



2023-2027

Manitowoc County

# Community Health Improvement Plan



# Table of Contents

---

Page	<b>2</b>	<b>Message to the Community</b>
	<b>3</b>	<b>Introduction</b> What is a Community Health Assessment (CHA) Our Approach
	<b>4</b>	<b>Assess Needs and Resources</b> 2022 Community Health Assessment (CHA) Top Health Priorities from the CHA
	<b>5</b>	<b>Focus on What's Important</b> Root Cause Analysis Exercise Protective Factor Lens Identified Root Causes
	<b>7</b>	<b>Choose Effective Policies</b> 7 Strategies for Community Change Considerations Alignment with Partners
	<b>9</b>	<b>Act on What's Important</b> About Healthiest Manitowoc County (HMC) Previous CHIP Cycle Accomplishments CHIP Key Themes: Performance Measures, Goals, Objectives, Strategies Navigation & Access to Services Healthy Community Youth Well-Being
	<b>17</b>	<b>Evaluate Actions</b>
	<b>17</b>	<b>Next Steps</b>
	<b>18</b>	<b>References</b>

# Message to the Community

Dear Community Members,

We are excited to release Manitowoc County's Community Health Improvement Plan (CHIP). This plan outlines our collective efforts to improve the health and well-being of all residents in our community.

The CHIP follows a comprehensive assessment of our community's health needs conducted in 2022. The results informed strategies and action steps to address those needs. Our focus areas include improving navigation and access to services, cultivating a healthy environment, and promoting youth well-being in Manitowoc County.

We encourage all community members to review the plan and get involved in our efforts to create a healthier community. Together, we can make a difference in the health and well-being of our county.

Thank you for your continued support.

Sincerely,

**Lexi Otis, CHES**

Coordinator/Co-chair  
Healthiest Manitowoc County

**Korina Aghmar, MPA, BSN, CPH**

Health Department Director/Health Officer  
Manitowoc County Health Department

# Introduction

## What is the Community Health Improvement Plan



The **Community Health Improvement Plan (CHIP)** is a strategic plan developed by the Manitowoc County Health Department and Healthiest Manitowoc County (HMC) to address health concerns decided upon by the community. Wisconsin State Statute § 251.05 requires the CHIP to be updated every five years and include an assessment of community health needs, identification of priority areas, and strategies for improvement.<sup>1</sup> The CHIP is a collaborative effort that includes input from various community stakeholders and partners and aims to improve the overall health of the county.

The CHIP uses the data and health priorities identified in the **Community Health Assessment (CHA)**.

## Our Approach

The CHIP process followed County Health Ranking's Take Action Cycle.<sup>2</sup>

**Work Together-** The central part of the cycle that continues in all steps ensuring we are working with the community members and stakeholders.

**Assess Needs & Resources-** Collaborated with local health care partners to conduct the Community Health Assessment (CHA) with input from the community throughout the process.

**Focus on What's Important-** Worked with community stakeholders to review data and discuss root causes for health area priorities.

**Choose Effective Policies & Programs-** Utilizing the 7 strategies for community change, planning committee members discuss what initiatives are feasible, measurable, and evidence-based.

**Act on What's Important-** Healthiest Manitowoc county (HMC) put a call to action out to community members to join action teams.

