



2020-2023 YELLOWSTONE COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN



Acknowledgements

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Adult Resource Alliance of Yellowstone County
American Cancer Society
Backpack Meals Program/MT No Kid Hungry
Billings Action for Healthy Kids
Billings Chamber of Commerce
Billings Clinic
Billings Family YMCA
Billings TrailNet
Big Sky Economic Development
Big Sky Senior Services
Big Sky State Games
City of Billings Parks, Recreation, and Public Lands
City of Billings Planning and Community Services Department
City of Billings Public Works
Community Leadership Development, Inc.
Downtown Business Alliance
Kathy Aragon
Living Independently for Today and Tomorrow
National Alliance on Mental Illness – Billings
MET Transit
Montana State University - Billings
Montana State University Yellowstone County Extension
Native American Development Corporation
RiverStone Health
St. Vincent Healthcare
Suicide Prevention Coalition of Yellowstone Valley
United Way of Yellowstone County
Western Security Bank
Yellowstone Substance Abuse Connect Coalition

The Community Health Needs Assessment, Community Health Improvement Plan, and Healthy By Design Coalition are sponsored by the Alliance of Billings Clinic, RiverStone Health, and St. Vincent Healthcare. These initiatives are intended as a resource for Yellowstone County residents, organizations, and leaders. To learn more, please visit www.hbdyc.org.

This report was prepared by April Ennis Keippel, St. Vincent Healthcare; Claire Oakley, RiverStone Health; Hannah Groves, Healthy By Design; Jeanne Manske, Billings Clinic; and Melissa Henderson, Healthy By Design and published on June 30, 2020.

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A community member poses in front of a traffic signal box wrapped in her artwork.

Overview

Community Health Improvement Plan (CHIP)

The 2020 - 2023 CHIP is intended to provide a clear pathway to measurably improve prioritized health issues in Yellowstone County. This collaborative CHIP is community informed and owned, and formally adopted by each of the Alliance members: Billings Clinic, RiverStone Health, and St. Vincent Healthcare. Priority areas are identified through the Community Health Needs Assessment (CHNA). Adopted strategies are multi-sectoral, evidence-based, locally relevant, and data-driven. The CHIP is implemented by members of the Healthy By Design Coalition (HBD), a multi-sector collaborative of organizations and leaders created by the Alliance in 2010. Yellowstone County represents a shared primary service area and patient base for all three institutions and is RiverStone Health's jurisdictional authority. A detailed explanation of compliance with IRS Form 990, Schedule H and National Public Health Accreditation Board standards is available in Appendix A.

Community Health Needs Assessment (CHNA)

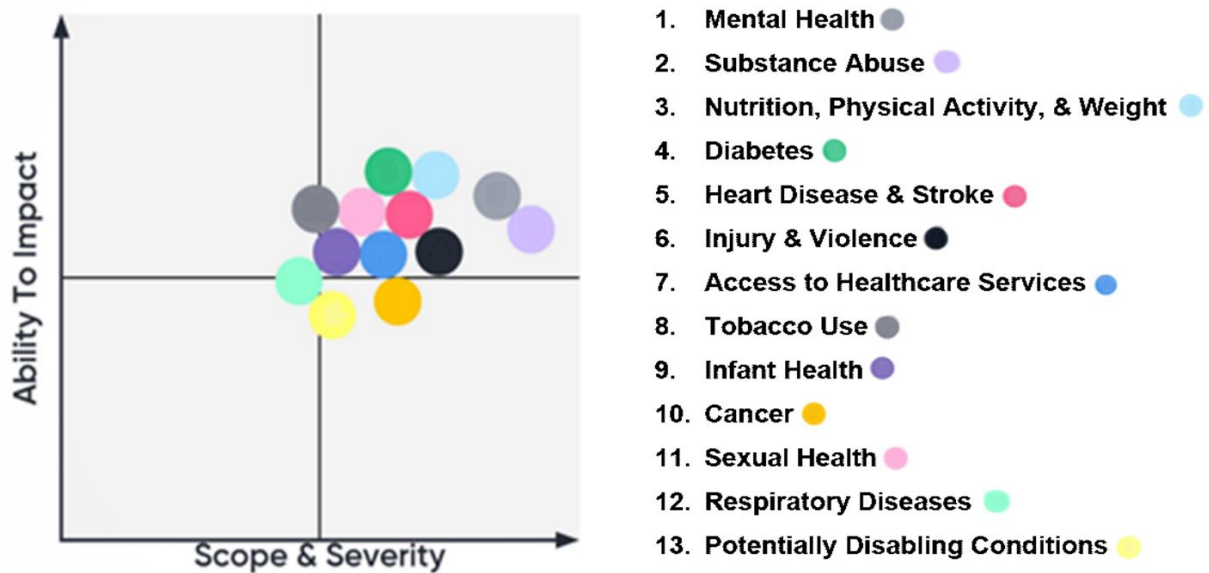
The 2020 Yellowstone County CHNA was conducted in late 2019 and published in February 2020. The purpose of the CHNA is to 1) monitor community health needs based on primary and secondary data, and 2) prioritize areas of improvement based on community input. Both the CHNA and CHIP processes follow the Association for Community Health Improvement (ACHI)'s nine step Community Health Assessment Toolkit (Figure 1). Efforts are overseen by a work team of representatives from the Alliance and the City-County Planning Department, and an Advisory Committee of local community members and leaders. A detailed list of steps taken is available in Appendix B.

