



Community Health Improvement Plan Florence County, Wisconsin



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Florence County Community Partners

Florence County Health Department would not have been able to complete the Community Health Improvement Plan (CHIP) without the input, hard work and dedication from our many community partners. Many agency representatives, community partners, and community members participated in a variety of platforms (i.e. community health surveys, focus groups, and meetings). We would like to sincerely thank the following agencies and individuals:

- Jen Steber.....Florence County Human Services; Director
- Jenn Robinson.....Florence County Human Services; Social Worker
- Ann Price.....Florence County Health Department; RN
- Annette Seibold.....Florence County Health Department; Health Officer
- Amber Kolberg.....Florence County Health Department; CHS
- Sara Jerue.....Florence County Health Department; Admin. Assistant
- Julia HallgrenFlorence County Health Department; Student Intern
- Karen Wertanen.....Community Member; Retired Registered Nurse
- Yvonne VanPembrook.....Florence Board of Health; Community Volunteer
- Holly Stratton.....Florence County Board of Health Chairperson
- Peyton PrevostTORPEDOs - Florence High School student
- Lacey EndersTORPEDOs - Florence High School student
- Tiffany White.....ADRC; Director
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- Sara FosterFlorence County School District
- Wendy GehlhoffFlorence County Economic Development
- Rhonda StuartNorthern Lake Community Clinic (Lakewood)



Community Health Improvement Plan

What is a Community Health Improvement Plan: The Community Health Improvement Plan (CHIP) is a long-term, systematic plan that address issues that have been identified by the nation, state and local Community Health Assessment (CHA).

The Purpose: The purpose of the plan is to describe how the health department and community partners and stakeholders will engage the community it serves to work together to improve the health of the population in the jurisdiction that Florence County Health Department serves.

Who uses the Community Health Improvement Plan: The CHIP can be utilized by community, partners, and stakeholders to set priorities, direct the use of resources, and to develop and implement projects, programs, and policies. The CHIP does not replace or supersede concurrent action plans or work plans utilized by the health department or any of their community partners.

Who is responsible the Community Health Improvement Plan: Florence County Health Department has been the lead organization responsible for organizing and coordinating the community health improvement process. However, it does not take credit for owning the process nor is it the sole entity responsible for CHIP implementation. The Florence County Health Department has actively engaged the community and it's partners with the intent on developing a CHIP that complements the various other action planning efforts and/or documents produced by other community partners and stakeholders within the jurisdiction it serves.

Commitment: Florence County Health Department is committed to this effort, as part of a larger initiative to develop collaborative partnerships with community stakeholders, which is noticeable through its work to build capacity within the community to address key population health issues identified in the Community Health Assessment process. Through this commitment and the CHIP process Florence County Health Department is able to foster responsibility and ownership of the plan with partners while also developing and strengthening partnership.

Public Health Accreditation Board (PHAB) Standards & Requirements: The PHAB Standards & Measure guidance were utilized in the development of Florence County Health Department's CHIP process to ensure that all criteria were met.

Standard 5.2: Develop and implement community health improvement strategies collaboratively.

Reaccreditation Requirements:

- ⇒ Desired measurable outcomes or indicators of health improvement and priorities for action
- ⇒ Considerations of social determinants of health, causes of higher risks and poorer health outcomes and health inequities
- ⇒ Plans for policy and system level changes for the alleviation of identified causes of health inequity. Policy changes may address social and economic conditions that influence health and health equity including housing, transportation, education, job availability, safety and zoning.
- ⇒ Designation of the individuals and organizations that have accepted responsibility for implementing strategies.



Community Health Improvement Plan

Alignment with State Health Improvement Plan: Wisconsin § DHS 140 requires that “all local health departments shall assume responsibility for participating in community health assessments, collecting, reviewing and analyzing data on community health. Local health departments are also responsible to organize and develop a Community Health Improvement Plan” under the same state statute. Assessments and plans are submitted to the Wisconsin Department of Health Services. Submissions should identify which focus areas, indicators, and strategies align with the State Health Improvement Plan (SHIP).

Florence County Health Department has aligned with three focus areas selected by the state (Alcohol and Other Drug Use; Mental Health; ; and Chronic Disease Prevention and Management) and has determined to specifically address the priority populations of the aging population and adolescent health.

Further aligning with the SHIP, Florence County Health Department has adopted the framework that identifies cross-cutting factors that influence health status across all priority areas. These are: Access to Healthcare; Social Determinants of Health; Built Environment; Public Health System; Health Behaviors; and Health Equity.

Health Equity: The attainment of the highest level of health for *all* people. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health care disparities.



This icon denotes that a strategy is likely to reduce health disparities

Social Determinants of Health: Nearly every is impacted by social determinants of health. The following examples influence health equity in positive or negative ways: Income and social protection, education, unemployment and job security, work life conditions, food security and housing which will be all discovered during this process.

