

Advancing the Health of
our Community



2024

Community Health Improvement Plan

Oneida County

Table of Contents

- 3 Introductory Letter
- 4 Partners Driving the CHIP
- 5 What is a CHIP?
- 6 How We Got Here
- 6 Guiding Frameworks
- 8 Diving into Health Priorities
- 9 Choosing Effective Change
- 10 Plan-Do-Study-Act (PDSA)
- 11 CHIP Coalition
- 12 Action Teams
- 13 Health Equity
- 14 Setting the Stage
- 15 **Health Priority: Housing**
- 18 **Health Priority: Childcare**
- 22 **Health Priority: Substance Use**
- 30 **Health Priority: Mental Health**
- 37 Moving Forward
- 38 Additional Health Issues
- 39 References
- 40 Appendix A: Housing
- 41 Appendix B: Childcare
- 42 Appendix C: Substance Use
- 43 Appendix D: Mental Health

Housing

- 16 Goal 1: Objective 1
- 17 Goal 2: Objective 1



Childcare

- 19 Goal 1: Objective 1
- 20 Goal 1: Objective 2
- 21 Goal 2: Objective 1



Substance Use

- 23 Goal 1: Objective 1
- 24 Goal 1: Objective 2
- 25 Goal 2: Objective 1
- 26 Goal 2: Objective 2
- 27 Goal 3: Objective 1
- 28 Goal 3: Objective 2
- 29 Goal 3: Objective 3



Mental Health

- 31 Goal 1: Objective 1
- 32 Goal 1: Objective 2
- 33 Goal 2: Objective 1
- 34 Goal 2: Objective 2
- 35 Goal 3: Objective 1
- 36 Goal 3: Objective 2



Introductory Letter

Dear Community Members,

We are thrilled to present Oneida County's Community Health Improvement Plan (CHIP). This plan details our unified efforts to be a community where everyone in Oneida County has the opportunity to achieve optimal health and well-being.

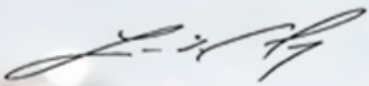
Following a thorough assessment of our community's health needs from 2022 to 2023, we have developed strategies to address key health priorities: childcare, housing, substance use, and mental health.

The CHIP is a result of a collaborative effort involving stakeholders, partners, and community members. Importantly, we view this document as a living plan that will undergo continuous updates and refinements as our community advances. We are committed to making adjustments and improvements based on feedback and the outcomes of our efforts.

We invite all community members to review the plan and join us in our mission to build a healthier community. Your involvement is crucial, whether through volunteering, participating in meetings, or spreading the word.

Thank you for your continued support. Together, we can make a significant impact on the health and well-being of our county.

Sincerely,



Linda Conlon, MPH, BAN, RN
Oneida County Health Officer/Director

Partners Driving the CHIP

Partners driving the Community Health Improvement Plan (CHIP) are pivotal in fostering collaborative efforts to address public health challenges and enhance community well-being through strategic planning and coordinated action.

CHIP Steering Committee

The **CHIP Steering Committee** guides the implementation of the CHIP.

CHIP Steering Committee's role is to:

- Represent the broad interest of their organization and Oneida County residents
- Provide diverse perspectives of our community
- Encourage community and partner participation in the assessment and community health improvement processes
- Assure equity is considered throughout assessment and improvement processes
- Identify sustainability opportunities for initiatives
- Approve the community health improvement plan and its goals, measurable outcomes, and strategies to address the health priorities
- Support and guide the work of the coalitions, as applicable
- Assist in developing and monitoring evaluation measures and impact of the health improvement plan
- Assist in communicating the progress of the health improvement plan
- Take the information gained from participation back to your organizations and inspire change that aligns with community needs.

The CHIP Steering Committee includes a range of health partners, community members, and stakeholders. Each member provides valuable insights into health issues and their effects on the well-being of Oneida County residents.

CHIP Steering Committee Members

Sarah Beversdorf
Manager, Community Benefit and Community Health Improvement, Aspirus Health



Joel Gottsacker
Aging and Disability Resource Center (ADRC) Manager

Casey Crump
Bemidji Area Indian Health Services, Injury Prevention Specialist



Terri Kolb
FoodWise Administrator

Stephanie Dahlquist
YMCA Associate Executive Director



Linda May
YMCA CEO

Mackenzie Ganschow
Marshfield Clinic Community Benefits Coordinator



Petra Pietrzak
Community Member/ Town of Newbold Supervisor

Lloyd Gauthier
Chief of Police, Rhinelander Police Department (RPD)



Mary Rideout
Oneida County Department of Social Services (OCSS) /ADRC Director

Sandra Stetzer

Family Preservation and Support Manager, Children's Wisconsin

Understanding a CHIP

Common Language

Utilizing common language when communicating with a broad audience is vital for making sure everyone understands and stays engaged. In this report, we'll clarify key terms like "area of focus", "goals," "objectives," and "strategies," essential for grasping our community health improvement efforts.

Area of Focus

An area of focus is a priority that has been identified as a community health concern that takes precedence over other concerns identified in the Community Health Assessment (CHA) process.

Objective

An objective is a clear, measurable, specific action that needs to be achieved within a specific time frame to achieve a goal. The Public Health Accreditation Board (PHAB) requires SMART objectives, defined below:

- Specific** - specify what is to be achieved, by how much, and by when
- Measurable** - make sure that the objective can be measured
- Achievable** - set objectives that are feasible for the agency
- Relevant** - align objectives with the mission and vision of the agency
- Time-oriented** - establish a timeframe for achieving the objective

Goal

A goal is a broad statement of the desired outcome or result to be accomplished by the end of this CHIP cycle.

Strategies

Strategies are the methods and/or ways that will or could be used to achieve the identified objective.

What is CHIP?

Every five years, the Oneida County Public Health Department undertakes a comprehensive Community Health Assessment (CHA). Through engagement of diverse community stakeholders, including healthcare, government, nonprofits, business, education, faith-based organizations, and consumers, this process systematically collects and analyzes qualitative and quantitative health data.

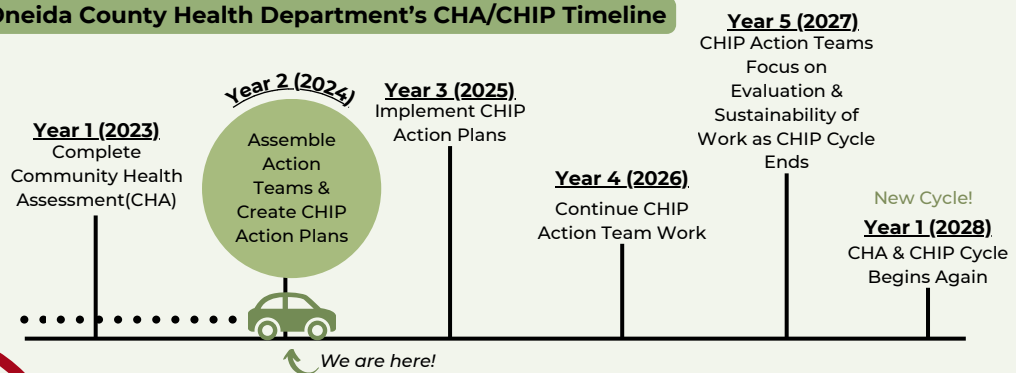
The CHA informs decision-making, prioritizes health issues, and shapes an action-oriented five year **Community Health Improvement Plan (CHIP)**. The CHIP is built on the voices of our community. It prioritizes the root causes of health issues by focusing on community conditions and systems.

Our hope is all people are empowered to achieve their full health potential. We champion both upstream and downstream strategies. Upstream, we advocate for health policies and economic opportunities. Downstream, we focus on improving health behaviors and outcomes. Through collaboration we can create a healthier future, together.

DID YOU KNOW?

This collaborative effort is mandated by Wisconsin State Statute § 251.05, which aims to enhance the overall health and well-being of Oneida County residents.

Oneida County Health Department's CHA/CHIP Timeline



EXAMPLE

Area of Focus: Nutrition & Wellbeing

Goal: Improve healthy eating habits among community members in Oneida County.

Objective: By December 31, 2027, increase the percentage of community members who regularly consume a balanced diet rich in fruits, vegetables, whole grains, and lean proteins by 20% over the next three years.

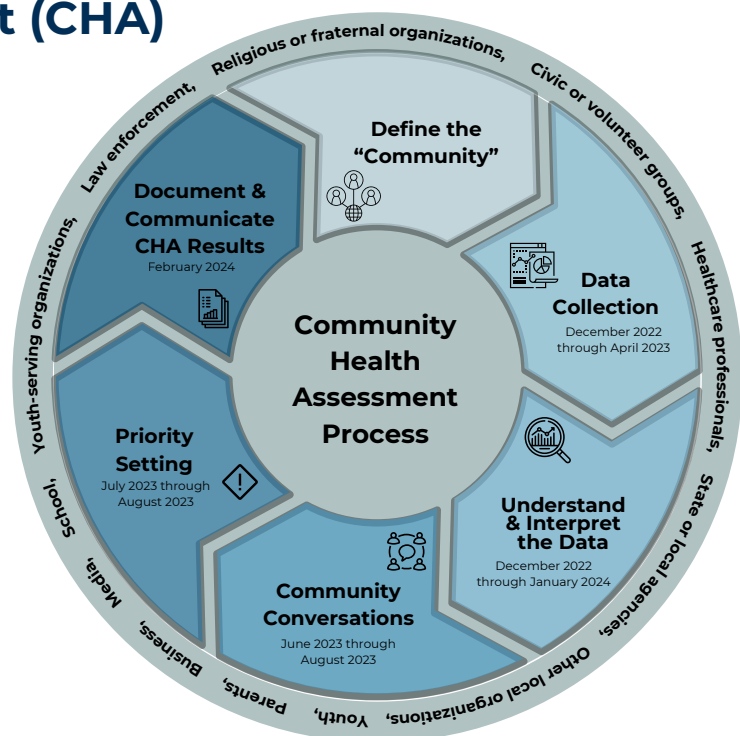
Strategies: Offer free or low-cost cooking classes that teach community members how to prepare healthy, affordable meals.

