

2018-2023



Community Health Improvement Plan Year 1 Annual Report

October 2018-September 2019

Prepared by the
Unified Government Public Health Department



Public Health
Prevent. Promote. Protect.

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Executive Summary

September 18, 2019 marked one full year of implementation for the 2018-2023 Wyandotte County Community Health Improvement Plan (CHIP). The Unified Government Public Health Department (UGPHD) and the four Lead Agencies assisting with CHIP implementation worked in September & October 2019 to assess Year One activities. To do this, these core partners: 1) reviewed Year One progress toward goals 2) surveyed key implementation stakeholders, and 3) revised their 5-year strategies accordingly.

This report is a result of that assessment and plan revision process. It contains notable Year One accomplishments from each of the CHIP Action Teams: Violence Prevention, Safe and Affordable Housing, Jobs & Education, and Health Care Access. It also includes insights and lessons learned; detailed results from a survey of those leading CHIP subcommittees; a list of the newly revised strategies in each focus area (Appendix A); and an explanation of the implementation structure of the CHIP (Appendix B). There is a final note of thanks to key sponsors. Without their support, none of the intensive collaboration needed to make the 2018-2023 CHIP successful would be possible.

About the CHA/CHIP

2016-2017: Conducting the Community Health Assessment

In 2016, a Steering Committee made up of community stakeholders convened to conduct a Community Health Assessment (CHA). A mixed-methods approach was used and included a Local Public Health Systems Assessment, a Concerns Survey, a Community Health Status Assessment, and focus groups.

Data from the CHA were compiled into a report and shared with the community through four listening sessions where participants identified seven issues that were most important to address. The Steering Committee used a formula that weighted community feedback through the survey and listening sessions and the secondary data about health status and behaviors to rank the seven issues. They then narrowed the seven issues down to four priority issues:

- **Access to Medical, Mental and Dental Health Care**
- **Safe and Affordable Housing**
- **Jobs and Education**
- **Violence Prevention**

Throughout the CHA and CHIP prioritization processes, the effects of **poverty**, **discrimination**, and exposure to **adverse childhood experiences (ACEs)** continually arose. The Steering Committee determined that these three areas would be the “lenses” through which the topic areas were addressed and strategies chosen.



2017-2018: Creating the Community Health Improvement Plan (CHIP)

In the fall of 2017, community partners and the University of Kansas Center for Community Health and Development worked to develop the CHIP. Lead conveners worked with existing partnerships and community stakeholders to develop broad, diverse planning groups. Personal and environmental factors that contribute to each issue were identified, and each group developed and prioritized prospective objectives. Partners then worked to identify possible strategies to impact the objectives.

The plan was completed in September 2018. At that point the four planning committees transitioned into **Action Teams**, and the lead conveners of those Action Teams became **Lead Agencies**. These agencies have agreed to take on the responsibility of convening the teams, assigning work as necessary, holding participants accountable for strategy level work, and reporting out information to the Public Health Department and CHIP Steering Committee. Because of the number of strategies and partners involved, Action Teams are further broken down into **subcommittees** dedicated to accomplishing specific strategies.

Action Team	Lead Agency
Jobs & Education	Wyandotte Economic Development Council
Health Care Access	Vibrant Health
Safe and Affordable Housing	Livable Neighborhoods
Violence Prevention	Metropolitan Organization to Counter Sexual Assault (MOCSA)

See graphic illustrating the structure of the CHIP on page 6.

Unified Government Public Health Department Role in CHA/CHIP

The Unified Government Public Health Department (UGPHD) is the backbone of the Community Health Improvement Plan (CHIP) and has an interest in the welfare of the community as a whole, in addition to the welfare of each individual within the community. The UGPHD is mandated to conduct a CHA and a CHIP every five years. Its mission is to prevent disease, promote wellness, and to protect and improve the environment in Wyandotte County. Our dedicated staff works to prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and assist communities in recovery, and assure the quality and accessibility of health services.



Structure of the 2018 - 2023 Wyandotte County Community Health Improvement Plan

Overarching CHIP Leadership



Steering Committee

Provides guidance and strategic oversight for the direction and implementation of the CHIP

Overarching CHIP Support



UG Public Health Dept.

Provides technical assistance, raises resources, conducts evaluation, and ensures overall sustainability of the CHIP