Figure 1. Association for Community Health Improvement (ACHI) Process



On November 22, 2019, community leaders and residents were invited to attend a public forum, which included a preview of the CHNA. The forum was attended by approximately 110 stakeholders with 85 participating in prioritization. After reviewing the data, attendees were given the opportunity to prioritize community health issues. A recording of the presentation and prioritization survey were posted to the HBD Coalition website for further input. Prioritized needs are illustrated in Figure 2.

Figure 2. Public Forum Prioritization Results, November 22, 2019



For more information on the CHNA, please visit www.healthybydesignyellowstone.org/community-data/.



Volunteers paint animal prints on the sidewalk to help students get safely to school.

CHIP Development

Priority Adoption

In February 2020, Alliance representatives and HBD staff met to confirm health priorities and determine key strategies for the 2020 – 2023 CHIP. Health priorities were selected based on the CHNA report and forum prioritization activity. The three health priority areas include the following:

1. Mental Health
2. Substance Abuse
3. Nutrition, Physical Activity, and Healthy Weight

For a complete list of historical Yellowstone County CHIP priorities, see Table 1. In addition to the collaborative CHIP, each Alliance organization may address CHIP priority areas, as well as those not adopted in the CHIP, through independent and collaborative organizational action and/or institution-specific strategic plans.

Table 1. Adopted HBD CHIP Priority Areas 2011- 2023

2011 – 2014	2014 – 2017	2017 – 2020	2020 - 2023
Healthy Weight	Healthy Weight Mental Health Access to Healthcare	Healthy Weight	Healthy Weight Mental Health Substance Abuse

Strategic Approach to Health Priorities

The 2020 – 2023 CHIP includes the following crosscutting strategies, which are rooted in the social determinants of health (Figure 3).

1. Healthy Neighborhoods
2. Healthy Connections
3. Healthy Investments
4. Strengthening Partnerships

Strategies were selected based on CHNA data, forum prioritization, prior CHIP efforts, current initiatives, local context, and emerging opportunities. Strategies are further outlined in the next section of this report. A final report on 2017 – 2020 CHIP accomplishments is available on the HBD website.

Persistent community health issues such as mental health, substance abuse, and weight, are often generational, requiring long-term interventions that build momentum from CHIP to CHIP. The landscape for community health improvement is also changing – other sectors are being challenged to lead community health efforts, especially as the role of social determinants of health, such as economic drivers, are more widely recognized at the local level. This approach also provides an opportunity to create new momentum, partnerships, and resources for Coalition members, many of whom have been involved in this work for more than a decade. Based on evidence provided in current research and literature, each of these strategies is demonstrated to measurably impact the three CHIP priority areas.

Figure 3. Social Determinants of Health



Strategy Development Process

Following the adoption of CHIP priorities and strategies, HBD staff and Alliance representatives began reviewing key CHNA data points, feedback from the forum, and evidence of effective initiatives to identify tactics for each of the strategy areas. Tactics, or initiatives, were selected based on the following criteria (see Appendix C for additional detail):

1. Evidence-based strategies, vetted by a reputable source, that measurably impact one or more selected health priorities
2. Policy, system, and built environment level approaches for increased population impact, specifically those addressing root causes of health, including social determinants of health and socioeconomic status
3. Promote health equity by reducing health disparities by age, gender, income, ability, place, and more
4. Leverage multisector partnerships to collectively impact community health issues in Yellowstone County
5. Community-informed practices that are welcoming, inclusive, accessible, trauma-informed, and responsive to diverse groups of community members

CHIP Development and COVID-19

On March 12, 2020, Montana Governor Steve Bullock declared a **state of emergency** and issued a **stay at home order** in response to the COVID-19 pandemic. Understandably, this has impacted the CHIP development process, specifically in regard to community engagement and input. The Yellowstone County CHIP process would typically include several in-person forums and meetings with local leaders, organizations, and residents. In response, HBD staff have shifted communications to include Zoom, a digital meeting platform, and an extended community engagement and planning period that extends into the first six months of the new CHIP cycle, through December 2020.

Throughout May and June 2020, proposed strategies and tactics were presented to various external partners and community stakeholders representing community development, business, social services, faith, culturally-specific organizations, trails advocates, government, and healthcare (see Acknowledgements). Presentations occurred in two phases, beginning with a series of small group and one on one discussions, followed by a community meeting on June 9th. At this meeting, community partners and stakeholders were asked to review proposed strategies and tactics, to note any individual organization efforts that aligned with CHIP goals, and to suggest initiatives that would improve community health, but would require a Coalition's collective action. In addition, stakeholders were invited to join a strategic working group as part of the new CHIP.

Strategy working groups will meet over three months of the new CHIP cycle to develop a work plan, member roles, performance metrics, and community engagement strategies. Each strategy will be developed in consultation with the community, with particular emphasis on members of groups experiencing the greatest health disparities. Strategy working group members are listed on Strategy Overviews, pages 7 -10.