How We Got Here

2023 Community Health Assessment (CHA)

Throughout 2023, Oneida, Forest, and Vilas County Health Departments, in collaboration with local healthcare partners, facilitated a comprehensive data collection process. Utilizing a modified MAPP Community Health Assessment process, community health concerns were identified through data collection, community conversations, and feedback from individuals who live, work, and play in Oneida County. Insights derived from the Community Health Assessment (CHA) guided the framing and prioritization of top health concerns, strategies, and indicators utilized in the formulation of the Community Health Improvement Plan (CHIP).

[View the 2023 CHA Report](#) on the Oneida County Health Department Website.



Our Approach

Throughout the CHA and CHIP process the Oneida County Health Department (OCHD) utilized three nationally accepted frameworks.

Guiding Frameworks

$\frac{1}{3}$ Healthy People 2030

Healthy People 2030 framework details five key areas to addressing work needed to improve health and well-being for all people; health disparities, health equity, health literacy, well-being, social determinants of health.

5 KEY AREAS OF THE HEALTHY PEOPLE 2030 FRAMEWORK

- 1 Health Disparities** are differences in health outcomes that are closely linked with social, economic, and/or environmental disadvantage.
Healthy People 2030 data tools allow us to measure differences across a variety of populations, summarize findings, and identify evidenced-based interventions for priority populations.
- 2 Health Equity** is the attainment of the highest level of health for all people.
- 3 Health Literacy** is an individual's ability to use health information and to make well-informed decisions.
- 4 Well-being** is an individual's perceived overall life satisfaction.
Healthy People is committed to help people stay healthy as they age.
- 5 Social Determinants of Health** affect our health and well-being and can contribute to health disparities and inequities.
Healthy physical, social, and economic environments strengthen the potential to achieve health and well-being.

$\frac{2}{3}$ Healthiest Wisconsin 2030

Healthiest Wisconsin 2030 is the State Health Plan (SHIP) that identifies priority areas and strategies, measures and indicators to track progress, and partnerships necessary to implement the full plan. This process was rooted in lifting the voices of the people of Wisconsin in the decision-making process and engage over 200 partners from many sectors and all parts of the state.

$\frac{3}{3}$ NACCHO MAPP 2.0

NACCHO MAPP 2.0 is a community driven strategic planning process that helps communities assess their public health needs and resources, prioritize health issues, and develop strategies to improve the health and well being of their populations through a shared community health improvement plan.

Alignment of Guiding Frameworks to Inform CHIP Processes

NACCHO, in collaboration with the Health and Human Services (HHS) Office of Disease Prevention and Health Promotion, developed a guide aligning Healthy People 2030 objectives and targets with MAPP 2.0 to inform local community health improvement efforts and address Social Determinants of Health (SDOH) while advancing health equity. This guide offers a structured approach for local health departments and their communities to strategically align MAPP and Healthy People 2030, shifting Community Health Improvement (CHI) upstream. By describing how Healthy People 2030, its objectives, Leading Health Indicators (LHIs), and tools align with MAPP, the guide serves as a valuable resource to build a solid foundation for informed CHI. MAPP's inclusive approach engages the entire local public health system, fostering community ownership through involvement of various community members, groups, agencies, and organizations.

Figure 1. An Overview of Healthy People 2030 Tools and Resources that may be Used during the Three Phases of MAPP



Diving into Health Priorities





Selected Health Priorities

Oneida County held a series of meetings to identify key health concerns for the next three years. Here's the breakdown:

- 1. Community Data Walk:** Residents reviewed data on various health topics aligned with national guidelines.
- 2. Community Priority Setting:** Participants voted on the most pressing health issues through a survey and in-person meeting. Housing, childcare, mental health, and substance use emerged as top concerns.
- 3. Health Priority & Focus Area Planning:** Residents discussed the top four priorities in detail and voted on specific focus areas to tackle within each category.

The four health priorities for the 2024-2029 CHIP are: Childcare, Housing, Mental Health, and Substance Use.

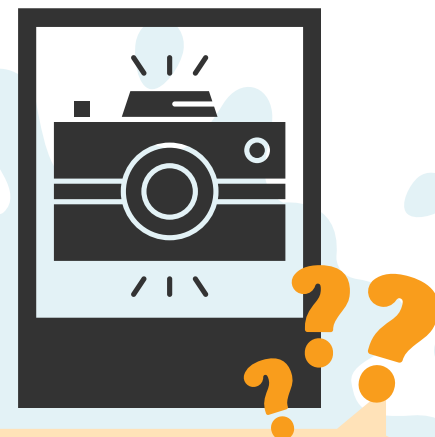
These priority areas were chosen to address critical aspects of health in our community. By focusing on Childcare, Housing, Mental Health, and Substance Use, the goal of the CHIP is to create a comprehensive approach that promotes the well-being of individuals and families alike. These priorities serve as pillars for building a healthier and more supportive community where every member can thrive.

<p>HEALTH PRIORITY</p> <h3>CHILDCARE</h3>  <p>FOCUS AREAS</p> <ul style="list-style-type: none">• Lack of care before and after school• Pay of childcare providers/cost of running a daycare/cost to parents	<p>HEALTH PRIORITY</p> <h3>HOUSING</h3>  <p>FOCUS AREAS</p> <ul style="list-style-type: none">• Financial hardship of households• Housing with problems/quality concern
<p>HEALTH PRIORITY</p> <h3>SUBSTANCE USE</h3>  <p>FOCUS AREAS</p> <ul style="list-style-type: none">• Drinking culture• Limited access to treatment• Youth substance use	<p>HEALTH PRIORITY</p> <h3>MENTAL HEALTH</h3>  <p>FOCUS AREAS</p> <ul style="list-style-type: none">• High school & middle school students with anxiety• High school & middle school students who experience bullying• Poor self reported mental health days/ mentally unhealthy days

A Deeper Dive

Work didn't end once the health priorities were selected. In preparation for the CHIP, further brainstorming sessions were held with coalition members.

These brainstorming sessions worked with community/coalition members to develop strategies that followed the CADCA 7 Strategies for Community Change framework. Members were asked to identify what local conditions they see related to adult and youth mental health and substance use, and which of the local conditions brainstormed seemed most actionable.



What are Local Conditions? Local conditions describe a specific behavior or condition in the community. Ask yourself: "Could I take a picture of what is happening and would that picture change if I did something about it?" If yes, then you have a local condition!

Following the CADCA 7 Strategies for Community Change, members then selected one of the brainstormed local conditions and built out strategies that addressed each of the 7 areas.

The brainstormed strategies were then incorporated into the CHIP work pages.

Choosing Effective Change

CADCA 7 Strategies for Community Change

The CADCA 7 Strategies for Community Change is a framework developed by the Community Anti-Drug Coalitions of America (CADCA) to help communities create positive change. It outlines seven key strategies that can be used to address a wide range of issues, such as substance abuse prevention, youth development, and community health.

The CADCA 7 Strategies for Community Change offer a comprehensive, evidence-based framework for addressing complex social issues. These strategies help raise awareness, empower residents with skills, and provide necessary support, ensuring that all community members can participate effectively. By reducing barriers and motivating positive behaviors, these strategies foster an inclusive environment where sustainable improvements can thrive.

Ultimately, the CADCA 7 Strategies facilitate holistic, impactful, and lasting community change, enhancing overall well-being and resilience by creating a more comprehensive approach to tackling health priorities and achieving sustainable improvements.



Individually Focused

Provide Information

Educational presentations, workshops, seminars or other presentations of data

*Example: Share where trails are located

Enhance Skills

Workshops, seminars or other activities designed to increase the skills of participants, members and staff needed to achieve population level outcomes

*Example: Partner to create walking clinics

Provide Support

Creating opportunities to support people to participate in activities/strategies that reduce risk or enhance protection.

*Example: Collect stroller donations to allow families the ability to walk together

Environmentally Focused

Enhance Access/Reduce Barriers

Improving systems and processes to increase the ease, ability and opportunity to utilize those systems and services

*Example: Encourage workplace wellness walking initiatives

Change Consequences

Increasing or decreasing the probability of a specific behavior that reduces risk or enhances protection by altering the consequences for performing that behavior

*Example: Recognize city work that improves sidewalks and lighting

Change Physical Design

Changing the physical design or structure of the environment to reduce risk or enhance protection.

*Example: Create safer crosswalks in high traffic areas

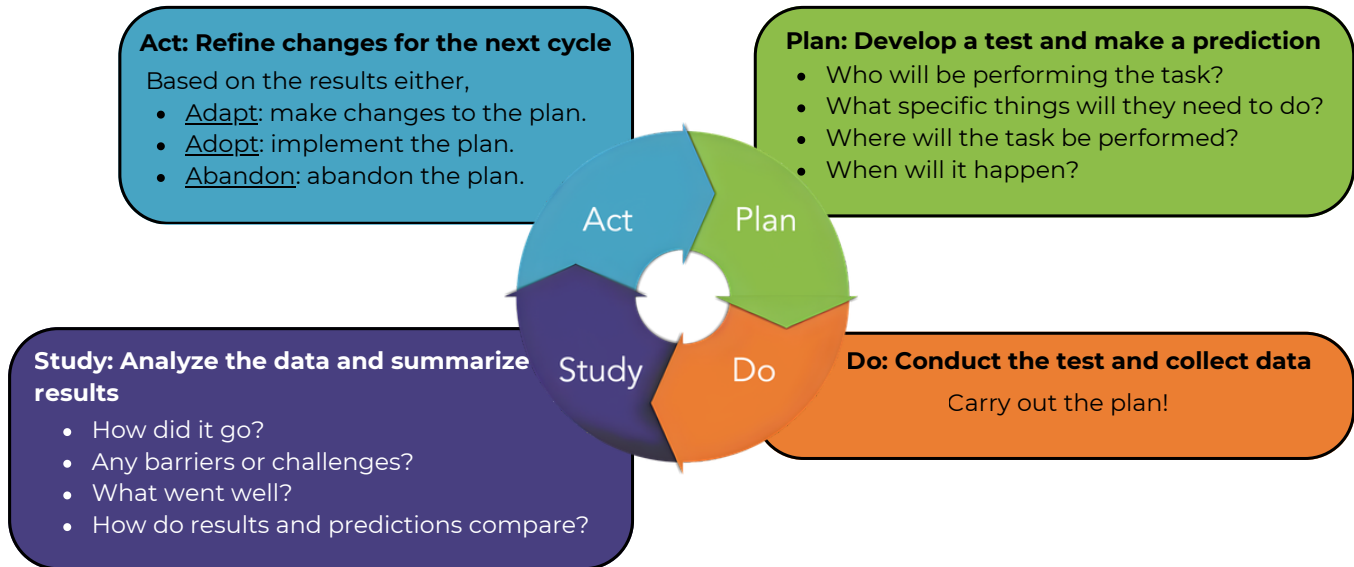
Modify/Change/Develop Policies

Formal change in written procedures, by-laws, proclamations, rules or laws with written documentation and/or voting procedures

*Example: Implement walking school buses at area elementaries

Plan-Do-Study-Act (PDSA)

As the CHIP process moves forward, the Action Teams will meet to monitor and review implementation activities and strategies, gather data and community-level impacts of strategies, and consider if quality improvement changes need to be made. Action Teams will follow the Plan-Do-Study-Act (PDSA) framework. PDSA is an iterative, four-stage problem solving model used for gaining learning and knowledge for the continual improvement of a product, service, or process. Below is how PDSA was used in the CHA/CHIP cycle.