**Evaluate Actions-** Data collection on impact and process happen continuously throughout the cycle.

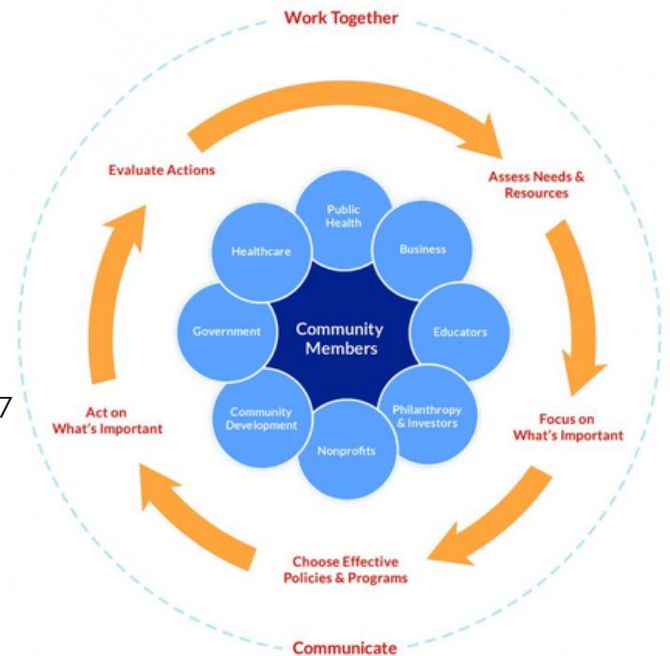


Figure 1: Take Action Cycle from County Health Rankings<sup>2</sup>

# Assess Needs & Resources

## 2022 Community Health Assessment (CHA)

During 2022, a comprehensive data collection process took place in collaboration with local healthcare partners. Over the course of four phases, key community health concerns were identified using data collection, community meetings, and Manitowoc County resident feedback. Conclusions drawn from the CHA frame and focus top health priorities, strategies, and indicators used in the Community Health Improvement Plan (CHIP).

[View the 2022 CHA data and materials](#) on Healthiest Manitowoc County's Website.

### CHA Phases

#### Phase 1

Data Collection  
September 2021 through April 2022



#### Phase 2

Community Forums  
August 2022 through October 2022



#### Phase 3

Priority Setting  
October 2022 through November 2022



#### Phase 4

CHA Report  
December 2022



## Top Health Priorities Identified During the CHA<sup>3</sup>



### Mental Health

**70%**

of County Crisis Line calls were mental health related

**20%**

of adults reported having depression

**16%**

of middle school students reported considering suicide



### Substance Use

**824**

alcohol-related hospitalizations

**400**

drug possession arrests

**13%**

of women smoke tobacco during pregnancy



### Activity & Nutrition

**21%**

of adults report no leisuretime physical activity

**36%**

of high school students eat vegetables daily

**6,380**

food insecure individuals

# Focus on What's Important

## Root Cause Analysis Exercise

HMC conducted a facilitated conversation on root causes of the 3 health priorities identified during the CHA. During the meeting, community members worked in small groups to complete activities. They were presented with a problem statement and then asked to answer the question "Why is this happening?"

To dig further into the problems, a follow up question was posed "Why is this happening specifically here in Manitowoc County?" The answers to these questions allowed the committee to create logic models to help create the CHIP plan.

### How it Works

#### The Problem Statement:

There is a high rate of obesity in Manitowoc County residents.

#### Why is that happening? (one of multiple causes)

Residents report spending low amount of time doing sustained exercise

#### Why here in Manitowoc County?

There is a lack of free, safe, exercise opportunities in Manitowoc County for all ages, especially in the winter.

Repeat the process for each root cause and continue the "Why." Focusing on smaller root causes allows for clear, actionable indicators to arise.



Once all of the root causes were identified, the planning committee identified underlying key themes that served as the 3 areas HMC and the Health Department will focus on during the CHIP Cycle. In some cases, one root cause may affect more than one key theme.

Note: Although not identified as a 2022 CHA priority, root cause conversations related to school success and protective factors took place with an existing community group of stakeholders to maintain prior CHIP work.

## Protective Factor Lens

The community input emphasized the need to utilize a protective factor lens when looking at each priority. By focusing on protective factors, which decrease the likelihood of negative health impacts, we can affect multiple areas of one's health including physical and mental at the same time. Common protective factors discussed during the CHA process included: supportive relationships, positive parenting, and safe/stable environments. These were discussed throughout the CHIP process.