Action Teams & Lead Agencies



Health Care Access



Jobs & Education

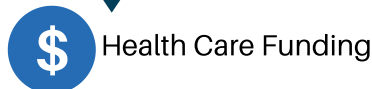


Violence Prevention

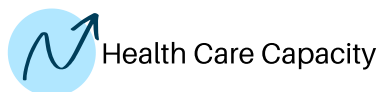


Safe & Affordable Housing

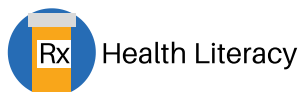
Subcommittees



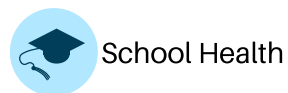
Health Care Funding



Health Care Capacity



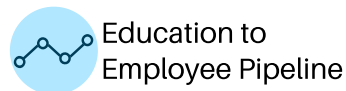
Health Literacy



School Health



Cultural Competence



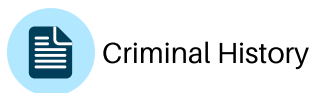
Education to Employee Pipeline



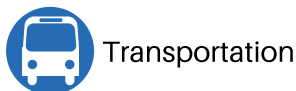
Child Care



Industry Specific ESL



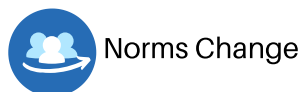
Criminal History



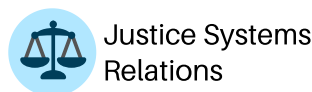
Transportation



Post-Secondary Training



Norms Change



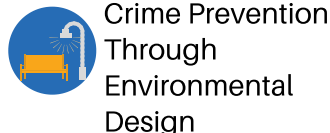
Justice Systems Relations



Youth Engagement



Individual Level



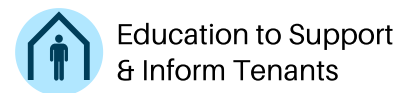
Crime Prevention Through Environmental Design



Utility Costs



Community Land Trusts



Education to Support & Inform Tenants

Learn more on our

CHIP Dashboard:

dashboards.mysidewalk.com/wyco-chip-dashboard

Overview of the Annual Review Process

Strategy Assessment

Throughout Year 1, Action Teams submitted quarterly progress reports to UGPHD tracking progress on each CHIP strategy. Part of the annual review process involved using these progress reports to assess and revise the 5-year strategies, if needed. To accomplish this, the UGPHD developed an assessment tool that included:

- All progress made in the past year for each strategy
- An assessment of the strategies for: feasibility, effectiveness, priorities, fiscal resources, and community assets
- The long-term goals that each strategy addresses in addition to whether the strategy would be removed or reworded for Year 2

The updated Year 2 strategies can be found in Appendix A: Action Team Strategies.

Subcommittee Convener Survey

Each Action Team delegates the work of strategy implementation to subcommittees. These are smaller groups ranging from 5 to 20 partners, helmed by a lead organization (convener). In addition to the strategy assessment, the UGPHD developed a survey for each subcommittee convener to assess how their subcommittee is doing. Indicators in the following categories were included: vision, communication, aligned activities, and strategy.

A summary of the survey results is presented in the Key Insights and Lessons Learned section starting on page 19.

Goals, Progress Highlights, and Partners

Jobs and Education Action Team



Lead Agency: Wyandotte Economic Development Council (WYEDC)

In 2016, the Wyandotte Economic Development Council (WYEDC) formed a collaborative partnership to address workforce issues within the county. Many community stakeholders were involved, including educational institutions, local government representatives, workforce development agencies and faith and community-based organizations. Out of this effort, the Workforce Solutions Committee (WSC) was created. The WSC's mission is to strengthen the human capital supply chain by filling the needs of current and future employers. When CHIP planning commenced in fall 2017, the WSC was perfectly positioned to serve as the CHIP

planning committee to help improve resident access to living wage jobs. When the CHIP was completed in 2018, the WSC became the CHIP Jobs & Education Action Team, and WYEDC officially came onboard as the Lead Agency.

2018-2023 CHIP Jobs and Education Goals

- Increase median household income in Wyandotte County from \$42,783 to \$54,935
- Increase the percent of the population that speaks English “very well” from 87.7% to 93.4%
- Increase the number of full-day, full-year child care spaces from 4,542 to 4,842
- Increase the number of child care spaces in centers or in-home providers participating in quality initiatives from 936 to 1756
- Increase the number of child care centers or in-home providers participating in quality initiatives from 12 to 25
- Increase the percent of residents who commute to work using public transportation from 1.05% to 2.8%
- Increase the employment rate of justice-involved individuals from 51% to 60%
- Increase the percent of residents with a high school diploma or equivalent from 78.8% to 80% for population age 25+
- Increase the percent of residents that have completed a post-secondary program from 21.7% to 26% for population age 25+

“The CHIP is meaningful to the Wyandotte Economic Development Council because it has opened the door to collaborate with a wide array of individuals and organizations to help identify and implement potential solutions to the five barriers around the Jobs and Education focus area. We have been so pleased with the efforts of the five lead sub-agencies who oversee the subcommittee work and over 60 concerned individuals who serve on these teams. WYEDC is excited about the great strides they have accomplished thus far.”

-Marcia Harrington, WYEDC

Year 1 Highlights

Quarter 4, 2018

- New building space went under contract with a Start Young child care provider partner to open 77 spaces in 2019, in a project led by The Family Conservancy.
- Distributed and collected employer and job seeker transportation surveys to understand transportation barriers for jobs access, in a project led by Mid-America Regional Council.
- Collaborated with Health Care Access CHIP group on education-to-employment pipeline

Quarter 1, 2019

- 10 child care teachers started a Child Development Associate (CDA) credential cohort, funded and facilitated by Start Young led by The Family Conservancy.