1

Community Health Assessment (CHA)

CHA Survey, Key Informant Interviews,
Secondary Data Review

2

Gather Community Input

Community Conversations

3

Define Goals

Root Cause Analysis/SWOC, Key Stakeholder
Feedback

4

Action Team Development

Meetings to finalize goals and evidence
based strategies

5

Define SMART Objectives

Use data to identify populations, data sources,
and best practices strategies

6

Additional Data Integration

Data will be used to help inform action items and
monitor community level impacts on strategy
implementation

7

Initiate Action Plan

Implement strategies, Gather Data, Examine CHIP
objectives

8

Learning Loop

Action Teams review implementation, data, &
consider quality improvement changes or new
strategies

Moving the Work into Community Hands

CHIP Coalitions or Action Teams

Community health improvement planning coalitions and action teams bring together diverse stakeholders to collaboratively identify, prioritize, and address health issues within the community. These groups leverage collective expertise and resources to implement targeted interventions, monitor progress, and drive sustainable improvements in public health outcomes. Oneida County is fortunate to have established coalitions who work to drive change in our community. [CHIP Coalitions and Action Teams have accepted responsibility for the implementation of their respective health priority area.](#)



Workplan Development

To facilitate the implementation of this plan, coalitions and action teams around each of the respective health priorities will develop annual workplans. Each workplan will include the following:

- The CADCA (Community Anti-Drug Coalitions of America) framework workplan design
- Specific, measurable, attainable, realistic, and timebound (SMART) objectives (as listed in the CHIP) and corresponding strategies and activities
- A detailed timeline for the implementation of each strategy and activity
- Identification of the lead organization for each initiative and individuals or other organizations that will be responsible for implementation
- Sustainability concepts that include prioritizing policy, environment, and system changes; capacity-building, partnership development, and creative funding/operational opportunities.

The CHIP Steering Committee will provide feedback on workplans with a focus on sustainable elements to assure the work of the CHIP contributes to the long-term vision of the plan.

Monitoring

Monitoring the Community Health Improvement Plan (CHIP) is crucial for several reasons:

1. *Track Progress and Impact:* Evaluate success of strategies to determine if the plan is matching the desired outcomes.
2. *Identify Areas for Improvement:* Understand unexpected challenges, make adjustments and adapt strategies to better address community needs.
3. *Maintain Accountability:* Assure outcomes are achieved and keep stakeholders and community members informed and invested in making the plan work.
4. *Inform Future Efforts:* Data collected through monitoring becomes valuable for future planning cycles and allows the community to learn from successes and failures.
5. *Demonstrate Value:* Showcase the positive impact of the CHIP and leverage outcomes to secure funding for ongoing efforts and future initiatives.

Monitoring is like checking the compass while navigating. It ensures the CHIP stays on course to achieve its goals and create a healthier community. CHIP workplans will be monitored regularly by the CHIP Steering Committee and progress will be reported to the public at least annually. Updates to the CHIP objectives, strategies, and activities will be noted in the record of changes document and updated within the document, addendums, and supplemental materials.

A Call to Action

In order to improve the health and well-being of individuals who live, work, and play in Oneida County, coalition/action teams need to be strengthened or formed.

Coalition/Community Action Teams (CAT) will be made up of community members, leaders, stakeholders, and more, who are committed to improving the health of Oneida County so that all residents can live, work, and play in a clean and safe environment.

These can vary from CHIP cycle to CHIP cycle depending on the selected health priorities. They are subject to change based on the need, direction, and community drive for members to be a part of the teams.

If you are interested in joining any of the following, please feel free to reach out to the Oneida County Health Department.

CHIP WEBSITE



Team Chairs:

CHIP WEBSITE



Team Chairs:

CHIP WEBSITE



Team Chairs:

CHIP WEBSITE



Team Chairs:

Housing Action Team



Cami Buchmann
Oneida County
Health Department



Maria Otterholt
Oneida County
Health Department

Childcare Action Team



Cami Buchmann
Oneida County
Health Department



Robin Mainhart
OC Childcare
Coalition

Substance Use Action Team



Jennifer Chiamulera
Substance Use
Coalition



Moriah Gross
Oneida County
Health Department



Shelby Moore
Northwoods Tobacco
Free Coalition (NWTFC)

Mental Health Action Team



Rachel Cornelius
Mental Health &
Suicide Prevention
Sub Group



Heidi Pritzl
Mental Health &
Suicide Prevention
Sub Group



Jennifer Tienhaara
Oneida County
Health Department

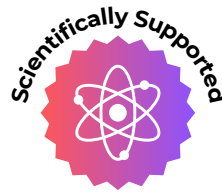
Setting the Stage

Guide to Strategy Examples

The Oneida County Health Department is dedicated to employing evidence-based approaches and optimal methods to ensure that the processes of CHA and CHIP are inclusive, quantifiable, and grounded in data. Both primary and secondary data have guided the prioritization of focus areas and the development of corresponding objectives, goals, and tactics. Within each priority area, we offer examples of strategies to serve as potential starting points for coalitions. Each strategy is grounded in a specific type of supporting evidence:



"Some evidence" means there is a fair amount of research or data showing that a certain method works. The evidence might not be very detailed, but it still suggests that using this method can have good results and benefits.



"Scientifically supported" means that a lot of research and data prove a strategy works. This strong evidence shows that the strategy is effective and can be trusted to give good results.



"Community request" means that people in the community have asked for certain programs or interventions. This feedback comes up during community talks and helps create programs that fit the community's needs and priorities.



"Expert opinion" means that knowledgeable and experienced professionals believe a strategy is effective. These experts use their experience to suggest strategies they believe are effective.

How to read CHIP Priority Pages

Each CHIP Health Priority will have a page dedicated to the selected focus areas. These focus areas will be written as goals to be accomplished throughout the CHIP timeline/process. Each page will consist of the following elements:

Objectives:

These are specific, measurable, achievable, and timely actions to achieve a goal.

Strategies:

Are the methods/ways that will or could be used to achieve the identified objective.

Example strategies are provided for coalitions to choose from or use as inspiration to address the given objective.

Health Priority
Housing

Goal #1: Reduce the financial burden of housing costs in Oneida County

Objective #1: By December 31, 2029, reduce the percentage of households that spend 30% or more of their household income on housing by 5% (22.3% to 17.3%) as measured by Kids Count Data Center.

Local Condition: Rising rent and home prices outpacing income growth (see Appendix A)

7 CADCA Strategy Examples for Community Change

Provide information	<ul style="list-style-type: none">Conduct meetings to educate and engage key stakeholders that may affect housing optionsPublish and broadly disseminate the results of policy scans and housing assessmentsDistribute informational brochures, fairs, and digital content on affordable housing programs, financial assistance, and housing counseling services
Enhance skills	<ul style="list-style-type: none">Offer workshops on budgeting, saving, and managing household expenses to help residents make informed financial decisionsProvide programs that teach potential homeowners about the home buying process, mortgage options, and how to avoid predatory lending practices
Provide support	<ul style="list-style-type: none">Build partnerships with lenders to increase housing inventoryEstablish peer support groups where residents can share experiences, solutions, and emotional support
Enhance Access/Reduce Barriers	<ul style="list-style-type: none">Set up community resource areas to provide easy access to educational materials, internet, and support servicesWork to streamline the application processes for housing assistance programs
Change Consequences	<ul style="list-style-type: none">Provide financial incentives for property owners who offer affordable rental rates or participate in housing assistance programsOffer incentives such as discounts on utility bills or free household items for residents who participate in educational programs and workshops
Physical Design	<ul style="list-style-type: none">Community clean-up events (garbage clean-up and improvement events that encourage residents to declutter and maximize shared spaces, fostering a sense of ownership and prideSupport the creation of community land trusts to develop and manage affordable housing, ensuring long-term affordability for residents
Modify/Change/Develop Policies	<ul style="list-style-type: none">Examine all housing-related policies for impact on affordability and equity

Measuring Impact Examples:

- Number of supplement funding programs for housing
- Number of available and affordable housing
- Pre- and post-survey on skills taught in programs and home management courses
- Monitor changes in housing affordability metrics such as the number of affordable housing units developed
- Track participation rates in financial management workshops, homebuyer education programs, and housing counseling services to gauge community engagement.

Goals:

A board statement about an outcome that is expected to be achieved.

Local Condition:

Are a specific behavior or condition in the community.

Measuring Impacts:

These are data points that will be used to measure progress on the identified goal, objectives, and strategies.

These will be adjusted to fit the selected strategies identified from coalitions or action teams.

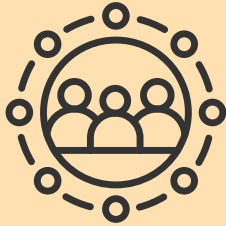


Looking through a Community Lens



Affordable quality housing is crucial as it provides stability, safety, and a foundation for well-being in our community. It allows individuals to allocate resources to other needs like education and healthcare and reduces financial stress. Quality housing can also enhance physical and mental health, foster community connections, and support overall quality of life, ensuring families and individuals thrive.