Public Health System & Health Behaviors: The public health system is made up of governmental agencies and non-governmental organizations working to promote health and prevent disease and injury to the entire community or within the vulnerable populations. Prevention addresses health problems before they begin. Health behaviors are actions people take to maintain health, or actions people take that may harm their health or the health of others. These behaviors are influenced by family, community and the social determinants of health (social, economic and physical environment).

Access to Healthcare: The healthcare system pays for and delivers clinical health care services to meet the needs of the patient. Access to health care means having timely use of comprehensive, integrated and appropriate health services to achieve the best health outcomes.

Strategies that are aligned with some of the strategies identified in the SHIP will be indicated by the icon below. These strategies are considered evidence-based and “best practice” through the systematic review of available research.



This icon denotes alignment with the Wisconsin SHIP.



Goals & Strategies

Florence County Health Department and the voluntary steering committee utilized the results of the Community Health Assessment, participant feedback, supporting epidemiological data, and consideration of the state focus areas to determine what the priority areas were. Four priority areas were chosen and were vetted by the Florence County Health Department and the steering committee participants during this meeting.

Strengths, Weaknesses, Opportunities & Challenges (SWOC)

Analyses of each priority was conducted by using the SWOC model. SWOC provides the opportunity to identify common themes among priority areas, as well as challenges needing to be addressed through thoughtful community health improvement planning. Goals and strategies were gathered, reviewed, and agreed upon by the Steering Committee during the afternoon session of the Data In a Day presentation in September 2019. Analyses using the SWOC process were listed for each priority area (see pages 36 & 37 of the CHA). Strategy development will take place within community and partner coalitions that already exist for the purpose of reducing publication.

Alcohol and Other Drug Abuse and Mental Health strategies are developed and coordinated through the Alcohol and Other Drug Abuse (AODA) and Mental Health (MH) coalition. Partners and stakeholders are often actively participating in strategic plans that are specific to their area of expertise. Currently there are a wide variety of programs and services for this population but it is recognized that continued coordination of these activities must continue in order to ensure collective impact in policy and programming options for rural communities with limited resources such as Florence County.

Built Environment issues include both social and physical determinants of health. The impact of resources to Florence County have been consistently recognized by members of the community, partners, and stakeholders and strategies to address these issues continue to be cross-cutting with occupational status, educational attainment, access to health care, and poverty levels. Existing and new coalitions continue to coordinate and strategize to decrease the risk factors for poverty and low socioeconomic status.

Active and Safe Living related to Chronic Disease and Prevention measures have been identified by the community, partners, and the Steering Committee as an area that is cross-cutting. Group consensus was to develop a task force that would coordinate responses to identify gaps, priorities, and opportunities while working to implement systems and environmental changes at the community level to prevent the onset of chronic conditions and adverse health outcomes due to injuries. Strategies will be developed and implemented by the new Active and Safe Living Task Force in conjunction with community partners.



Goals & Strategies

CHIP 2025 Targets CHIP targets were adopted, where applicable, from current targets for community health improvement. Many targets were derived from the 2020-2025 Florence County CHA Health Priorities , Healthiest Wisconsin 2020: State Health Plan, and/or Healthy People 2020 goals and objectives. If a target was not previously addressed, Florence County Health Department applied a 10% improvement which is based on the target-setting methodology utilized across many federal Healthy People 2020 objectives.

Next Steps (PHAB Reaccred 5.2.1 e) The CHIP is designed to assist in coordinating action through community health improvement planning. With the implementation of this plan, Florence County Health Department enters into the action phase of the MAPP process. This phase includes the planning, implementation, and evaluation of the action plans for each of the identified priority areas. These action plans outline the activities, key partners, and evaluation measures for each identified priority issue.

Achieving improved health outcomes will take time and effort as the community transitions from planning to coordinated action. Florence County Health Department will formally evaluate the progress made toward goals each year and will release an annual update detailing progress made. Throughout the year, however, Florence County Health Department will monitor progress and update the plan as necessary. Florence County Health Department may need to reevaluate strategies based on changing resources and leverage additional assets to assure that goals are met. The action phase of this plan is an ongoing process that allows Florence County Health Department to evaluate the effectiveness of its efforts and modify its course of action as community health needs evolve.



The Social Determinants of Health: A Broader View

Addressing broader socio-economic factors is crucial to improving the health of the entire state as well as Florence County's population. Florence County Health Department recognizes the importance of this process and kept this in mind when addressing priority populations and outlining specific targeted interventions for the community. Florence County used this process to prioritize strategies that foster a healthy community through environmental, policy and systems changes. The purpose of these broad interventions is to increase access to opportunities to be healthy where we live, work, and play.