# Identified Root Causes

## Mental Health

- Limited access to mental health services (lack of mental health providers, crisis options, inpatient, and outpatient services, etc.)
- Lack of social connections to community and school
- Limited resiliency to ACEs
- Situational stress turning into chronic stress (lack of housing, lack of daycare, increased living costs)
- Increased stress for pandemic era students

## Substance Use

- Alcohol accessibility within the community (prevalent at events, fundraisers, sporting events, etc.)
- Drinking culture acceptance in community
- Lack of understanding of potential consequences of drinking
- Denial of drug problem in the community, especially for parents of children
- Risk factors (trauma, mental health conditions, ACEs)
- Confusing/inconsistent navigation system for services

## Physical Activity & Nutrition

- Loss of resources in the community for indoor walking, especially in the winter
- Increased use of personal transportation methods
- Perceived lack of time due to on the go lifestyle to cook healthy meals
- Perception that physical activity involves the use of a gym, equipment, or long period of times
- Lack of free group exercise opportunities
- Lack of knowledge on how to grow, preserve, and/or prepare foods
- Lack of access to healthy foods

CHIP

## Key Themes Linking Root Causes



**Navigation & Access  
to Services**



**Healthy  
Environment**



**Youth  
Well-Being**



# Choose Effective Policies & Procedures

Once root causes were selected, multiple methods and meetings were held to determine where time and resources should be put to make the biggest impact that can be tracked with data and doesn't duplicate efforts already happening in the community.

## 7 Strategies for Community Change<sup>4</sup>

CADCA's seven strategies for effective community change emphasizes that for change to happen, multiple strategies for the same problem should be utilized. Community members brainstormed activities for all 7 areas for each root cause.

- Provide Information
- Enhance Skills
- Provide Support
- Change Access / Barriers
- Change Consequences
- Change Physical Design
- Modify & Change Policies

### Example: People don't walk

1. Share where trails are located
2. Partner to create walking clinics
3. Collect stroller donations to allow families the ability to walk together
4. Encourage workplace wellness walking initiatives
5. Recognize city work that improves sidewalks and lighting
6. Create safer crosswalks in high traffic areas
7. Implement walking school buses at area elementaries

## Considerations

HMC and Health Department representatives met to evaluate all of the feedback and potential strategies developed during the CHIP process. Concepts taken into consideration:

**Known evidence-based strategies:** What has been proven to work?

**Community priorities:** What are our community members saying is important to them?

**Community readiness:** Is there widespread support and willingness to assist?

**Assets and resources available:** Do we have funding, partnerships, etc. available?

**Health disparities:** Is there a factor that is heavily impacting one specific group?

The collective impact model was utilized in the CHIP process. Collective Impact has 5 conditions that brings together multiple organizations from different sectors to discuss and set common goals to solve complex issues within the community.<sup>5</sup>

Common Agenda	Shared Measurement	Mutually Reinforcing Activities	Continuous Communication	Backbone Support
Coming together to collectively define the problem and create a shared vision to solve it	Tracking progress in the same way, allowing for continuous learning and accountability	Integrating the participants' many different activities to maximize the end result	Building trust and strengthening relationships	Having a team dedicated to aligning and coordinating the work of the group



## Alignment with Partners

In addition to assessing state and federal health priorities, the Health Department and HMC hosted a meeting in December of 2022 with partners to gain insight about agency priorities, discover areas where we can partner, and seek alignment in efforts or data collection if possible.

### Mental Health

#### Healthy People 2030<sup>6</sup>

Reduce the suicide rate for adults— [MHMD-01](#)

Reduce suicide attempts by adolescents — [MHMD-02](#)

Reduce emergency department visits for nonfatal intentional self-harm injuries-[IVP-19](#)

**Healthy Wisconsin<sup>7</sup>** (Priority area only; specific objectives will be added when available through WI DHS)  
Mental and emotional health and well-being

#### Aurora Health Care<sup>8</sup>

Improve mental health through collaborations

Educate Manitowoc County residents on mental health topics

#### Froedtert Holy Family Memorial Hospital<sup>9</sup>

Increase access to mental health services targeted at priority populations through hospital and community-based partnerships

Support and enhance collaboration with community organizations to increase mental health outreach, education and awareness within hospital and community-based settings.