Impact



Advocate for healthy homes in Oneida County through:

Improving:

- Housing quality
- Housing affordability
- Housing resources

Reducing:

- Overcrowded homes
- Vacant housing units
- Housing instability

Alignment with Existing Strategies



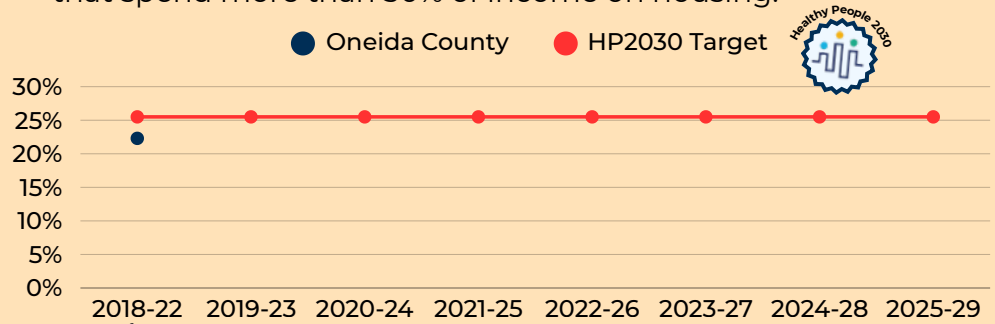
Local: Advocate for Oneida County residents to strive for healthy homes.

State: Wisconsin State Health Plan

- Priority Area: Healthy Housing
 - Healthy housing is described as affordable, stable, safe and meets the needs of those who live there.

National: Healthy People 2030 (HP2030)

- Social Determinant of Health: Reduce the proportion of families that spend more than 30% of income on housing.



The percent of Oneida County residents who spend more than 30% of income on housing.



Goal #1: Reduce the financial burden of housing costs in Oneida County

Objective #1: By December 31, 2029, reduce the percentage of households that spend 30% or more of their household income on housing by 5% (22.3% to 17.3%) as measured by Kids Count Data Center.

Local Condition: Rising rent and home prices outpacing income growth. (see Appendix A)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Conduct meetings to educate and engage key stakeholders that may affect housing options • Publish and broadly disseminate the results of policy scans and housing assessments • Distribute informational brochures, flyers, and digital content on affordable housing programs, financial assistance, and housing counseling services
Enhance Skills	<ul style="list-style-type: none"> • Offer workshops on budgeting, saving, and managing household expenses to help residents make informed financial decisions • Provide programs that teach potential homeowners about the home buying process, mortgage options, and how to avoid predatory lending practices
Provide Support	<ul style="list-style-type: none"> • Build partnerships with relators to increase housing inventory • Establish peer support groups where residents can share experiences, solutions, and emotional support
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Set up community resource areas to provide easy access to educational materials, internet, and support services • Work to streamline the application processes for housing assistance programs
Change Consequences	<ul style="list-style-type: none"> • Provide financial incentives for property owners who offer affordable rental rates or participate in housing assistance programs • Offer incentives such as discounts on utility bills or free household items for residents who participate in educational programs and workshops
Physical Design	<ul style="list-style-type: none"> • Community clean-up events: organize clean-up and improvement events that encourage residents to declutter and improve shared spaces, fostering a sense of ownership and pride • Support the creation of community land trusts to develop and manage affordable housing, ensuring long-term affordability for residents
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Examine all housing-related policies for impact on affordability and equity



Measuring Impact Examples:

- Number of supplement funding programs for housing
- Number of available and affordable housing
- Pre- and post-surveys on skills taught in programs and home management courses
- Monitor changes in housing affordability metrics, such as the number of affordable housing units developed
- Track participation rates in financial management workshops, homebuyer education programs, and housing counseling services to gauge community engagement.



Goal #2: Improve housing standards, accessibility, and affordability to address quality concerns and housing problems

Objective #1: By December 31, 2029, reduce the percentage of households with at least one of the following housing problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities by 5% (9% to 4%) as measured by County Health Rankings and Roadmaps.

Local Condition: People are living in unsafe residences. (see Appendix A)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Complete a local impact assessment of homes • Reduce stigma against affordable housing construction • Create a resource inventory of home repair options in Oneida County
Enhance Skills	<ul style="list-style-type: none"> • Create a system to help residents apply for home-owner and/or rental repairs
Provide Support	<ul style="list-style-type: none"> • Develop interagency partnerships to address home repair needs • Evaluate AirBnb, VRBO, etc. rates and numbers as a resource for residents while home repairs occur
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Apply for housing repair and revitalization grant programs • Set up centers where residents can access a range of services in one place, including housing assistance, job placement, health services, and legal advice
Change Consequences	<ul style="list-style-type: none"> • Offer incentives such as utility discounts or grocery vouchers for residents who participate in educational workshops or complete housing assistance applications • Implement programs that recognize and reward community members, landlords, and local businesses that actively support housing assistance initiatives
Physical Design	<ul style="list-style-type: none"> • Organize projects that improve the living conditions in neighborhoods, such as renovating common areas, enhancing safety features, and cleaning up public spaces • Ensure that resource centers and service locations are easily accessible by public transportation and are compliant to accommodate all residents
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Improve rental housing inspection policies and programs • Advocate for policies that increase funding for housing assistance programs, streamline application processes, and reduce barriers



Measuring Impact Examples:

- Number of resources available for housing repairs
- Number of organizations available to help repair homes
- Number of policies related to housing needs and repairs
- Monitor the number of residents accessing case management services, workshops, and resource centers
- Track advocacy efforts and outcomes, such as new or revised policies that enhance housing assistance programs and reduce barriers

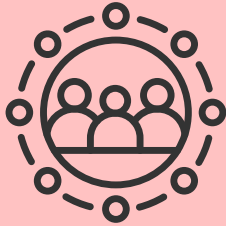


Looking through a Community Lens



Childcare is essential for supporting working parents and fostering early childhood development, including cognitive, social, and emotional growth. Quality programs ensure a safe environment with structured activities and emotional support where children feel secure and cared for. This investment in quality childcare not only supports the immediate well-being of children and families but also lays a foundation for future community success.

Impact



Advocate for accessible and affordable childcare in Oneida County through:

Improving:

- Funding & subsidies programs
- Expanding childcare facilities
- Support professional development

Reducing:

- Cost barriers
- Awareness & information

Alignment with Existing Strategies



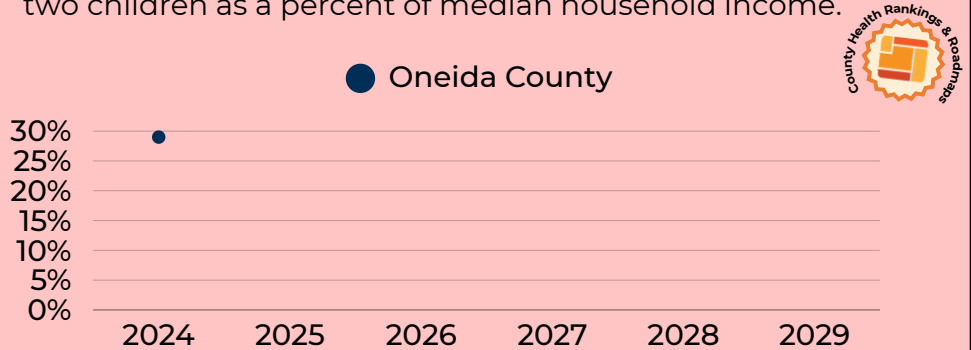
Local: Advocate for Oneida County residents to have access to affordable and safe childcare.

State: Wisconsin State Health Plan

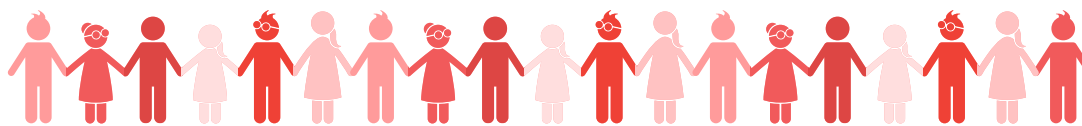
- Priority Area: Supportive Systems of Care
 - Systems of care, between child care and other care that is available in their communities and the care that is needed.

National: County Health Rankings and Roadmaps (CHR&R)

- Childcare Cost Burden: Child care costs for a household with two children as a percent of median household income.



In Oneida County, Wisconsin, the average cost for a household with two children as a percent of median household income.



Goal #1: Increase access to childcare

Objective #1: By December 31, 2029, increase full day childcare capacity through promoting childcare as a viable and rewarding career choice by 10% (390 available childcare spaces to 429 available childcare spaces) as measured by the Oneida County Childcare Coalition Survey.

Local Condition: Difficulty attracting and retaining childcare staff. (see Appendix B)

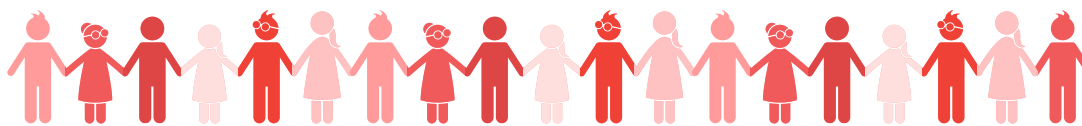
7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Conduct workshops to inform young adults about the childcare profession, required qualifications, career prospects, and the types of childcare centers • Develop and distribute brochures, flyers, and digital content that highlight the benefits, opportunities, and career pathways in the childcare industry
Enhance Skills	<ul style="list-style-type: none"> • Increase access to skills-based courses such as CPR, first aid, and state-required childcare certifications to ensure individuals meet necessary standards • Offer free or subsidized training programs that cover essential childcare skills, including early childhood education, child development, and health and safety practices
Provide Support	<ul style="list-style-type: none"> • Partner with youth serving organizations to provide support to individuals who are considering early childhood education as a career path • Establish mentorship programs where experienced childcare professionals guide and support newcomers in the field, offering advice and practical knowledge
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Partner with Nicolet College to identify and reduce barriers to youth entering college for childcare • Offer online and part-time training options to accommodate individuals who may be working or have other commitments
Change Consequences	<ul style="list-style-type: none"> • Introduce financial incentives such as scholarships, signing bonuses, and tuition reimbursement for those entering the childcare field
Physical Design	<ul style="list-style-type: none"> • Incorporate dual credit courses for early childhood education
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Explore policies that encourage childcare as a career path • Advocate for policies that ensure competitive wages and benefits for childcare workers to make the career more attainable



Measuring Impact Examples:

- Track the number of individuals enrolling in and completing childcare training and certification programs
- Measure the employment rates of individuals who have completed training programs and entered the childcare workforce
- Conduct surveys to assess job satisfaction and retention rates among new childcare workers
- Gauge community awareness and perception of childcare as a career
- Monitor the implementation and impact of advocated policies on wages, working conditions, and professional development opportunities in the childcare industry



Goal #1: Increase access to childcare

Objective #2: By December 31, 2029, increase access to before and after school care by 5% as determined by an environmental scan conducted in 2025 by the Oneida County Childcare Coalition.