Table 2. 2020 – 2023 CHIP Development Process

February '20	March – May '20	June '20	July – October '20	November '20 – June '23
CHNA Published + Health Priorities Identified	Strategy Review	CHIP Planning	Strategy Working Groups begin to meet	CHIP Implementation

2020 – 2023 Community Health Improvement Strategies

Strategies selected for this CHIP seek to address these disparities by creating opportunities for healthier neighborhoods, healthier social connections, healthier community investments, and stronger partnerships for community health improvement. Strategies were developed in consultation with Healthy People 2020 objectives and the 2019 – 2023 Montana State Health Improvement Plan.

Welcoming and safe neighborhoods provide opportunities for community residents to meet their daily needs. These often include access to healthy, affordable foods, quality education, access to recreation and the outdoors, walkability, and in many cases, employment opportunities. It is also important to ensure that neighborhoods are places where social connection and sense of community, key elements of a resilient community, are built into daily lives. Loneliness is a known driver of addiction, violence, and poor mental health. Healthy social connection and sense of community can reduce loneliness and create resilience.

Unsafe neighborhoods and streets, due to poor infrastructure, lack of access to daily needs, and/ or perceived lack of safety, contribute to the following negative health outcomes:

- Physical inactivity
- Poor nutrition
- Stress
- Violence
- Social isolation

Physical inactivity and poor nutrition are associated with a myriad of poor health outcomes, including learning difficulties, cancer, depression, diabetes, heart disease, obesity, stress, and stroke. Social isolation is associated with increases in acute and chronic stress, vulnerability to natural disasters and pandemics, mental illness, substance abuse, and violence (ChangeLab Solutions, 2020).



Left: Coalition partners Living Independently for Today and Tomorrow (LIFTT) and the City of Billings Planning and Community Service Department hosted an inclusive walk audit sponsored by Healthy By Design and Streetwyze.

Right: Creative sign toppers were installed along recommended routes to school.



2020-2023 Community Health Improvement Plan Overview

Vision

A vibrant Yellowstone County where the healthy choice is the easy choice.

Overall Goal

By 2023, increase proportion of Yellowstone County residents who self-report good or better overall health from 83.3% to 87.5%.

Priorities

Mental Health
Nutrition, Physical Activity, and Weight
Substance Abuse

Strategies



Healthy Neighborhoods



Healthy Connections



Healthy Investments

Strengthening Partnerships

Priority-Specific Objectives

- By 2023, increase the proportion of Yellowstone County residents who self-report good or better mental health from 79.8% to 83.8%.
- By 2023, increase the proportion of Yellowstone County residents who are at a healthy weight from 26.9% to 28.2%.
- By 2023, decrease the proportion of Yellowstone County residents whose lives have been negatively affected by substance abuse (their own or someone else's) from 53.8% to 51.1%.

Approach

Equity | Policy, Systems, Built Environment | Collective | Community-Informed

Based on Healthy People 2020 guidelines; Healthy People 2030 guidelines are currently in development.

Strategy I. Healthy Neighborhoods



Brief Description: Neighborhoods are the fabric of community – providing a sense of place and identity while also connecting residents to daily needs such as healthy foods, safe parks and sidewalks, high quality schools, jobs, and opportunities for social connections. Unfortunately, due to a variety of factors, not all neighborhoods are created equal, resulting in disparities in the health behaviors and outcomes of residents throughout Yellowstone County.

Objective: By 2023, increase the number of active healthy neighborhood plans within Yellowstone County.

Proposed Working Group Partners

- Billings Clinic
- Billings Parks, Recreation, and Public Lands
- City-County Planning and Community Services
- City Public Works
- Leaders of partnering neighborhoods
- Northern Plains Resource Council
- RiverStone Health
- Safer Routes to Schools committee
- South Side leaders involved in Healthy Neighborhood pilot (2016 – 2020)
- St. Vincent Healthcare

Additional Stakeholders (Sampling)

- 406 Pride
- Billings Action for Healthy Kids
- Billings Backpack Meals Program
- Neighborhood groups (e.g. task forces)
- Other HBD working groups
- Sodexo Food Service
- United Way of Yellowstone County

Health Priorities Addressed - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

Tactics

- Healthy Neighborhood Assessment, Planning, and Implementation, potentially including:
 - Safer Routes to Schools (SRTS)
 - Crime Prevention Through Environmental Design (CP-TED)
 - Healthy Neighborhood Checklist/Plans (existing work, CDC)
 - Creative placemaking

Proposed Performance Indicators

- % who consume 5+ servings of fruits and vegetables (CHNA)
- % of children who are physically active 1+ hours per day (CHNA)
- % who feel safe walking alone in neighborhood (CHNA)
- % who get the social and emotional support needed (CHNA)
- Food Environment Index (10 point index of contributors to healthy food access) (County Health Rankings)
- Other indicators to be determined by strategy working groups

Helpful Resources

- [CDC Healthy Neighborhood Checklist](#)
- [Public Health Institute – Fostering Healthy Neighborhoods](#)
- [South Side – Healthy Neighborhood Project Pilot Website](#)

Strategy 2. Healthy Connections



Brief Description: Social isolation is defined by a lack of social interactions or connections with family, friends, neighbors, and/or society at large. When someone has a perceived lack of social connections, he/she/they may still experience loneliness. Connections provide social, emotional, physical, and financial support. Individuals experiencing social isolation are at an increased risk of poor health outcomes such as increased stress, mental illness, substance abuse, disability, and physical inactivity. Welcoming public spaces and civic engagement opportunities such as volunteering, mentoring, and community groups that build social ties or capital improve individual health outcomes and the quality of life within a community.