Florence County Health Department, as previously noted, has established four health priorities that are listed in the CHIP: Alcohol and Other Drug Abuse, Mental Health, Built Environment, and Active and Safe Living. In addressing these focus areas, Florence County is committed to pursuing additional cross-cutting strategies that promote health and health equity for all Florence County residents. In addition, Florence County Health Department is committed to addressing the broad social and economic factors as we continue to plan and coordinate interventions to improve health in Florence County. (PHAB Reaccred 5.2.1 a)

The Problem Runs Deep

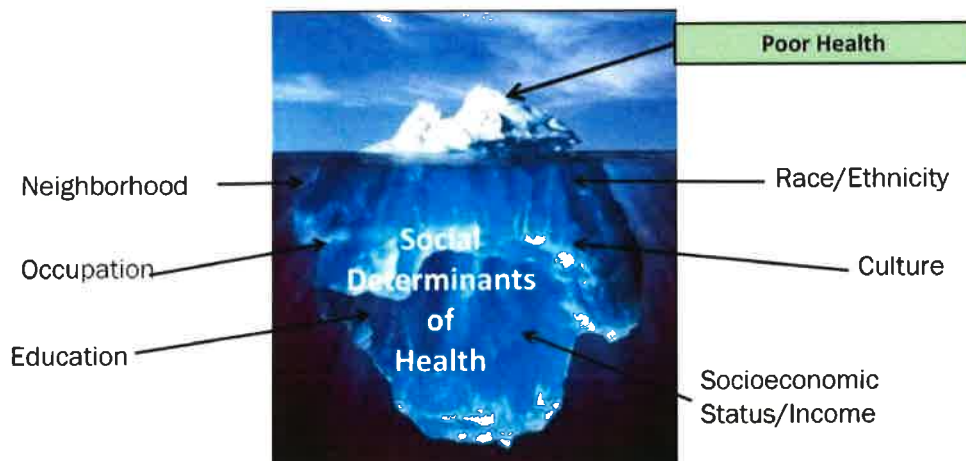


Diagram credit: Summit County Health Department, Ohio. Accessed 2019



The Social Determinants of Health: A Broader Context

The following is a list of evidence-based strategies that the state of Wisconsin has identified as potential interventions to address the broader scope of social determinates of health which lead to poor health outcomes in Florence County and the state of Wisconsin. These strategies are meant to promote overarching environmental, policy, and systems changes that will have a positive impact on all four priority issues and beyond.

Although this list of strategies as been specifically chosen by the state of Wisconsin, it is relevant to Florence County and is supported by the research. It is not an all inclusive list or is it meant to be. Florence County continues to identify additional needs, opportunities, and partnerships as a way to increase the impact of efforts in pursuing a more engaged, healthier, and equitable community.

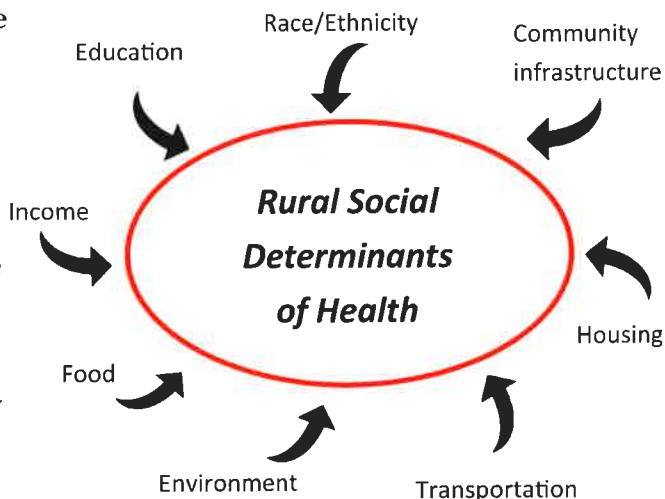


Image credit: www.ruralhealthinfo.org. Accessed 01/2020

EVIDENCE-BASED BEST PRACTICES

ADDRESSING SOCIAL DETERMINANTS OF HEALTH

Strategies in the Wisconsin State Health Plan for Florence County to consider when developing local initiatives.

Reduce discrimination and increase social cohesion		
Legislation that protects minority and vulnerable groups from discrimination and social exclusion		
Labor market, education and family welfare policies that reduce social stratification		
Programs and policies that increase opportunity for health social interaction and networking		
Implement zoning strategies to promote mixed income communities		

Reduce poverty		
Tax credit for seniors and adults with disabilities		
Transitional Jobs program for unemployed jobseekers		
Increase social connectedness among adults/special populations		



The Social Determinants of Health: A Broader Context

EVIDENCE-BASED BEST PRACTICES

ADDRESSING SOCIAL DETERMINANTS OF HEALTH

Strategies in the Wisconsin State Health Plan for Florence County to consider when developing local initiatives.