Local Condition: Parents are missing work because they do not have childcare that aligns with their work schedule. (see Appendix B)

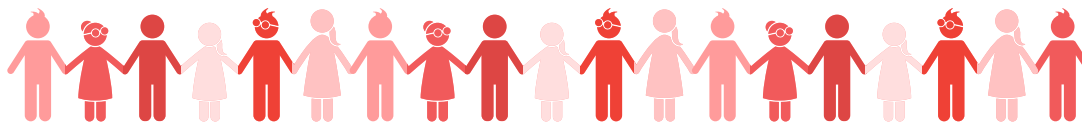
7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Create and distribute comprehensive guides that detail available childcare services, subsidy programs, before and after school programs, and how to access them • Provide information on results of environmental scan
Enhance Skills	<ul style="list-style-type: none"> • Offer training sessions and workshops for childcare providers on child development, safety, and activity planning
Provide Support	<ul style="list-style-type: none"> • Establish parent support groups and networks to share resources and tips • Partner with local businesses and organizations to offer subsidies or financial assistance for childcare costs
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Work with local schools and transportation services to ensure safe and reliable transport to and from childcare programs • Advocate for and support the creation of on-site childcare facilities at workplaces, especially in large companies and industrial areas
Change Consequences	<ul style="list-style-type: none"> • Work with local businesses to offer childcare benefits such as subsidies, flexible spending accounts, and on-site childcare • Look into tax incentives and recognition programs with employers
Physical Design	<ul style="list-style-type: none"> • Explore work from home opportunities with parents • Develop childcare facilities in community hubs, making them easily accessible for parents dropping off and picking up children on their way to work
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Discuss worksite wellness policies with organizations to support working parents • Advocate for policies that promote flexible work hours, remote working options, and parental leave to support working parents • Simplify licensing and regulatory processes for before and after school care providers to encourage more organizations to offer these services.



Measuring Impact Examples:

- Track the number of parents using childcare services, subsidies, and support programs
- Measure the impact of childcare support on parents' employment status, job retention, and career advancement
- Track the number of children enrolled in before and after school care programs
- Conduct surveys to assess parent satisfaction
- Track the implementation and impact of advocated policies, such as increased childcare funding, expanded subsidies, and employer-supported childcare initiatives



Goal #2: Address hardships on the pay of childcare providers/cost of running a daycare/cost to parents in Oneida County

Objective #1: By December 31, 2029, decrease the percent of a household's median income spent on childcare for two children by 5% (24% to 19%) as measured by County Health Rankings and Roadmaps.

Local Condition: Partner/spouse does not work full time (or works less than fulltime) to care for children. (see Appendix B)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Conduct campaigns to raise awareness about childcare services • Educate families about affordable childcare options and financial assistance programs
Enhance Skills	<ul style="list-style-type: none"> • Offer workshops and training sessions on budgeting for childcare and applying for financial assistance
Provide Support	<ul style="list-style-type: none"> • Create a resource library with materials on best practices in childcare, child development, and family support services • Promote and support childcare programs that use a sliding scale fee structure based on family income
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Look into flexible childcare hours to accommodate schedules of working parents • Develop and promote access to grants and funding opportunities to help childcare providers enhance their facilities and programs
Change Consequences	<ul style="list-style-type: none"> • Encourage the use of cost-saving childcare options through incentives
Physical Design	<ul style="list-style-type: none"> • Create and modify physical spaces to support affordable childcare solutions • Encourage schools and community centers to offer their spaces for affordable childcare programs during non-operational hours.
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Advocate for local and state policies that provide financial support, tax breaks, and other incentives for childcare providers to sustain and grow their operations • Explore policies to reduce the financial burden of childcare on families • Simplify the regulatory and licensing processes for childcare providers to reduce their operational costs, enabling them to offer more affordable rates.



Measuring Impact Examples:

- Conduct regular surveys to measure the percentage of household income spent on childcare and track changes over time.
- Monitor the usage rates of childcare subsidies and financial assistance programs
- Track enrollment rates in affordable childcare programs to gauge access and availability.
- Measure the number and amount of grants and funding accessed by childcare providers and the impact on their operations
- Collect feedback from parents on their satisfaction with the affordability and quality of childcare services.
- Track the adoption and impact of policies and regulatory reforms that support affordable childcare to measure broader systemic changes.



Looking through a Community Lens



Reducing substance use in a community, particularly among youth and adults, is essential for several reasons. Substance use can negatively impact physical health, mental well-being, academic and work performance, and individual's relationships. By addressing substance use, communities can provide safer environments, promote responsible decision-making, and foster healthy futures for individuals and families.

Impact



Reduce the misuse of substances in Oneida County through:

Improving:

- Access to harm reduction services
- Rehabilitation services capacity
- Preventative services

Reducing:

- Stigma
- Barriers to treatment
- Access to substances

All individuals have access to education, treatment, mental health services, community support, economic opportunities, and integrated healthcare to effectively reduce substance misuse.

Alignment with Existing Strategies



Local: Advocate Oneida County substance use programs and referral services.

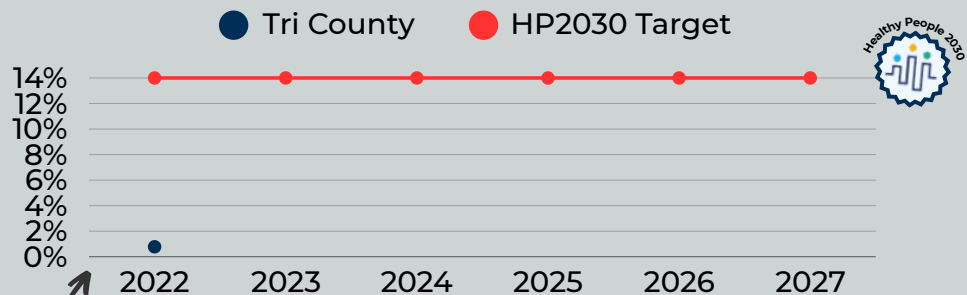
- Koller Behavioral Health

State: Wisconsin State Health Plan

- Priority Area: Mental & Emotional health & Wellbeing
 - Systems and resources that support mental health and substance use prevention, treatment and recovery are accessible, affordable, cross the lifespan, and meet the unique needs of the individuals and communities they serve.

National: Healthy People 2030 (HP2030)

- Drug & Alcohol Use: Increase the proportion of people with a substance use disorder who got treatment in the past year.



In the Tri-county area, 0.78% of residents who utilized county services for substance use.



Goal #1: Cultivate a supportive community to foster a healthy drinking culture in Oneida County

Objective #1: By December 31, 2029, improve adult drinking culture by promoting responsible drinking and reducing excessive consumption, particularly in environments involving youth by 5%, as measured by alcohol attitudes and behaviors survey to be conducted in 2025 by the Substance Use Coalition.

Local Condition: Community events encourage and accept drinking culture. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Raise awareness through media campaigns against alcohol impaired driving • Meet with local officials to share alcohol related research
Enhance Skills	<ul style="list-style-type: none"> • Conduct training for parents/guardians modeling responsible drinking behaviors • Provide training for community leaders, coaches, and teachers on promoting responsible alcohol use in environments where youth are present
Provide Support	<ul style="list-style-type: none"> • Support individuals looking for non-alcohol sponsors • Provide access to counseling and support services for adults who need help managing their alcohol consumption
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Implement toolkits to scan events and gather data on alcohol usage • Create and promote family-friendly events that emphasize fun and engagement without alcohol present
Change Consequences	<ul style="list-style-type: none"> • Incorporate responsible beverage server trainings • Develop programs that recognize and reward individuals, families, and organizations that consistently model responsible alcohol consumption behaviors in front of youth
Physical Design	<ul style="list-style-type: none"> • Design event layouts to encourage responsible drinking, such as limiting the number of alcohol service points
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Implement a responsible alcohol usage policy • Encourage organizations, schools, and sports clubs to adopt policies that require responsible drinking behavior from adults during events where youth are present



Measuring Impact Examples:

- Conduct surveys to assess changes in adult drinking behaviors and attitudes toward responsible consumption in the presence of youth
- Monitor community and family events for adherence to responsible drinking guidelines and policies
- Survey youth to understand their perceptions of adult drinking behaviors and their awareness of responsible drinking messages
- Track the adoption and enforcement of policies related to responsible adult drinking behaviors at community events and public spaces
- Record and analyze incidents related to alcohol consumption at events to measure the effectiveness of the implemented strategies



Goal #1: Cultivate a supportive community to foster a healthy drinking culture in Oneida County

Objective #2: By December 31, 2029, reduce the number of youth-focused events that serve alcohol by 10% as measured by an environmental scan to be conducted in 2025 through the Substance Use Coalition.

Local Condition: Adults are consuming alcohol at youth-focused or family friendly events. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> Collaborate with local fundraisers to encourage alcohol free spaces when youth are present Distribute informational materials such as brochures, flyers, and social media posts that emphasize the importance of alcohol-free youth events
Enhance Skills	<ul style="list-style-type: none"> Offer workshops and training sessions for event organizers on how to plan and implement successful alcohol-free youth events Develop programs that train youth to become advocates for alcohol-free events
Provide Support	<ul style="list-style-type: none"> Establish a support system that offers consultation and assistance to those planning alcohol-free youth events, ensuring they have the resources and guidance they need
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> Create “beer gardens” spaced away from community events where youth are present Partner with venues that are committed to hosting alcohol-free youth events and negotiate discounted rates or other incentives to make these venues more accessible to organizers
Change Consequences	<ul style="list-style-type: none"> Discounts for vendor events that agree to change location of alcohol placement, ads, and sponsors Work with local authorities to ensure strict enforcement of existing laws and regulations regarding alcohol at youth events, including penalties for violations
Physical Design	<ul style="list-style-type: none"> Enforce alcohol access restrictions in public places Promote the creation of designated alcohol-free zones at larger events where youth are present, ensuring these areas are attractive and engaging
Modify/Change/Develop Policies	<ul style="list-style-type: none"> Implement policies that regulate alcohol outlet density Implement policies targeting alcohol suppliers/pricing



Measuring Impact Examples:

- Track the number of youth-focused events that are alcohol-free compared to previous years
- Measure the participation rates of youth in alcohol-free events
- Conduct surveys to assess community awareness and attitudes toward alcohol-free youth events
- Monitor the adoption and enforcement of new policies and ordinances related to alcohol free youth events
- Track the number of incidents related to alcohol use at youth events



Goal #2: Increase access to treatment facilities that address substance use in Oneida County

Objective #1: By December 31, 2029, expand the number of treatment options available to Oneida County residents by 5% as measured by an environmental scan to be completed in 2025 through the Substance Use Coalition.