Objective: By 2023, increase the number of Yellowstone County residents who have the social or emotional support they need.

Proposed Working Group Partners <ul style="list-style-type: none">• Adult Resource Alliance• Big Sky Economic Development• Big Sky Senior Services• Billings Clinic• Billings Cultural Partners• Billings Parks, Recreation, and Public Lands• Billings Public Library• City-County Planning• City Public Works• Living Independently For Today and Tomorrow• MET Transit• Rehabilitation Hospital of Montana• RiverStone Health• St. Vincent Healthcare• United Way of Yellowstone County	Additional Stakeholders (Sampling) <ul style="list-style-type: none">• Billings Chamber of Commerce• Children/youth• Individuals experiencing special healthcare needs, including mental illness• Older adults• Other HBD working groups• School districts (SD2, county, parochial)• Senior centers
Health Priorities Addressed - Mental Health Substance Abuse Nutrition, Physical Activity, Weight	
Tactics <ul style="list-style-type: none">• Create welcoming places for all (“KaBillings!” campaign)• Aging Friendly Community framework• Civic engagement and leadership opportunities (e.g. volunteering, resident organizing)	
Proposed Performance Indicators <ul style="list-style-type: none">• % who feel isolated from others (CHNA)• % who feel they can help make their community a better place to live (CHNA)• % who get the social and emotional support needed (CHNA)• % who have considered suicide (CHNA)• Other indicators to be determined by strategy working group	
Key Resources <ul style="list-style-type: none">• Hidden Brain Podcast – Episode: A Social Prescription: Why Human Connection is Crucial to Our Health• How Placemaking Drives Community Resilience• Age Friendly Inspiring Communities – AARP Report• KaBoom! Play Everywhere	

Strategy 3. Healthy Investments



Brief Description: Quality of life is an increasingly essential investment for communities as they compete to recruit new residents and to maintain their existing workforce and residents. A community's livability and lovability are inherently tied to access to daily needs such as trails, parks, walkability, safety, healthy foods, family-friendly destinations, quality schools and jobs.

Objective: By 2023, enhance the ability of Billings and Yellowstone County to respond to the demand for livability through community investments that directly impact the health and wellbeing of area residents.

Proposed Working Group Partners and Stakeholders

- Big Sky Economic Development
- Billings Clinic
- Billings Cultural Partners
- Billings Parks, Recreation, and Public Lands
- Billings TrailNet
- Chamber of Commerce
- City-County Planning Department
- Community Leadership Development Inc.
- Downtown Billings Association
- MET Transit
- Native American Development Corporation
- RiverStone Health
- South Side Task Force/Resident Leader
- St. Vincent Healthcare
- Western Security Bank

Additional Stakeholders (Sampling)

- Community Development Financial Institutions
- Local businesses
- Neighborhood groups or task forces
- Other HBD workgroups
- Schools
- Urban renewal and tax increment financing districts

Health Priorities Addressed - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

Tactics

- Health in All Investments Framework
 - Locally-Tailored Framework for Health in All Investments (e.g. toolkit for CDFIs, checklist for community development projects, etc.)
- Coordinated Support for Healthy Investments
 - South Side Grocery Store
 - Creative Placemaking Campaign Funding Mechanism

Proposed Performance Indicators

- % who live in poverty (Census, CHNA)
- % who perceive neighborhood as safe (CHNA)
- State of workforce metrics (TBD, BillingsWorks)
- Other indicators to be determined by strategy working groups

Key Resources

- [Healthy Community Planning – Evidence by Topic Area & Ideas By Sectors](#)
- [Strategies for Strengthening Anchor Institutions' Community Impact](#)

Strategy 4. Strengthening Partnerships



Brief Description: Yellowstone County is facing several complex, generational health challenges including mental health, substance abuse, and the obesity epidemic. These challenges are too large for one organization or sector to tackle independently, requiring strategic partnerships among professions, organizations, and local coalitions.

Objective: By 2023, increase Yellowstone County's collective ability to create a healthier, more vibrant community through increased collaboration, data sharing, and strategic planning among Coalitions and sectors.

Proposed Working Group Partners

- Best Beginnings Council of Yellowstone County⁺
- Big Sky Economic Development*
- Billings Chamber of Commerce⁺
- Billings Clinic⁺
- Billings TrailNet*
- City-County Planning*
- Continuum of Care Coalition⁺
- Downtown Billings Alliance*
- Living Independently For Today and Tomorrow
- RiverStone Health⁺
- St. Vincent Healthcare⁺
- Substance Abuse Connect Coalition⁺
- Suicide Prevention Coalition of Yellowstone County⁺
- United Way of Yellowstone County⁺

⁺Collective Impact Core Leaders Team Member

*Community Builders Working Group Member

Additional Stakeholders (Sampling)

- Elected officials
- Other coalitions/community groups

Health Priorities Addressed - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

Tactics

- Advancing Collective Action to Make Yellowstone County Healthier and More Vibrant
 - Collective Impact Collaborative of Local Coalition Leaders
 - Universal Community Planning Tool (UCPT)
 - Culture of Health Prize application through Robert Wood Johnson Foundation (RWJF)
- Increased Social Capital through Civic Engagement
 - Model for Community-Based Participatory Planning and Partnership