Improve education		
Increase early childhood education		
Create environments that support learning		
Establish home visiting or parent education programs		
Increase education beyond high school		

Increase access to quality healthcare		
Reduce financial and non-financial barriers to effective care		
Increase opportunities for oral health care		
Recruit providers to underserved areas		
Recruit and retain high quality workforce		

Work to ensure affordable, quality housing is available for all Florence County residents		
Improve housing quality		
Promote mixed use development		
Support housing rehabilitation loan and grant programs		

Source: Healthiest Wisconsin 2020 Focus Area Profile (2014). Accessed December 2019.



The Social Determinants of Health: A Broader Context

EVIDENCE-BASED BEST PRACTICES

ADDRESSING SOCIAL DETERMINANTS OF HEALTH

Strategies in the Wisconsin State Health Plan for Florence County to consider when developing local initiatives.

Provide early childhood supports		
Improve quality of Head Start and other early education programs, including smaller teacher-child ratios		
Increasing the number of teachers with four-year college degrees in early childhood education and decreasing staff turnover		
Increasing home visits with families		

Employment, Income & Poverty		
Assist eligible families in obtaining earned income tax credits through programs that provide free tax filing assistance		
Employment programs such as vocational training for adults and transitional jobs; jobs and training for the reentry population		
Provide educational opportunities on financial empowerment such as credit and credit repair strategies, strategies to eliminate debt, developing wealth and assets and planning for retirement		
Support mentoring programs		

Local / Regional built environment changes to support active living and social connectedness		
Improve streetscape design and land use policies (such as Complete Streets) that include bike and pedestrian infrastructure		
Expand green spaces and parks through renovating or enhancing under-utilized recreation areas, or rehabilitating vacant lots, or abandoned infrastructure		
Ensure the health and equity impacts are considered when making policies regarding the built environment		

Safe home environments		
Require smoke and carbon monoxide installation in new and existing homes		

Source: Healthiest Wisconsin 2020 Focus Area Profile (2014). Accessed December 2019.

PRIORITY ISSUE:

Alcohol and Other Drug Use

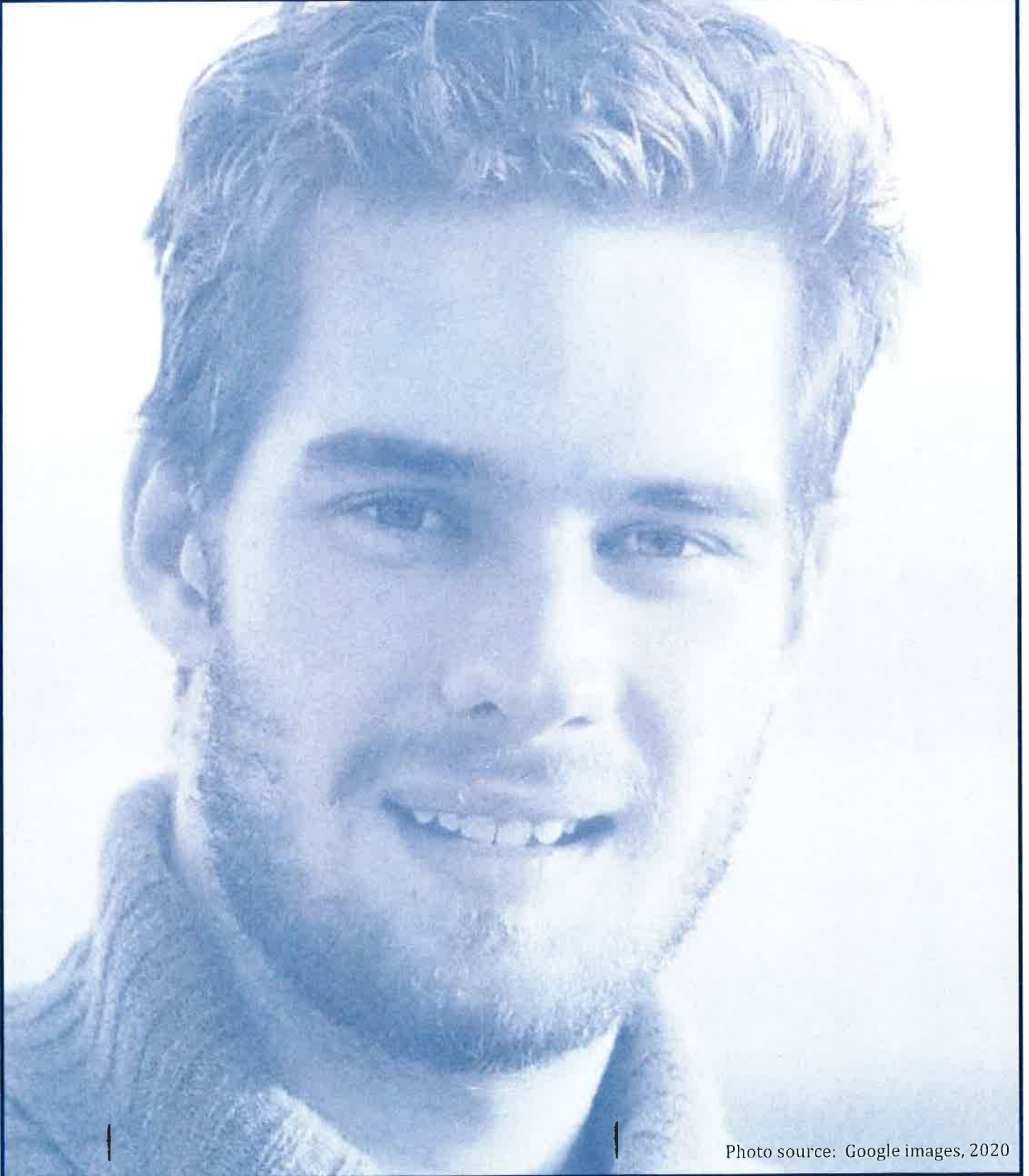


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Community Health Improvement Plan —Action Plan:

Florence County Improvement Process Implementation Plan

Date Created: December 2019

Date Reviewed/Updated: May 2022

ALCOHOL AND OTHER DRUG USE OVERALL AIM

Ensure all adolescents reach optimal health and wellness for successful progression into adulthood

PRIORITY ISSUE: ALCOHOL AND OTHER DRUG USE

GOAL 1: Reduce Substance Use in Florence County

PERFORMANCE MEASURES

How will we know we are making a difference?

Short Term Indicators	Source	Frequency
Alcohol Age Compliance Checks	Florence County Sheriff's Office	Annual
Drug Take Back Days	Florence County Sheriff's Office & Health Department	Bi-Annual
Long Term Indicators	Source	Frequency
County Health Rankings	University of Wisconsin	Every 3 Years
Youth Risk Behavior Survey	Florence School District	Every 2 Years
Behavioral Risk Factor Surveillance System Survey (BRFSS)	CDC	Every 2 Years

Community Health Improvement Plan —Action Plan:

(PHAB Reaccred 5.2.1)

PRIORITY ISSUE: ALCOHOL AND OTHER DRUG USE

GOAL 1: Reduce Substance Use in Florence County

OBJECTIVE #1: Reduce underage drinking in Florence County as measured by middle/high school students reporting “use in the last 30 days” on the Florence County Youth Risk Behavior Survey.

BACKGROUND ON STRATEGY:

Source: *Florence County Youth Risk Behavior Survey and Florence County CHA—2020-20205*

Evidence Based Resource: *Excessive Consumption: Social Host Liability Law, Drug courts & Minimum drinking age laws as recommended by What Works for Health: Policies and Programs to Improve Wisconsin’s Health*

ACTION PLAN

Current Strategies	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result		
1.1 Implement social access media campaign	Ongoing	Marketing tools and staff time	Florence County AODA/MH Coalition Members	Increased education to community on the consequences of social hosting		
1.2 Increase the perceived risk of harm for underage drinking	Ongoing	Marketing tools and staff time	Florence County AODA/MH Coalition Members	Increased education to community on the consequences and dangers of underage drinking		
1.3 Increase support of responsible marketing and provision of alcohol and other drugs in Florence County	Ongoing	Compliance check training and staff time	Florence County AODA/MH Coalition Members	Decrease in failed compliance checks and enhanced enforcement of laws prohibiting alcohol sales to minors		
1.4 Improve access to substance abuse treatment/counseling	Ongoing	Licensed professional counselors/therapists	Florence County AODA/MH Coalition Members	Reduce recidivism, drug use, and incarceration		

Community Health Improvement Plan —Action Plan:



OBJECTIVE #2: Prevent initiation of Tobacco Use by Youth and Young Adults in Florence County.

BACKGROUND ON STRATEGY:

Source: *Florence County Youth Risk Behavior Survey and Florence County CHA—2020-20205*

Evidence Based Resource: *“Tobacco Quit Lines and school-based tobacco free school policies with tobacco education programs” as recommended by What Works for Health: Policies and Programs to Improve Wisconsin’s Health*

ACTION PLAN

Current Strategies	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result		
2.1 Increase personal and social skills to help avoid tobacco use	Ongoing	Evidence-based tobacco education program materials and staff time	Florence County AODA/MH Coalition Members and Health Department	Increased skill-building education to adolescents and young adults to reduce youth smoking		

Opportunities for Expansion/Enhancement

Provide school-aged youth with caring supportive adults as an additional resiliency building resource through mentoring program		
Provide youth the opportunity for peer to peer education, skill-building and positive socialization		
Expand programming in school setting aimed at increasing academic performance and preventing risky behaviors		
Expand programming that supports positive activities for your during high risk times, such as after school and during school breaks (out-of-school time programming)		

PRIORITY ISSUE:

Mental Health



Photo source: Google images, 2020

Community Health Improvement Plan —Action Plan:

MENTAL HEALTH OVERALL AIM

Promote mental well being and prevent the completion of suicide for all Florence County residents

PRIORITY ISSUE: MENTAL HEALTH

GOAL 1: Reduce suicide deaths

PERFORMANCE MEASURES

How will we know we area making a difference?