### Substance Use

#### Healthy People 2030<sup>6</sup>

Reduce the proportion of adolescents who used drugs in the past month — [SU-05](#)

Reduce the proportion of adolescents who drank alcohol in the past month — [SU-04](#)

Reduce drug overdose deaths- [SU-03](#)

Reduce cirrhosis deaths-[SU-02](#)

Increase the proportion of people with a substance use disorder who got treatment in the past year — [SU-01](#)

Reduce the rate of opioid-related emergency department visits — [SU-D04](#)

#### Aurora Health Care<sup>8</sup>

Increase resources to all those who have been affected by addiction

Increase access to Behavioral Health resources for students and their families

### Activity & Nutrition

#### Healthy People 2030<sup>6</sup>

Reduce the proportion of children and adolescents with obesity — [NWS-04](#)

Reduce the proportion of adults with obesity — [NWS-03](#)

Reduce the proportion of adults who do no physical activity in their free time — [PA-01](#)

Increase fruit (and vegetable) consumption by people aged 2 years and over — [NWS-06](#), [NWS-07](#)

Reduce household food insecurity and hunger — [NWS-01](#)

**Healthy Wisconsin<sup>7</sup>** (Priority area only; specific objectives will be added when available through WI DHS)  
Social and community conditions

#### Aurora Health Care<sup>8</sup>

Increase access to food, health care, and nutrition education

Expand access to healthy fresh foods

#### Froedtert Holy Family Memorial Hospital<sup>9</sup>

Increase chronic disease prevention efforts through collaborations with community organizations.

# Act on what is Important

In September 2023, action teams and coalitions were identified and invitations to community members to join and start work began. Using the information from the CHIP, groups will meet and start creating action plans for various strategies.



## About Healthiest Manitowoc County



**Vision** Everyone living longer, better.

**Mission** Healthiest Manitowoc County provides collaborative leadership to improve the health of Manitowoc County.

Since the establishment of Healthiest Manitowoc County (HMC) in 2003, the community coalition created many health-centered workgroups to implement action plans in partnership with Manitowoc County Health Department and other community organizations. HMC is comprised of dedicated community members all of whom have an integral role in the CHIP process.

The previous CHIP cycle was underway in the beginning of 2020; however, similar to other community-based organizations, coalition work halted due to the COVID-19 Pandemic. More established work groups like HMC's Substance Use Prevention and Investing Early continued their efforts in the community throughout the pandemic.

In 2022, the community back came together to evaluate the health of Manitowoc County and chose new health priorities to guide the direction of HMC. During this time, leaders of HMC met to revitalize the coalition and make internal adjustments to better serve the community following a pandemic.

## Previous CHIP Cycle Accomplishments

### Investing Early

- Continued Parent Cafés to connect parents/caregivers
- Provided ASQ Screenings
- Partnered with the Reach Out and Read program to expand books provided to children at well child visits

### Substance Use Prevention

- Distributed Festival Toolkits utilized at community events
- Distributed Medication lock boxes
- Developed the My Quit Story campaign
- Expanded the Hidden in Plain Sight educational series
- Partnered with law enforcement to train on drug identification

### Worksite Wellness

- Hosted a Worksite Wellness Summit in Fall 2019 for area businesses

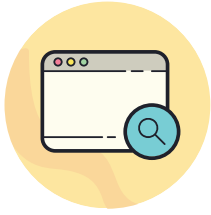
### Physical Activity & Nutrition

- Designed and implemented the Strive for 25 summer initiative
- Provided information for UW-Extension's NEW Food Map

### Mental Wellness

- Reviewed the accuracy of the 211 database regarding current service providers
- Created and distributed AODA and Mental Health access cards





## CHIP Key Theme: Navigation and Access to Services

Navigation and access to services in Manitowoc County is a key theme that continuously rose to the surface during CHIP community meetings and stakeholder conversations. The emphasis for this theme is on mental health and substance use services and the lack of providers, long wait lists, inconsistent referral processes, and the absence of resources for individuals who are waiting to get into a professional in Manitowoc County.