Proposed Performance Indicators

- Retention of local leaders in Collective Impact Collaborative
- # active UCPT users
- % of workplans incorporating lived experience input in 1) planning and 2) evaluation phase of project
- Indicators to be determined by strategy working groups

Key Resources

- [Committing to Collective Impact](#)
- [How Do You Build the “Right” Cross-Sector Partnership to Implement Collective Impact Approaches?](#)
- [Robert Wood Johnson Foundation – Building a Culture of Health](#)

Next Steps

This CHIP, a framework for collective action in Yellowstone County, will be in effect from July 2020 through June 2023. Strategy working groups will monitor and report on strategy progress every six months using a workplan template (see Appendix D). CHIP progress is broadly communicated through published progress reports, made available on the HBD website.

Coalition Structure

Meaningful collaboration and long-term partnerships are essential to improving community health outcomes over time. Using a collective impact framework for action, the HBD Coalition collaboratively implements the CHIP through three strategy working groups (Figure 4). Community members and advocates will have the opportunity to share input and engage in working group strategy planning, implementation, and evaluation throughout the course of the three-year cycle. Coalition operations and the Strengthening Partnerships strategy area will be supported by HBD backbone staff and the Operations Team, comprised of Alliance representatives.

For more information on HBD Coalition membership, please see Appendix E.

During the first six months of this CHIP cycle, July through December 2020, backbone staff and working groups will focus on refinement of strategy area tactics, workplans, measurement, and partner recruitment. While community health improvement goals and strategy areas are formally adopted as part of this plan, tactics and initiatives may change over time based on momentum, leadership, urgency, emerging evidence, and local context. Any changes to the CHIP will be agreed upon by Coalition partners and the HBD Operations team.

Community Involvement

There are several ways in which community residents, leaders, and organizations can get involved in community health improvement, including any, or all, of the following:

- ✓ **Join a strategy working group.** Contact Melissa, Community Health Improvement Manager, to learn how to get involved as an individual or organization. Email melissa@hbdyc.org or call (406) 651.6569.
- ✓ **Share your feedback and experiences.** Community input, especially from individuals with firsthand experience, is essential to our work. We will regularly share opportunities for community members to weigh in on projects over the next three years.

Figure 4. HBD Coalition Structure



- ✓ **Advocate for policies or programs that improve health.** Support community health initiatives by advocating for policies, plans, and investments that improve health. Subscribe to our newsletter for advocacy opportunities by emailing info@hbdyc.org.
- ✓ **Use community health data in your grant-writing, decision-making, and evaluation.** Familiarize yourself with the Yellowstone County CHNA and other local data sources. This information, and corresponding resources, are a community tool that anyone can use and cite.
- ✓ **Stay informed.** Subscribe to our newsletter, follow us on Facebook (@HBDYellowstone), and read our bi-annual CHIP progress reports to monitor our progress.
- ✓ **Connect with us.** If you have an idea for a new project, or are working on something that we could partner on, please contact us at info@hbdyc.org.
- ✓ **Make the healthy choice, the easy choice where you live, work, learn, or play.** There are several ways you can promote community health, such as:
 - Model healthy behaviors and promote social connection by grabbing a friend and exploring your community's assets such as parks and walking paths, or cooking a healthy meal together
 - Check out our Recognition Opportunities and resources for ideas to implement initiatives in your business or worksite, local schools, or during events
 - Ask for healthier options at restaurants, food trucks, or events



A young community member takes advantage of the bike repair services offered by Kids In Motion at the Healthy By Design Gardeners' Market.