Local Condition: Limited availability for substance use treatment. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Provide information to reduce stigma of substance use • Legislative advocacy for substance use treatment
Enhance Skills	<ul style="list-style-type: none"> • Implement Behavioral Health 360 program • Train community leaders, educators, and healthcare providers on how to talk about substance use services • Guide individuals in accessing care
Provide Support	<ul style="list-style-type: none"> • Promote FindHelp.org • Support groups and peer recovery support services • Promotion of 211
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Increase access to transportation services/deploy mobile units • Ensure informational materials and services are available in multiple languages and accessible formats to accommodate community needs
Change Consequences	<ul style="list-style-type: none"> • Create recognition programs that honor organizations actively promoting awareness and access to substance use services • Provide incentives for individuals and organizations that participate in educational programs or support community awareness initiatives
Physical Design	<ul style="list-style-type: none"> • Develop integrated community centers where individuals can access multiple services, including substance use care, in one location, making it easier to find and access help
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Explore policy opportunities for sustained substance use services • Explore sustainable funding opportunities



Measuring Impact Examples:

- Track the number of people reached through various informational campaigns, workshops, and distribution of materials
- Measure the increase in the number of individuals accessing substance use services
- Conduct surveys to assess the community's awareness and understanding of available substance use services and how to access them
- Collect feedback from workshop participants and individuals who accessed services to gauge the effectiveness of the information provided and the ease of accessing care
- Monitor the implementation and impact of any policy changes to substance use services



Goal #2: Increase access to treatment facilities that address substance use in Oneida County

Objective #2: By December 31, 2029, decrease the amount of time it takes a person to get enrolled in substance use support services by 5% as determined by an environmental scan through the Substance Use Coalition.

Local Condition: Oneida County residents are experiencing long wait lists for current substance use treatment centers. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> Conduct meetings with healthcare partners to discuss access and barriers to treatment facilities
Enhance Skills	<ul style="list-style-type: none"> Develop specialized training modules for case managers on motivational interviewing and other brief intervention techniques to expedite processes Implement professional development workshops focusing on the latest evidence-based practices and techniques
Provide Support	<ul style="list-style-type: none"> Meet with partners and key stakeholders to increase support and capacity Foster peer-led support groups and mentor-mentee relationships that can assist in maintaining sobriety and preventing relapse
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> Naloxone education and distribution programs Increase telehealth services Partner with transportation services to reduce barriers Develop one-stop service centers where clients can access all necessary substance use support services in a single location
Change Consequences	<ul style="list-style-type: none"> Implement programs that prioritize quick access to initial assessments and critical services, rewarding providers who reduce waiting times and streamline the enrollment process
Physical Design	<ul style="list-style-type: none"> Implement comprehensive community programs that increase referrals to treatment services
Modify/Change/Develop Policies	<ul style="list-style-type: none"> Implement a policy to triage and reduce wait time Implement the "Good Samaritan Drug Overdose" law



Measuring Impact Examples:

- Number of new substance use counselors serving the Oneida County area
- Number of weeks substance use clients are without services/aid
- Track the time from initial contact to enrollment in services to monitor reductions and identify bottlenecks
- Measure client outcomes, including completion rates of treatment programs and time to achieve treatment goals, to assess the effectiveness of streamlined processes
- Conduct surveys to assess client satisfaction with the efficiency and effectiveness of the support services they receive



Goal #3: Reduce the percent of high school and middle school students who use any type of substance in Oneida County

Objective #1: By December 31, 2029, decrease the percent of students consuming alcohol in the past 30 days by 5% (middle school: 13% to 8% and high school: 27% to 22%) as measured by the Youth Risk Behavior Survey.

Local Condition: Youth are easily accessing substances with or without parent knowledge. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • DHS Small Talks Campaign • “Not in My House” campaign to promote responsible alcohol storage practices
Enhance Skills	<ul style="list-style-type: none"> • Youth CADCA training in Washington DC • Oneida County-Wide youth retreat
Provide Support	<ul style="list-style-type: none"> • Establish mentorship programs that connect youth with positive role models who can provide guidance and support • Expand after-school programs that offer safe, engaging, and supervised activities to keep youth occupied and away from potential alcohol influences
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Create and/or promote inclusive recreational activities and clubs that cater to diverse interests, providing alternatives to alcohol use
Change Consequences	<ul style="list-style-type: none"> • Develop programs that recognize and reward youth for positive behaviors and achievements, reinforcing their commitment to alcohol-free living • Implement and communicate clear consequences for alcohol use within schools and community programs, ensuring consistency and fairness
Physical Design	<ul style="list-style-type: none"> • Billboard campaign • Develop and maintain community centers that provide a variety of activities and services aimed at engaging youth in positive ways
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Partner with law enforcement to adopt the WI state social host law • Implement policies targeting underage drinking and driving • Implement policies addressing minors in possession of alcohol beverages

Measuring Impact Examples:

- Number of meetings held with partners and key stakeholders
- Number of trainings held for parents
- Number of outreach materials provided to community
- Surveys to assess youth attitudes towards substance use, their knowledge of risks, and the perceived availability of substances
- Track participation rates in after-school programs, mentorship initiatives, and other protective factor activities to gauge engagement
- Monitor and analyze incidents of substance use within the community and schools to identify trends and the effectiveness of implemented strategies





Goal #3: Reduce the percent of high school and middle school students who use any type of substance in Oneida County

Objective #2: By December 31, 2029, decrease the percent of students who report using marijuana in the past 30 days (middle school: 3% to 1% and high school: 13% to 8%) as measured by the Youth Risk Behavior Survey.

Local Condition: Youth are using substances to cope with feelings of stress, anxiety, or depression. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Substance use messaging campaign • National Media Campaign - "Talk. They Hear You."
Enhance Skills	<ul style="list-style-type: none"> • Train student leaders to serve as peer mentors and role models, equipping them with skills to promote healthy behaviors and resist peer pressure to use marijuana • Provide training for school counselors on identifying students at risk for marijuana use and delivering effective interventions and support services
Provide Support	<ul style="list-style-type: none"> • Facilitate peer support groups where students can share experiences, receive encouragement, and learn coping strategies for dealing with marijuana use temptations
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Compile a directory of local substance use prevention and treatment resources accessible to students and their families
Change Consequences	<ul style="list-style-type: none"> • Peer to peer drug courts • Enforce disciplinary policies for students caught using or possessing marijuana on school grounds, coupled with educational interventions and support services
Physical Design	<ul style="list-style-type: none"> • Promote the establishment of safe and drug-free school zones with visible signage and increased security measures to deter substance use on school premises
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Advocate for school policies that include comprehensive substance use education, early intervention strategies, and support systems for students

Measuring Impact Examples:

- Number of students reporting alcohol use in the past 30 days
- Number of students reporting marijuana use in the past 30 days
- Monitor attendance and participation rates in substance use prevention programs and support services to gauge engagement and effectiveness
- Track disciplinary actions related to substance use infractions to evaluate the impact of policy enforcement and interventions
- Gather feedback from students, parents, and community members through surveys and focus groups to assess perceptions of substance use prevalence and prevention efforts





Goal #3: Reduce the percent of high school and middle school students who use any type of substance in Oneida County

Objective #3: By December 31, 2029, decrease the percent of students who report vaping in the past 30 days by 5% (middle school: 6% to 1% and high school: 13% to 8%) as measured by the Youth Risk Behavior Survey.

Local Condition: Youth are using substances at school during, before, or after school hours. (see Appendix C)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Launch educational campaigns in schools, including posters, brochures, and social media messages about the risks of vaping
Enhance Skills	<ul style="list-style-type: none"> • Enhance skills for youth serving organizations to increase awareness of youth vaping • Implement programs in schools that teach students how to refuse peer pressure and make healthy choices • Develop peer mentoring programs where older students educate younger ones about the risks of vaping
Provide Support	<ul style="list-style-type: none"> • Develop a network of "safe spaces" in schools where students can seek help and support without judgment • Establish support groups and counseling services for students struggling with vaping or peer pressure
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Compile a directory of local substance use prevention and treatment resources accessible to students and their families
Change Consequences	<ul style="list-style-type: none"> • Offer rewards and recognition for students who participate in anti-vaping programs or demonstrate leadership in promoting a vape-free lifestyle
Physical Design	<ul style="list-style-type: none"> • Increase the visibility of no-vaping signs and messages in and around schools
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • E-cigarette regulations • Work with school boards to develop comprehensive anti-vaping policies that include education, prevention, and intervention components



Measuring Impact Examples:

- Number of students reporting vaping products in the past 30 days
- Monitor attendance and participation rates in substance use prevention programs and support services to gauge engagement and effectiveness
- Track disciplinary actions related to substance use infractions to evaluate the impact of policy enforcement and interventions
- Gather feedback from students, parents, and community members through surveys and focus groups to assess perceptions of substance use prevalence and prevention efforts

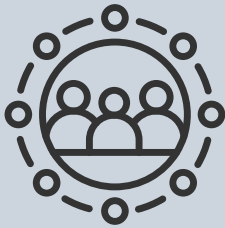


Looking through a Community Lens



Mental health can look different from one person to the next. Yet it is important to prioritize in order to foster overall well-being, productivity, and social harmony in our community. For youth, it supports development and academic success, while for adults, it enhances work performance and relationships. Strong mental health reduces stress, anxiety, healthcare costs, and improves quality of life benefiting both adults and youth in our community.