### **Performance measures** (how we know we are making a difference)

- Number of suicides per year (Manitowoc County Coroner)
- Percent of suicides ever treated for a mental health condition (Manitowoc County Coroner)
- Number of self inflicted injury hospitalizations (WISH)
- Number of self inflicted injury emergency room visits (WISH)
- New patient wait time for mental health services (Local Agencies)
- Number of chronic alcohol use related deaths (WISH)
- Number of opioid related deaths (WISH)
- Number of opioid related overdose deaths (WI DHS Dose of Reality-Opioid Deaths by County Dashboard)



## Goals, Objectives, and Potential Strategies:



**Goal:** Strengthen the navigation system and increase access to services in Manitowoc County

### Objective 1

By the end of 2027, explore at least 1 initiative that supports building service navigator skills for community members

**Strategies:**

- Explore potential navigator training series to provide to community members

### Objective 2

By the end of 2027, promote, support, or create at least 3 community resources/initiatives that increase access to substance use services

**Strategies:**

- Increase access to and knowledge of harm reduction strategies
- Provide training and information to key target groups
- Continue to address stigma related to substance use conditions
- Increase youth connectiveness to school and community to build resiliency

### Objective 3

By the end of 2027, promote, support, or create at least 3 community resources/initiatives that increase access to mental health services

**Strategies:**

- Provide training and information to key target groups
- Expand partnerships with missing mental health stakeholders
- Create crisis maps for target audiences
- Promote 988 and other warmlines (local, state, and federal)
- Promote suicide prevention programs such as QPR
- Continue to address stigma related to mental health conditions
- Increase youth connectiveness to school and community



## CHIP Key Theme: Healthy Community

Community norms and the environment one lives in has a large affect on ones health. Topics that were crucial in order to create a healthy community were: safe recreational opportunities available for free and appropriate for all ages and abilities, ensuring physical activity opportunities continue during winter months, building skills that reduce barriers to making healthy food choices, and partnering with the community members to ensure access to substances is restricted from youth.

---

### **Performance measures** (how we know we are making a difference)

Percent of adults who are Obese (County Health Rankings)

Percent of youth who are Obese (Local Health Systems)

Percent of guardians that feel their child is safe in the community (County Phone Survey)

Percent of youth who eat fruits and vegetables daily (YRBS)

Percent of WI adults who eat fruits and vegetables (BRFSS)

Percent of stores/gas stations who sell tobacco to minors (WIWINS)



## Goals, Objectives, and Potential Strategies:



**Goal:** Encourage a community environment that supports a healthy lifestyle

### Objective 1

By the end of 2027, promote, support, or create at least 3 community resources/initiatives that increase access to safe recreational opportunities

**Strategies:**

- Partner with Froedtert on Fit in the Park summer series
- Assess walkability, bikeability, and community safety
- Assess existing exercise opportunities available during different seasons and geographic locations

### Objective 2

By the end of 2027, promote, support, or create at least 3 initiatives that supports making healthy food choices

**Strategies:**

- Support the Manitowoc County Hunger Coalition
- Promote Northeastern Wisconsin Food Access Map
- Create nutrition curriculum for community organizations to adopt
- Partner on food access survey to gather data on needs, gaps, and barriers to accessing foods

### Objective 3

By the end of 2027, promote, support, or expand upon at least 3 community resources/initiatives that reduce youth access to substances

**Strategies:**

- Pilot Raise you Voice peer group in one high school
- Continue to promote festival toolkit use and educate event hosts
- Continue to promote medication lockboxes and disposal kits
- Educate gas stations, CBD stores, and grocery stores on the importance of youth prevention
- Collaborate with school personnel to assess prevention needs at elementary, middle school, and high school levels



## CHIP Key Theme: Youth Well-Being

Youth Well-Being was an important topic identified from representatives of various sectors throughout the community. The emphasis for this theme is on assessing school benchmark data, building youth connections to school and the community, and ensuring caregivers have the resources to support resilient and fulfilled individuals.