Appendices

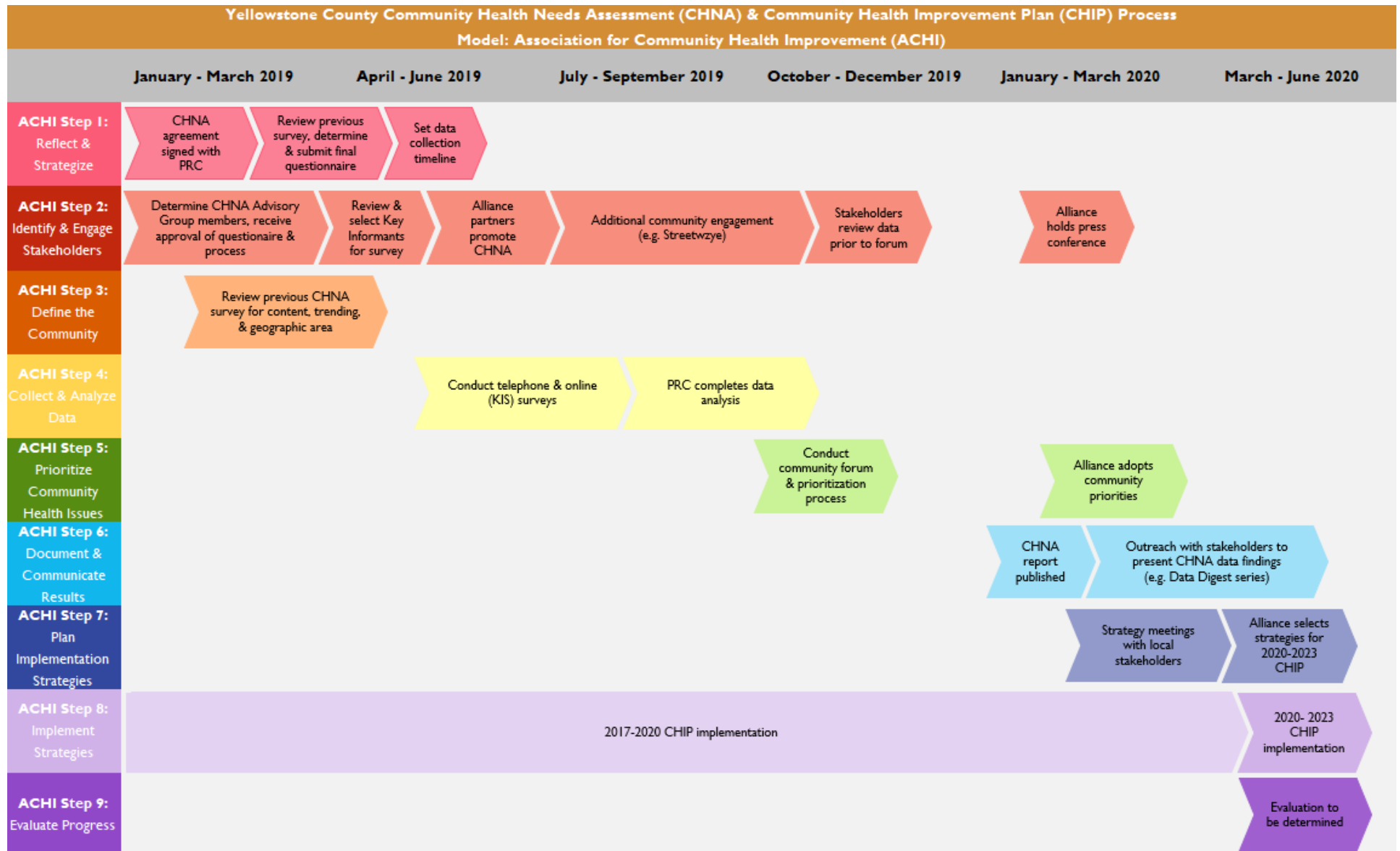
Appendix A: Compliance for IRS Form 990, Schedule H and Public Health Accreditation Board (PHAB) Standards

Schedule H Compliance: For non-profit hospitals, a Community Health Needs Assessment (CHNA) serves to satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection & Affordable Care Act of 2010. To understand which elements of this report relate to those requested as part of hospitals' reporting on IRS Form 990 Schedule H, the following table cross-references related sections.

Public Health Accreditation Standards: The Community Health Needs Assessment addresses the Public Health accreditation domains listed below. By its nature, the CHNA is a cooperative venture sponsored by The Alliance. It examines Yellowstone County and puts the county data into perspective with state and national data and benchmarks (Youth Behavioral Risk Survey, Healthy People 2020, etc.). Through this instrument and the associated community conversations, The Alliance identifies barriers to healthcare and seeks to understand community service gaps and assets. Ultimately, community health improvement plans and institutional strategic plans result from the CHNA and the community's response to it.

IRS Form 990 Schedule H Component	Reference
Part V Section B Line 3a. Definition of the community served by the hospital facility	CHNA Page 10
Part V Section B Line 3b. Demographics of the community	CHNA Page 43
Part V Section B Line 3c. Existing healthcare facilities and resources within the community that are available to respond to the health needs of the community	CHNA Page 64
Part V Section B Line 3d. How data was obtained	CHNA Page 8
Part V Section B Line 3e. The significant health needs of the community	CHNA Page 11
Part V Section B Line 3f. The process for identifying and prioritizing community health needs and services to meet the community health needs	Throughout CHNA
Part V Section B Line 3g. Primary and chronic disease needs and other health issues of uninsured persons	CHNA Page 11
Part V Section B Line 3h. The process for consulting with persons representing the community's interests	CHNA Page 8
Part V Section B Line 3i. The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA	2017 - 2020 Final CHIP Report (July 2020)
Part V Section B line 6a and 6b. Was the hospital facility's CHNA conducted with one or more other hospital facilities? Was the hospital facility's CHNA conducted with one or more other hospital facilities? Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities?	YES
Adherence to Public Health Reaccreditation Standards and Measures (version 1.5)	
Domain 4. Engage with the community to identify and address health problems	Measures 4.1 - 4.3
Domain 5. Develop policies and plans	Measures 5.1 – 5.3
Domain 9. Evaluate and continuously improve processes, programs, and interventions	Measures 9.1 – 9.2
Domain 10. Contribute to and apply the evidence base of public health	Measures 10.1 – 10.2
Domain 11. Maintain administrative and management capacity	Measure 11.3

Appendix B: Yellowstone County CHNA and CHIP Planning Process (2019 – 2020)



