgroups with dedicated community members. Another asset is strong community financial support. Ongoing financial resources include government funding opportunities like [WHEDA](#), [TIF](#), [CDBG](#), and [Appleton housing rehab](#) loans. In 2022, both the City of Appleton ([\\$3 million](#)) and Outagamie County ([\\$3.5 million](#)) allocated one-time ARPA funding to build new affordable housing. Comprehensive resource guides have been created for our community by [University of Wisconsin-Madison](#) students that range from a [housing resource database](#), to [zoning and development](#) criteria, to a [sustainable growth toolkit](#). The Fox Cities and Greater Outagamie County [Regional Housing Strategy](#) report was also completed in 2022.

Housing & Homelessness

Objectives & Strategies

Objective 1: Increase education for and awareness of affordable housing

- **Strategy 1:** Explore strategies to remove barriers to housing access for those with housing and rental assistance
- **Lead(s):** CHIP Housing & Homelessness workgroup
 - By December 31, 2023, research how adopting fair housing ordinance with "receipt of housing or rental assistance" language in Outagamie County jurisdictions would impact housing and rental acquisition
- **Strategy 2:** Increase representation of landlords within Fox Cities Housing Coalition
- **Lead(s):** Fox Cities Housing Coalition
 - By May 2023, reach out to Fox Cities Housing Coalition for draft language for member engagement.
 - By June 2023, request that the Fox Cities Apartment and Landlord Association recommend five members to commit to one year on the Fox Cities Housing Coalition

Objective 2: Increase access to housing options for residents

- **Strategy 1:** Assess existing housing options and aggregate where the housing needs exist
- **Lead(s):** CHIP Housing & Homelessness workgroup
 - By June 30, 2023, check with community stakeholders in the area to see if they are willing to co-create and distribute a client survey to identify gaps.
 - By December 31, 2023, create the community assessment survey
- **Strategy 2:** Work toward implementing a down payment assistance program for 60-120% Median Family Income (MFI)
- **Lead(s):** CHIP Housing & Homelessness workgroup
 - By July 31, 2023, research down payment assistance programs in Outagamie County.
 - By December 31, 2023, promote the existing resources to the community and community organizations (if underutilized)
 - By December 31, 2024, meet with stakeholders about implementing and expanding down payment assistance programs

Objective 3: Increase single family housing supply targeted to ALICE (Asset Limited, Income Constrained, Employed) population

- **Strategy 1:** Work to increase diversity of housing units in neighborhood construction through a community-led master planning process
- **Lead(s):** CHIP Housing & Homelessness workgroup
 - By December 31, 2024, research similar master planning models and how they got done logistically and mathematically
 - By December 31, 2025, use research to inform community education about master planning

CHIP Publication

CHIP Document

When preparing to create the CHIP document, OCPH staff conducted an environmental scan for CHIP requirements as well as best practice for CHIPs post-COVID-19. OCPH staff reviewed requirements from the Public Health Accreditation Board (PHAB) and the Wisconsin State Statutes. OCPH staff reviewed the [Wisconsin State Health Improvement Plan](#), along with seven CHIPs from counties in Wisconsin that had been released in 2020 or later.

Canva was used as a medium to create the CHIP and CHIP Supplemental Document. The decision was made early on to match the format of the [Outagamie County Community Health Assessment 2021](#), as the CHIP is a companion document. Public Health brand colors are used throughout. An accessible sans-serif font, Montserrat, was used for both documents. OCPH wanted to provide diverse images of health throughout by using different ages, races, abilities, and LGBTQ+ identities to match the community that OCPH serves. A local photographer, Graham Washatka, provided scenery photos of Outagamie County to use, and these were supplemented with stock photos of people in Canva.

OCPH staff wanted to create an accessible CHIP document that the general public could read and understand. Pictures, white space, minimal public health terminology, and some person-first language were considerations included in the final CHIP document. To set the tone as informal for the community, OCPH staff did not include a letter from an elected official or leadership. The CHIP begins right away with an executive summary highlighting the CHIP process.

In addition, OCPH staff wanted the document to be short, with a separate CHIP Supplemental Document outlining the full CHIP process. The final CHIP document was 14 pages long. Sections included are an executive summary, demographics, a timeline, next steps, and partner acknowledgements. There are also two pages dedicated to each health priority comprised of a definition, a narrative of why that health priority is important for Outagamie County, and the objectives and strategies that were selected.

CHIP Publication

OCPH published the CHIP document digitally on March 30, 2023. A press release announcing its publication was sent to local media, and one radio interview was conducted discussing the CHIP. Further announcements include a Facebook post, an email to community organizations, and a Constant Contact email to the 2,500 subscribers of the newsletter. Although the efforts focused on the distribution of the digital CHIP, printed copies of the CHIP and CHIP Supplemental Document were made available in the OCPH lobby for public viewing during Quarter 2 of 2023.