### **Performance measures** (how we know we are making a difference)

3rd grade reading proficiency (County Health Rankings)

Percent of ninth-grade cohort that graduates in four years (County Health Rankings)

Percent of youth who feel they belong at school (YRBS)

Percent of youth who get the help they need when they seek it (YRBS)

Percent of youth who report they have a teacher they can confide in (YRBS)





## Goals, Objectives, and Potential Strategies:



**Goal:** Ensure youth have tools for success and are supported from birth to graduation

### Objective 1

By the end of 2027, promote, support, or expand at least 5 community resources/initiatives that promote early literacy practices

**Strategies:**

- Continue to support Reach out and Read
- Expand community partnerships with community organizations to promote early literacy practices

### Objective 2

By the end of 2027, promote, support, or create at least 3 community resources/initiatives that build youth connections to school and/or community

**Strategies:**

- Continue to explore peer led groups in area schools (e.g. Fact, Raise your Voice)
- Promote the Youth Resource Hub
- Bring in youth volunteers to assist with initiatives when possible

### Objective 3

By the end of 2027, promote, support, or expand at least 3 initiatives that build caregiver capacity in topics related to youth, trauma, or ACEs

**Strategies:**

- Promote ASQ benchmark screenings
- Continue to implement parent cafes
- Continue to promote welcome baby resources
- Host community wide event aimed to build skills in families
- Assess kindergarten readiness data
- Provide training and educational opportunities related to positive parenting skills

# Evaluate Actions

Evaluation is incorporated throughout the process. Impact data for each health priority area will be continuously monitored throughout the cycle. Process data regarding each strategy will also be collected to identify how successful specific objectives are and identify areas of opportunity.



# Next Steps

The community health improvement process (CHIP) is a blueprint for community action based on data, community input, and alignment with local and state partners. Moving from the planning phase to the action phase, action teams will meet to discuss how to achieve individual objectives for each goal. This work plan will continuously be updated during the 5 year CHIP cycle and revised based on changing needs within the communities.

**To get involved in the community action teams, contact Healthiest Manitowoc County at [healthiestmc@gmail.com](mailto:healthiestmc@gmail.com).**

# References

1. Wisconsin Department of Health Services. (2022). Community Health Improvement Assessment and Plans. <https://www.dhs.wisconsin.gov/chip/index.htm>
2. County Health Rankings & Roadmaps. (2023). Take Action Cycle. <https://www.countyhealthrankings.org/take-action-to-improve-health/action-center/take-action-cycle>
3. Manitowoc County Health Department. (2022). Manitowoc County Community Health Assessment. [https://manitowocountywi.gov/wp-content/uploads/2023/01/2022\\_CHA-Report\\_MC.pdf](https://manitowocountywi.gov/wp-content/uploads/2023/01/2022_CHA-Report_MC.pdf)
4. AODPartnership.org. (2016). Defining CADCA's Seven Strategies for Community Change. <http://aodpartnership.org/wp-content/uploads/2016/03/seven-strategies-for-community-change.pdf>
5. Collective Impact Forum. (2023). <https://collectiveimpactforum.org/what-is-collective-impact/>
6. U.S. Department of Health and Human Services. (n.d.). Healthy People 2030. <https://health.gov/healthypeople>
7. Wisconsin Department of Health Services. (2023). Wisconsin State Health Improvement Plan 2023-2027. <https://www.dhs.wisconsin.gov/publications/p01791-2023.pdf>
8. Aurora Medical Center-Manitowoc County. (2022). Aurora Medical Center-Manitowoc County Community Health Implementation Strategy.
9. Froedtert Holy Family Memorial Hospital. (2022). Implementation Strategy Community Health Improvement Plan [PowerPoint slides]. Holy Family Memorial.