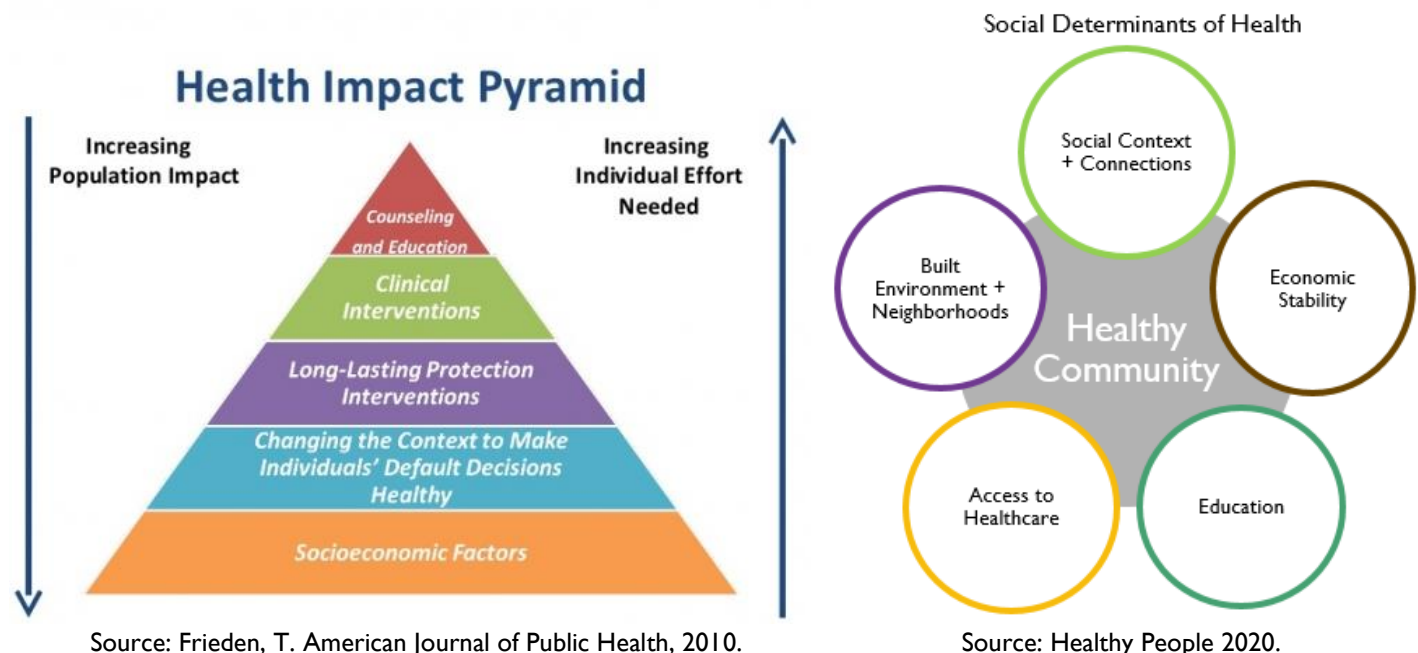
Appendix C: CHIP Strategy Considerations – Definitions and Illustrations

This section includes terms, definitions, and images commonly used by members of the HBD Coalition.

1. Evidence-based strategies are vetted by a reputable source and have been shown to measurably impact one or more selected health priorities. The table below includes several reputable sources from the public health and community health improvement sectors. Strategies proposed for this CHIP are derived from one or more of these sources.

- AARP – Livable Communities - <https://www.aarp.org/livable-communities/> (Neighborhoods, Connections)
- Art Place America - <https://www.artplaceamerica.org/> (All)
- Build Healthy Places Network - <https://www.buildhealthyplaces.org/> (All)
- Centers for Disease Control and Prevention (CDC) - www.cdc.gov, various pages (All)
- ChangeLab Solutions - <https://www.changelabsolutions.org/> (All)
- Collective Impact Forum - <https://www.collectiveimpactforum.org/> (Partnerships)
- County Health Rankings and Road Maps - <https://www.countyhealthrankings.org/> (All)
- Healthy People 2020 - <https://www.healthypeople.gov/2020/tools-resources/Evidence-Based-Resources> (All)
- National Academy of Sciences - <https://www.nap.edu/resource/24624/anchor-institutions/> (Investments)
- National Council on Aging - <https://www.ncoa.org/> (Neighborhoods, Connections)
- PolicyLink – <https://www.policylink.org> (All)
- Safe Routes Partnership - <https://www.saferoutespartnership.org/> (Neighborhoods, Connections)
- The Community Guide – <https://www.thecommunityguide.org/> (All)
- Trust For America's Health: Obesity <https://www.tfah.org/report-details/stateofobesity2019/> (All)
- US Surgeon General's Office - <https://www.hhs.gov/surgeongeneral/reports-and-publications/index.html> (All)

2. Policy, system, or built environment (PSE) approaches provide an increased impact on the population. Approaches aim to change one's context to make the healthy choice, the easy choice, while also seeking to address root causes of health. Root causes, or **social determinants of health**, include socioeconomic status such as income and educational attainment, neighborhood quality, access to healthcare, and social context or connections.



3. **Strategies promote health equity by reducing health disparities, including those by age, gender, income, ability, race/ethnicity, and place (based on available data).** According to the Health Equity Guide, “health equity means that everyone has a fair and just opportunity to be as healthy as possible.” This illustration highlights the need for tailored interventions rather than a one size fits all approach to achieve truly equitable health outcomes for all.