Impact



Advocate for affordable and accessible mental health services in Oneida County through:

- | | |
|---|---|
| <p><u>Improving:</u></p> <ul style="list-style-type: none"> • Number of Mental Health Care providers • Coordination of services | <p><u>Reducing:</u></p> <ul style="list-style-type: none"> • Barriers to care • Reducing stigma • Financial burden |
|---|---|

Promote mental well-being for all Oneida County residents through equal opportunities to access mental health services.

Alignment with Existing Strategies



Local: Increase access and awareness of mental health resources for Oneida County residents.

State: Wisconsin State Health Plan

- Priority Area: Mental and emotional health and wellbeing
 - Need for services to be more affordable and accessible in both prevention and treatment services across the life span.

National: County Health Rankings and Roadmaps (CHR&R)

- Frequent Mental Health: adults reported experiencing poor mental health for 14 or more of the last 30 days

● Oneida County ● Wisconsin ● United States



In Oneida County, 14% of adults reported experiencing poor mental health for 14 or more of the last 30 days.



Goal #1: Reduce the percent of high school and middle school students with anxiety in Oneida County

Objective #1: By December 31, 2029, increase the number of students who report receiving emotional support most or all the time when needed by 5% (middle school: 38% to 43% and high school: 22% to 27%) as measured by the Youth Risk Behavior Survey.

Local Condition: Not enough programs or services are available to address the mental health crisis. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Provide information on community resources • Anti-stigma campaign • Distribute materials such as flyers, posters, and online content that promote messages of support for all students
Enhance Skills	<ul style="list-style-type: none"> • Implement evidence-based school curriculums to enhance emotional regulation and coping skills • Toolkits for suicidal thoughts and self-harm
Provide Support	<ul style="list-style-type: none"> • Provide support to students on anxiety • Youth peer to peer mentoring/support programs
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Mental health screenings in school • Ensure that resources and support services are accessible to all students.
Change Consequences	<ul style="list-style-type: none"> • Strengthen and enforce school policies, ensuring there are clear consequences for inappropriate behavior
Physical Design	<ul style="list-style-type: none"> • Designate and promote safe spaces within schools and community centers where students can go if they feel threatened or need support
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Develop or enhance school policies • Encourage policies that involve students in decision-making processes, ensuring their voices are heard and their needs are addressed



Measuring Impact Examples:

- Number of adults that youth feel that they can talk to
- Number of campaigns/classes on creating a healthy/safe environment for youth to grow
- Number of peer-to-peer mentoring program participants
- Number of schools that provide mental health screenings
- Track participation rates in extracurricular activities and support programs to gauge engagement
- Collect feedback from parents, teachers, and community members to assess their views on the supportive school environments
- Monitor reports of bullying, discrimination, and other negative behaviors to evaluate the effectiveness of policies and interventions



Goal #1: Reduce the percent of high school and middle school students with anxiety in Oneida County

Objective #2: By December 31, 2029, decrease the percentage of students who had experienced significant problems with anxiety by 5% (middle school: 55% to 50% and high school: 51% to 46%) as measured by the Youth Risk Behavior Survey.

Local Condition: Residents have anxiety about going to appointments and receiving confidential care. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> Advocate for mental health services to legislative leaders Provide informational brochures, posters, and online resources that offer practical advice on managing anxiety, recognizing its signs, and seeking help
Enhance Skills	<ul style="list-style-type: none"> Incorporate school curriculums to teach youth coping skills, emotional regulation and stress management
Provide Support	<ul style="list-style-type: none"> Develop peer support programs where students can share their experiences and provide mutual support under the guidance of trained facilitators Increase access to school-based mental health services, including counselors and psychologists who can provide individual and group therapy
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> Increase telehealth services Increase availability of tutoring services for academic performance
Change Consequences	<ul style="list-style-type: none"> Develop and enforce clear policies that support students with anxiety, such as allowing for mental health days and providing accommodations for exams and assignments
Physical Design	<ul style="list-style-type: none"> Incorporate active recess into middle and high school Create physically active classrooms in middle and high school Develop healthy vending machine options Increase open gym time
Modify/Change/Develop Policies	<ul style="list-style-type: none"> Implement the healthy school lunch initiative Enhance or develop school policies related to mental health and well-being



Measuring Impact Examples:

- Number of policies adopted
- Track the utilization rates of school-based mental health services to gauge engagement and identify areas for improvement
- Analyze academic performance and attendance records as indirect indicators of reduced anxiety and improved mental health
- Gather feedback from parents, teachers, and mental health professionals to assess the perceived effectiveness of the support provided
- Monitor reports of anxiety-related incidents, such as panic attacks or frequent absences, to evaluate the impact of interventions



Goal #2: Reduce the percent of high school and middle school students who experience bullying in Oneida County

Objective #1: By December 31, 2029, increase the number of students who most of the time or always feel safe at school by 5% (middle school: 78% to 83% and high school: 77% to 82%) as measured by the Youth Risk Behavior Survey.

Local Condition: Residents are waiting in long waitlists to see a mental health care provider. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Work with providers on youth mental health care screenings • Launch comprehensive campaigns to educate students, parents, and educators about the various forms of bullying, its impact, and the importance of a bully-free environment
Enhance Skills	<ul style="list-style-type: none"> • Professional development for teachers and staff on identifying bullying, supporting victims, and fostering a positive classroom environment • Workshops for students on bullying prevention, bystander intervention, and conflict resolution to empower them with the skills to handle bullying situations
Provide Support	<ul style="list-style-type: none"> • Promote community resources for increased support • Establish peer support networks where trained students offer support to peers who have experienced bullying, promoting a culture of empathy and understanding
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Evaluate and increase school based mental health services • Implement apps for parents/guardians detecting online activity • Limit use of technology amongst youth
Change Consequences	<ul style="list-style-type: none"> • Create programs that recognize and reward students who demonstrate kindness, inclusivity, and leadership in bullying prevention efforts
Physical Design	<ul style="list-style-type: none"> • Place posters and other informational materials in prominent locations around schools, promoting anti-bullying messages and resources for support
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Develop or enhance school anti-bullying policies • Implement restorative justice practices in school policies



Measuring Impact Examples:

- Number of students who report seeing bullying to an adult right away
- Number of parent classes on how to talk about bullying
- Number of anti-bullying activities held for students
- Number of individuals who join a mentoring program
- Monitor participation rates in bullying prevention and conflict resolution programs to gauge engagement and identify areas for improvement
- Track the number and nature of bullying incidents reported to monitor trends and the effectiveness of intervention strategies



Goal #2: Reduce the percent of high school and middle school students who experience bullying in Oneida County

Objective #2: By December 31, 2029, reduce the number of students who experience bullying either at school, online, or in both forms by 5% (middle school: 37% to 32% and high school: 31% to 26%) as measured by the Youth Risk Behavior Survey.

Local Condition: Residents want to seek help for mental health, but end up not seeking help. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> Educate parents on online activity Develop trainings on “How to talk to your children about bullying” Social media 101 for parents/guardians Implement comprehensive bullying awareness campaigns that educate students, parents, and teachers about the different forms of bullying, its impact, and how to prevent it
Enhance Skills	<ul style="list-style-type: none"> Implement anti-bullying curriculums in school Parent education and training - modeling responsible behavior
Provide Support	<ul style="list-style-type: none"> Expand mentoring programs in Oneida County Develop peer support networks where students can receive help and advice from trained peer mentors who understand the challenges of bullying and conflict Ensure access to school-based counselors who specialize in bullying intervention and conflict resolution
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> Create easy-to-use, confidential reporting systems for students to report bullying incidents without fear of retaliation Increase school supports to parents to provide increased resources and support for identifying and reporting bullying
Change Consequences	<ul style="list-style-type: none"> Develop and enforce clear disciplinary policies for bullying, ensuring that consequences are fair, consistent, and coupled with educational interventions
Physical Design	<ul style="list-style-type: none"> Designate safe zones within schools where students can go if they feel threatened or need assistance with bullying or conflicts
Modify/Change/Develop Policies	<ul style="list-style-type: none"> Advocate for strong anti-bullying policies at the school and district levels that outline procedures for preventing, identifying, and addressing bullying



Measuring Impact Examples:

- Number of safe spaces for youth to go to in school
- Number of adults that students feel like they can talk to
- Number of anti-bullying posters around school
- Number of resources readily available to teachers and students on how to stop bullying
- Number of students who report being bullied



Goal #3: Improve mental health of adults in Oneida County

Objective #1: By December 31, 2029, increase the number of residents who are aware of mental health resources in our community by 5% (69% to 74%) as measured by the Oneida County Community Health Assessment.

Local Condition: Residents are not aware of mental health resources in our community. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> • Create/update community brochures on mental health services • Promote Behavioral Health 360 program • Community surveys
Enhance Skills	<ul style="list-style-type: none"> • Suicide prevention toolkits • Question, Persuade, Refer (QPR) trainings • Expand partnerships with missing mental health stakeholders
Provide Support	<ul style="list-style-type: none"> • FindHelp.org • Promote 988, 211 • Develop navigator programs where trained individuals help others understand and access mental health resources, offering personalized assistance through the process
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> • Ensure that information about mental health resources is available in multiple languages and accessible formats to accommodate all
Change Consequences	<ul style="list-style-type: none"> • Provide incentives for community members and employees to complete training programs related to mental health awareness and resource navigation, such as continuing education credits or recognition programs
Physical Design	<ul style="list-style-type: none"> • Create designated information hubs in community centers, libraries, and workplaces where adults can find brochures and other materials about mental health resources • Host regular community events, such as health fairs or mental health awareness days, where adults can learn about and connect with mental health service providers
Modify/Change/Develop Policies	<ul style="list-style-type: none"> • Advocate for policies that improve access to mental health care, such as expanding insurance coverage for mental health services and increasing funding for community mental health programs



Measuring Impact Examples:

- Number of individuals who know where to access resources for mental health
- Number of website/resource platform visits
- Number of in person referrals to resources
- Number of meetings/education trainings on identifying when someone is in a health crisis and what to do
- Track the adoption of policies and workplace practices that support mental health access to measure broader systemic changes
- Track participation rates in training programs and workshops to gauge community engagement and identify gaps in reach



Goal #3: Improve mental health of adults in Oneida County

Objective #2: By December 31, 2029, decrease the average number of mentally unhealthy days reported in the past 30 days by 1.0 day (4.6 days to 3.6 days) as measured by County Health Rankings and Roadmaps.