Short Term Indicators	Source	Frequency
Number of safety diversion plans	Human Services Department	Annually
Number of psychiatric hospitalizations	Human Services Department	Annually
Long Term Indicators	Source	Frequency
County Health Rankings	University of Wisconsin	Every 3 Years
Youth Risk Behavior Survey	Florence School District	Every 2 Years
Behavioral Risk Factor Surveillance System Survey (BRFSS)	CDC	Every 2 Years

Community Health Improvement Plan —Action Plan:

PRIORITY ISSUE: MENTAL HEALTH

GOAL 1: Reduce suicide deaths





OBJECTIVE #1:

BACKGROUND ON STRATEGY:

Source: Florence County Youth Risk Behavior Survey and Florence County CHA—2020-20205

Evidence Based Resource: as recommended by *What Works for Health: Policies and Programs to Improve Wisconsin's Health*

ACTION PLAN

Current Strategies	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result		
1.1 Decrease % of poor mental health days from 4.4% to 3.4%	Ongoing	Evidence-based program materials, staff time and campaign outreach materials.	Florence County AODA/MH Coalition Members	Decrease poor mental health days by promoting strategies to educate/support families and students through initiatives.		
1.2 Decrease # of injury deaths from 100 to 84	Ongoing	Evidence-based strategies and diversion plan template(s) and supplies for means restriction	Florence County AODA/MH Coalition Members	Decrease deaths with positive activities and restricting means.		
Opportunities for Expansion/Enhancement						
Expand programming that supports positive activities and mentors for individuals that lack access to mental health care services						
Expand programming that addresses healthy relationships, setting boundaries, skill building, and assertiveness training						

PRIORITY ISSUE:

Built Environment

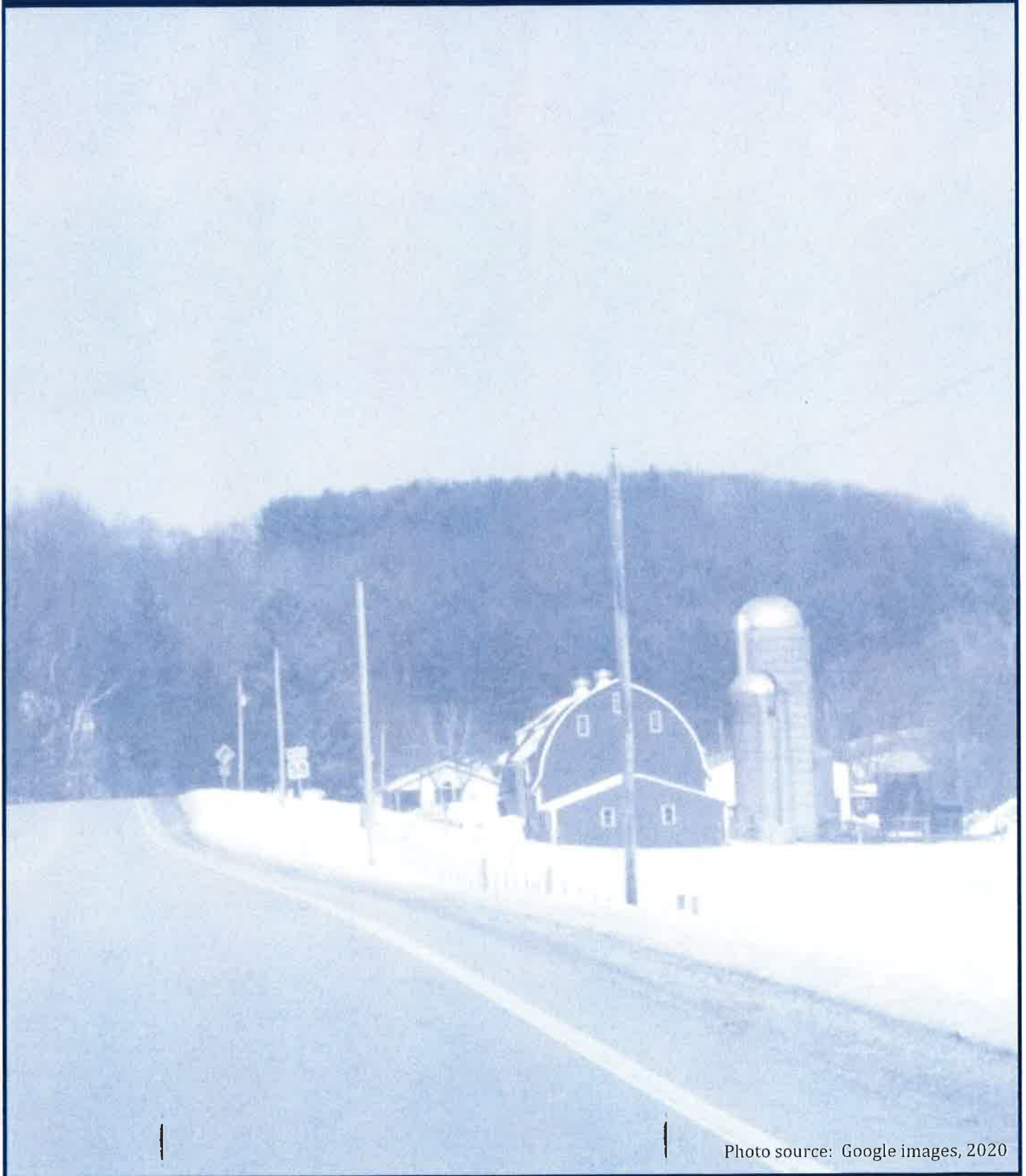


Photo source: Google images, 2020

Community Health Improvement Plan —Action Plan:

BUILT ENVIRONMENT OVERALL AIM

Support a built environment that promotes a healthy community design and health equity for all of Florence County residents

PRIORITY ISSUE: BUILT ENVIRONMENT

GOAL 1: Create opportunities for active and safe living.

PERFORMANCE MEASURES

How will we know we area making a difference?

Short Term Indicators	Source	Frequency
Community Health Surveys	Florence County Health Department Survey Results	Annual
	Housing Committee	Annual
Long Term Indicators	Source	Frequency
County Health Rankings	University of Wisconsin	Every 3 Years
Adult Behavior Survey	CDC—BRFSS	Annual
Youth Risk Behavior Survey	YRBS	Every 2 years

Community Health Improvement Plan —Action Plan:

PRIORITY ISSUE: BUILT ENVIRONMENT

GOAL 1: Create opportunities for healthy and safe living

OBJECTIVE #1:






By 2025, Florence County Housing Committee will implement three strategies to improve the overall health and safety of all county residents

BACKGROUND ON STRATEGY:

Source: Florence County CHA—2020-20205

Evidence Based Resource: as recommended by What Works for Health: Policies and Programs to Improve Wisconsin's Health

ACTION PLAN

Current Strategies	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result		
1.1 Explore and implement mixed-use development options throughout Florence County	2025		Florence County Economic Development Housing Committee	Increase in number of mixed-use development projects that are both site-specific and neighborhood-based		
1.2 Increase percentage of people using the Housing First program in Florence County	2025		NEWCAP	Increase promotion of the Housing First location and have increased participation by December 2025		
1.3 Establish housing rehabilitation loan and grant programs	2025		Florence County Human Services and/or Economic Development Housing Committee	Increase opportunities for Florence County residents to apply for and receive assistance with housing rehabilitation opportunities		
Opportunities for Expansion/Enhancement						
Consider zoning regulations: land use policy						
Improve streetscape (define) design						

PRIORITY ISSUE:

Active and Safe Living

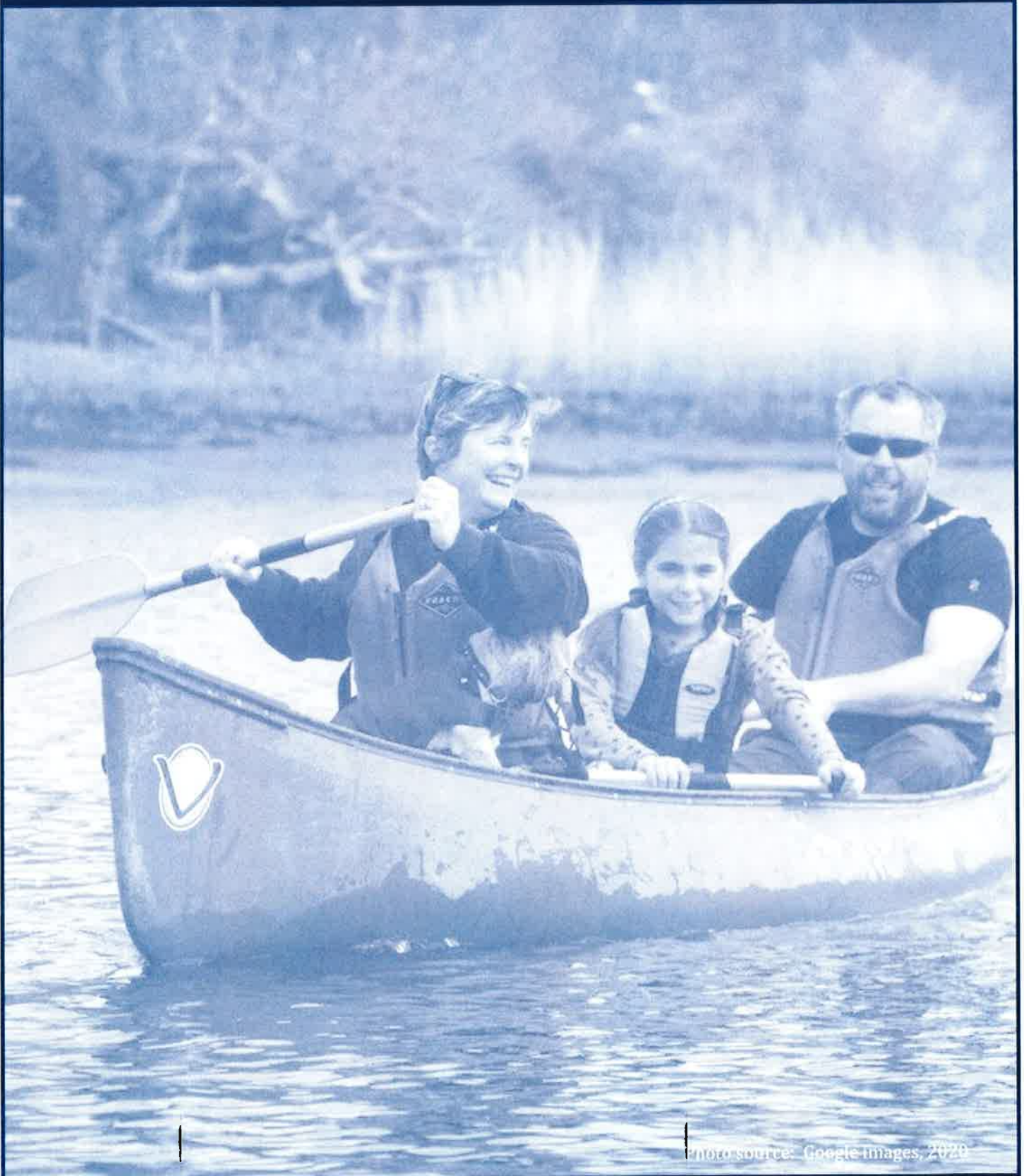


photo source: Google Images, 2020

Community Health Improvement Plan —Action Plan:

ACTIVE AND SAFE LIVING OVERALL AIM

Ensure that all Florence County residents have the opportunity to engage in healthy practices and avoid preventable chronic conditions

PRIORITY ISSUE: ACTIVE AND SAFE LIVING

GOAL 1: By 2025, Florence County Task force will implement three strategies to improve the overall

PERFORMANCE MEASURES

How will we know we are making a difference?

Short Term Indicators	Source	Frequency
Community Health Surveys	Florence County Health Department Survey Results	Annual
Environmental Public Health Tracking Report	Environmental Public Health Tracking –Department of Health Services	Annual
Long Term Indicators	Source	Frequency
County Health Rankings	University of Wisconsin	Every 3 Years
Adult Behavior Survey	CDC-BRFSS	Annual
Youth Risk Behavior Survey	YRBS	Every 2 years

Community Health Improvement Plan —Action Plan:

PRIORITY ISSUE: ACTIVE AND SAFE LIVING

GOAL 1:





OBJECTIVE #1:

BACKGROUND ON STRATEGY:


Source: Florence County CHA—2020-20205

Evidence Based Resource: as recommended by What Works for Health: Policies and Programs to Improve Wisconsin's Health

ACTION PLAN

Current Strategies	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result		
1.1 Fitness programs will be offered in a variety of community settings for residents of all ages.	Ongoing		Safe and Healthy Living Task Force	Fitness and exercise programs will be offered in community settings throughout the county that increase physical activity levels for all ages		
1.2 Promote tick education and prevention activities by distribution of 400 tick kits 2025	Ongoing		Safe and Health Living Task Force	Decrease the number of confirmed Lyme cases reported in Florence County		
1.3 Implement multi-component obesity prevention Interventions	Ongoing		Safe and Health Living Task Force	Decrease obesity rates in Florence County		

Opportunities for Expansion/Enhancement

Increase the number of places for physical activity		
Increase transportation access for low-income and/or vulnerable populations in increase access		

Community Health Assessment & Community Health Improvement Plan



Public Health
Prevent. Promote. Protect.

**Florence County
Health Department**



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