Source: Robert Wood Johnson Foundation, 2019

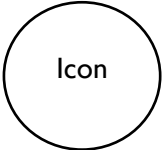
4. **Leverage multisector partnerships to collectively impact community health issues in Yellowstone County.** A collective approach brings people together from a variety of sectors to solve a community’s most complex issues, something no individual sector can face alone. Coalitions committed to collective impact commit to a common agenda, shared measurement, mutually reinforcing activities, and continuous communication, all supported by a strong backbone team.

Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies

Source: FSG, 2012.

5. **Community-informed initiatives are welcoming, inclusive, accessible, and responsive to all community members.** This includes providing opportunities for input on projects during the planning and evaluation phases, following trauma-informed meeting practices, and an ongoing commitment to learning how to best meet the needs of community members.

Appendix D: Work Plan Template

Strategy Name 	Outcome Indicator(s): <ul style="list-style-type: none"> • Strategy Indicator (Source) • Strategy Indicator (Source) • Strategy Indicator (Source) 			
Tactic #I of Strategy: Tactic Name				
Objective:	Partners: <ul style="list-style-type: none"> • Organization • Organization 			
	Performance Indicator(s): <ul style="list-style-type: none"> • Indicator (Source) • Indicator (Source) 			
<i>Key Action</i>	<i>Output</i>	<i>Resources Needed</i>	<i>Responsible Partner(s)</i>	<i>Timeline</i>
				Target:
				Completed:
				Target:
				Completed:
				Target:
				Completed:
Additional Information: <ul style="list-style-type: none"> • Resource • Resource 				

Appendix E: Coalition Member Pledge



Coalition Structure



CONTRIBUTOR	CONTRIBUTION
Strategy Partners <i>Individuals and organizations committed to the CHIP</i>	<ul style="list-style-type: none"> • Advocate for HBD's shared vision for community health • Commit to shared measurement, mutually reinforcing activities, and consistent communication • Participate in monthly strategy workgroup meetings • Provide leadership and capacity to initiatives as appropriate
HBD Backbone Staff <i>Community Health Improvement Manager and Specialist</i>	<ul style="list-style-type: none"> • Coordinate meetings, resources, partners, and data • Provide technical assistance • Build momentum and resources for Coalition work
Operations Team <i>HBD staff and representatives from sponsoring organizations</i>	<ul style="list-style-type: none"> • Provide resources/funding and guidance to support Coalition and CHIP decisions and operations • Attend monthly meetings
Advocates <i>Interested residents or organizations that may be called upon as needed</i>	<ul style="list-style-type: none"> • Keep up with HBD communications, share as appropriate • Respond to calls for action and expertise as needed
Community Members <i>Individuals or groups with lived experience at the heart of our efforts</i>	<ul style="list-style-type: none"> • Provide input on Coalition initiatives by participating in community engagement opportunities

Healthy By Design Coalition

Strategy Partner Pledge



As a *Strategy Partner* of the Healthy By Design Coalition, our organization agrees to the following roles and expectations. Please see *HBD Member Frequently Asked Questions* for additional information regarding the Coalition's approach, decision-making processes, helpful guidelines, and other important details.

Roles & Expectations

As part of this agreement, our organization will actively:

- ☐ **Commit 1 or 2 designated staff** people to participate in monthly Strategy Workgroup meetings
- ☐ **Lead or participate in task groups** as appropriate
- ☐ **Represent HBD** at meetings or events and ensure other community groups are aware of Coalition activities and opportunities for involvement
- ☐ **Serve as project lead or fiscal agent** for a HBD related project or grant if appropriate
- ☐ **Provide financial or in-kind support** to the efforts of the Coalition (e.g. seek/apply for grants)
- ☐ **Commit to shared** measurement, mutually reinforcing activities, and consistent communication
- ☐ **Respond to calls for advocacy** for HBD's shared vision for community health as appropriate
- ☐ **Stay informed** through emails, the Healthy By Design e-newsletter, and social media (Facebook)
- ☐ **Promote** projects, messaging, mission and vision of Healthy By Design
- ☐ **Model best practices** by applying for Healthy By Design recognition opportunities (e.g. Healthy Worksite Recognition, Event Recognition) and use healthy principles in business operations (e.g. recognized healthy food trucks, healthy eating, active living, work-life balance, safety, etc.)

As a recognized *Strategy Partner* of the Coalition, our organization understands we can:

- ✓ Access and use the Coalition logo when appropriate
- ✓ Promote through the Coalition's multi-media communication outlets, including but not limited to:
 - Facebook/social media
 - Online events calendar
 - Monthly e-newsletter
 - In-person meetings or other avenues, as appropriate
- ✓ Submit an organizational profile and logo to be used in Coalition materials and messaging
- ✓ Take part in our annual celebration and other networking opportunities
- ✓ Request letters of support for grant funding, if relevant

Once reviewed on an annual basis, the representative should sign the acknowledgment page.

Our organization agrees to work together with fellow members of the Healthy By Design Coalition to make the healthy choice, the easy choice in Yellowstone County, Montana.

Organization: _____

Designated Staff (name, title, contact information):

1. _____

2. _____

Signature of Organization's Leadership: _____ Date: _____



For more information on the
2020 CHNA, 2020-2023 CHIP, or the
Healthy By Design Coalition, please contact us.



www.hbdyc.org



[HBDYellowsstone](#)



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