Local Condition: Residents are experiencing mentally unhealthy days that interfere with usual daily activities. (see Appendix D)

7 CADCA Strategy Examples for Community Change

Provide Information	<ul style="list-style-type: none"> Implement community-wide campaigns to educate adults about mental health, the importance of self-care, and available mental health resources
Enhance Skills	<ul style="list-style-type: none"> Increase access to and knowledge of harm reduction strategies Offer workshops on stress management, resilience-building, mindfulness, and coping strategies to help adults manage their mental health more effectively Provide training programs for community leaders, employers, and healthcare providers on how to support mental health and reduce stigma
Provide Support	<ul style="list-style-type: none"> Increase access to affordable or free mental health counseling and support services in the community, including one-on-one therapy and support groups
Enhance Access/Reduce Barriers	<ul style="list-style-type: none"> Expand mental health resources Promote and expand access to telehealth services for mental health support, making it easier for adults to receive care
Change Consequences	<ul style="list-style-type: none"> Encourage employers to offer mental health benefits, such as Employee Assistance Programs (EAPs), mental health days, and workplace wellness programs
Physical Design	<ul style="list-style-type: none"> Point of decision prompts for physical activity and healthy foods Recreational sports leagues for adults Place posters and information boards in public places, workplaces, and community centers, promoting mental health resources and support services
Modify/Change/Develop Policies	<ul style="list-style-type: none"> Implement worksite wellness policies that allow for flexible work schedules, mental health days, and support for work-life balance to reduce stress and improve overall mental health

Measuring Impact Examples:

- Number of individuals seeking mental health services
- Number of individuals able to reach mental health resources
- Number of worksites that adopted wellness policies to address mental health
- Number of class/get togethers to improve mental health
- Track the adoption of policies and workplace practices that support mental health to measure broader systemic changes
- Collect feedback and testimonials from community members to understand their experiences with mental health programs and services
- Monitor the utilization rates of mental health services to evaluate the effectiveness of outreach efforts and identify areas for improvement





Measurable Objectives: Evaluating Success

Through the lens of results-based accountability (RBA), the CHIP Steering Committee will monitor both community-level indicators and project-level performance measures to inform the progress of community health improvement. These performance measures may include both process and outcome measures that are continuously evaluated to determine strategy impact and also identify areas of opportunity. A comprehensive measurement system allows us to not only celebrate successes but also identify areas where adjustments can be made to maximize the plan's effectiveness.

Sustainability Matters

A sustainable CHIP ensures the health improvement initiatives implemented continue and grow over time. This is essential for lasting positive change in Oneida County's health. Sustainability also means using resources wisely. This can involve finding cost-effective solutions, identifying grant funding to maximize impact, and prioritizing policy, systems, and environmental change.

Sustainability is achieved by involving community members in planning and implementation. This builds ownership and continued support for CHIP initiatives. It also includes maximizing collaboration with local organizations to broadens the reach of initiatives and leverages existing resources. CHIP coalitions and work groups will prioritize sustainability in their planning efforts and work plans.

Collaboration is Key to Success

Oneida County stakeholders and residents have provided valuable insights through community surveys, key informant interviews, focus groups, and three community forums. This input directly shaped the health priorities, objectives, and strategies outlined in this report. By placing the community at the center of this plan, we believe we've charted a clear course towards a healthier Oneida County. Together we can achieve the goals outlined in this plan!



Additional Health Issues

Charting a Course for a Healthier Community

The Oneida County CHIP is more than just a plan – it's a powerful roadmap for action! Fueled by data, community voices, and collaboration with local and state partners, this blueprint empowers us to address health issues and build a healthier future together.

Now that the groundwork has been laid, coalitions and action teams will be convening to translate our goals into strategies and activities that are captured in a work plan. These dedicated groups will continue to utilize community voice, data-driven decision making, and best practices as they move initiatives forward.

The CHIP is a living roadmap that will evolve over the next five years. The CHIP Steering Committee will continually monitor progress, adapt to changing needs, and update the plan to ensure maximum impact.

While four key areas were identified as health priorities, the CHIP acknowledges the broader health landscape. The following health topics are areas of concern that although not formally identified as a health priority, will continue to be monitored and advanced as capacity and opportunity allow:

- Nutrition and physical activity
- Chronic conditions
- Communicable diseases
- Access to care, notably specialty care
- Water quality

A Community-Wide Call to Action

By working together – at the individual, community, and systems levels – we can create a healthier Oneida County for all. We extend our deepest gratitude to our local partners and community members who share our commitment to this important work.



References

In developing our CHIP plan, we drew inspiration from the following CHIP reports:



Manitowoc County CHIP



Richland County CHIP



West Allis & West Milwaukee CHIP

Guiding Frameworks

- Healthy People 2030 Framework: <https://health.gov/healthypeople/about/healthy-people-2030-framework>
- Healthiest Wisconsin 2030: Wisconsin State Health Plan: <https://www.dhs.wisconsin.gov/statehealthplan/index.htm>
- NACCHO MAPP 2.0: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp>
- MAPP 2.0 & Healthy People 2030 Alignment: <https://www.naccho.org/uploads/full-width-images/MAPP-2.0-Healthy-People-2030-FINAL-072823.pdf>

Public Health Accreditation Board (PHAB) Process

- PHAB Standards and Measures for Reaccreditation Version 2022: <https://phaboard.org/wp-content/uploads/Standard-Measures-Version-2022-Reaccreditation.pdf>

Alignment of Plans

- Healthy People 2030: Social Determinants of Health, Housing and Homes: <https://health.gov/healthypeople/objectives-and-data/browse-objectives/housing-and-homes/reduce-proportion-families-spend-more-30-percent-income-housing-sdoh-04>
- County Health Rankings and Roadmaps: Childcare Cost Burden: <https://www.countyhealthrankings.org/health-data/health-factors/social-economic-factors/family-and-social-support/child-care-cost-burden?anchor=data-methods&selected-tab=methods>
- Healthy People 2030: Drug and Alcohol Use: <https://health.gov/healthypeople/objectives-and-data/browse-objectives/drug-and-alcohol-use/increase-proportion-people-substance-use-disorder-who-got-treatment-past-year-su-01>
- County Health Rankings and Roadmaps: Poor Mental Health Days: <https://www.countyhealthrankings.org/health-data/health-outcomes/quality-of-life/poor-mental-health-days?anchor=data-methods&selected-tab=methods>

Toolkits

- Wisconsin Department of Health Services, Housing Affordability: <https://www.dhs.wisconsin.gov/publications/p03572b.pdf>
- Wisconsin Department of Health Services, Housing Neighborhood: Affordability: <https://www.dhs.wisconsin.gov/publications/p03572c.pdf>
- Wisconsin Department of Health Services, Housing Quality and Safety: <https://www.dhs.wisconsin.gov/publications/p03572a.pdf>
- Wisconsin Department of Health Services, Housing Stability: <https://www.dhs.wisconsin.gov/publications/p03572.pdf>
- County Health Rankings & Roadmaps: What Works for Health: <https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health>



APPENDIX

Logic Model

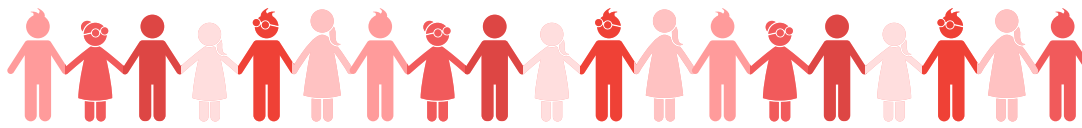
- [Oneida County CHIP Housing Logic Model](#)

CADCA Workplan

- [Oneida County CHIP Housing CADCA Workplan Template](#)

Resources

- Wisconsin Department of Health Services, Housing Affordability:
<https://www.dhs.wisconsin.gov/publications/p03572b.pdf>
- Wisconsin Department of Health Services, Housing Neighborhood: Affordability:
<https://www.dhs.wisconsin.gov/publications/p03572c.pdf>
- Wisconsin Department of Health Services, Housing Quality and Safety:
<https://www.dhs.wisconsin.gov/publications/p03572a.pdf>
- Wisconsin Department of Health Services, Housing Stability:
<https://www.dhs.wisconsin.gov/publications/p03572.pdf>
- Healthy People 2030: Social Determinants of Health, Housing and Homes:
<https://health.gov/healthypeople/objectives-and-data/browse-objectives/housing-and-homes/reduce-proportion-families-spend-more-30-percent-income-housing-sdoh-04>



APPENDIX

Logic Model

- [Oneida County CHIP Childcare Logic Model](#)

CADCA Workplan

- [Oneida County CHIP Childcare CADCA Workplan Template](#)

Resources

- Oneida County Childcare Coalition: www.ocwichildcare.com
- Wisconsin Department of Children and Families: <https://dcf.wisconsin.gov/childcare>
- County Health Rankings and Roadmaps Childcare Cost Burden: <https://www.countyhealthrankings.org/health-data/health-factors/social-economic-factors/family-and-social-support/child-care-cost-burden?anchor=data-methods&selected-tab=methods>



APPENDIX

Logic Model

- [Oneida County CHIP Substance Use Logic Model](#)

CADCA Workplan

- [Oneida County CHIP Substance Use CADCA Workplan Template](#)

Resources

- Substance Use Prevention and Healthy Living: <https://www.dhs.wisconsin.gov/aoda/phlsasindex.htm>
- Healthy People 2030: Drug and Alcohol Use: <https://health.gov/healthypeople/objectives-and-data/browse-objectives/drug-and-alcohol-use/increase-proportion-people-substance-use-disorder-who-got-treatment-past-year-su-01>
- County Health Rankings and Roadmaps: Excessive Drinking: <https://www.countyhealthrankings.org/health-data/health-factors/health-behaviors/alcohol-and-drug-use/excessive-drinking?anchor=data-methods&selected-tab=methods&year=2024>



APPENDIX

Logic Model

- [Oneida County CHIP Mental Health Logic Model](#)

CADCA Workplan

- [Oneida County CHIP Mental Health CADCA Workplan Template](#)

Resources

- Mental Health Healthy Living: <https://www.dhs.wisconsin.gov/mh/phlmhindex.htm>
- County Health Rankings and Roadmaps: Poor Mental Health Days: <https://www.countyhealthrankings.org/health-data/health-outcomes/quality-of-life/poor-mental-health-days?anchor=data-methods&selected-tab=methods>
- Credible Mind Behavioral Health 360
- FindHelp