- Met with Leavenworth Mayor Jermaine Wilson and Attorney Todd Thompson to learn about their recent efforts on expungement in Leavenworth and secured support from District Attorney Mark Dupree for special expungement outreach efforts in Wyandotte County, in a project led by Kansas City Kansas Community College (KCKCC).

Quarter 2, 2019

- The Family Conservancy (Start Young) partnered with a new child care vendor at KCKCC to open 80 new spaces for children 1-5 years old, which will open in the fall of 2019 with lower rates for KCKCC students.
- In June, the Family Conservancy (Start Young) awarded \$53,125 in salary supplements to 67 teachers and directors who began a Child Development Associate program, made progress towards an Early Childhood Education degree, or have earned an Early Childhood Education degree.
- KCKCC partnered with the District Attorney and others to host an Expungement Kick-off Event June 19th, with clinics running every Wednesday at KCKCC from June 24th to August 14th.

Quarter 3, 2019

- The Family Conservancy (Start Young) worked with Project Eagle Educare of Kansas City to increase the number of preschool spaces by 34. They will serve 68 total preschool children through the Head Start Grant that The Family Conservancy received starting July 1, 2019.
- **Little Leaders of KCK**, which holds spaces for 80 children at KCKCC, opened on October 7, 2019 [see photo]
- Expungement clinics continued to be held at KCKCC during the month of July and the first half of August. The clinics concluded with 315 individuals who qualified for expungement after meeting with an attorney.



Little Leaders of KCK Ribbon Cutting, October 7, 2019

CHIP Jobs & Education Partners

Aetna Better Health	Kansas State University
Bethel Neighborhood Center	Kansas Manufacturing Solutions (MAMTC)
Bishop Sullivan Center	KU: The Educational Opportunity Center
Blue River Church of Christ	Metropolitan Ave United Methodist Church
Board of Public Utilities (BPU)	Mid-America Regional Council (MARC)
Catholic Charities	NBC Community Development Corporation
CEVA Logistics	Pipe Fitters Local 533
Connections to Success	PREP-KC
Donnelly College	Private Citizen
El Centro, Inc.	Renaissance Management, Inc.
Enterprise Holdings	Security Bank of Kansas City
Evap Tech Inc.	The Village Initiative, Inc.
Express Employment	Trane
Family Conservancy	Unified Government Transit Department
Gateway Foundation	Unified Government Department of Corrections
Historic Northeast Midtown Association	Unified Government Public Health Department
Johnson County Corrections	United Way of Wyandotte County
Kansas City Kansas Community College	U.S. Probation and Pretrial Services
Kansas Department of Commerce	Workforce Partnership
Kansas City Area Transportation Authority	Wyandotte Health Foundation
Kansas City, Kansas Public Schools	Wyandotte Economic Development Council

Health Care Access Action Team



Lead Agency: Vibrant Health

The CHIP Health Care Access action team was formed by a wide variety of community stakeholders who are passionate about expanding access to health care in Wyandotte County. The safety net providers met regularly prior to the CHIP, but many additional partners came to the table to discuss CHIP strategies. These members include mental health providers, educators, and leaders from community nonprofits.

“Being a lead agency for the CHIP make sense for Vibrant Health as we share a mission to increase access to high quality health care for members in the community.”

-Kelsey Stines, Vibrant Health

2018-2023 Health Care Access Goals

- Increase the percent of residents with health insurance from 77.5% to 79.7%
- Increase the percent of residents with a usual primary care provider from 67.5% to 75.3%
- Increase the percent of children who enter kindergarten with required immunizations from 78% to 85%
- Decrease the proportion of residents to available primary care physicians from 2550:1 to 1785:1

Year 1 Highlights

Quarter 4, 2018

- Created an asset map for all healthcare related education, employment, and community organizations in the county
- The UG Public Health Department informatics team worked on data compilation around all health care facilities in the county
- Aligned efforts on the trauma-informed care strategy with Alive and Thrive, coordinated by the Wyandot Behavioral Health Network

Quarter 1, 2019

- Hosted 3 Medicaid expansion events to promote resident advocacy efforts for expansion with 75 Wyandotte County residents attending.
- The UG Public Health Department collected primary data from providers and residents about barriers to care in Wyandotte County.
- Created a county wide asset map for the education-to-employment pipeline for healthcare professions which led to the creation of four task-forces in a project led by KC Medical Society.

Quarter 2, 2019

- Held two focus groups (one in English and one in Spanish) to discover common barriers to care and review slogan options for the future health literacy campaign.

- Reviewed findings from the UG Public Health Department quantitative provider survey and qualitative patient survey, which revealed a common need for transportation access.

Quarter 3, 2019

- Discussed the current state of health care transportation in WyCo including a review of the offerings of the three Kancare MCO's, exploring a possible group contract with Circulation, and diving into data from Emergency Medical Services (EMS) on non-emergent calls.
- Completed a grant application for \$5,000 from REACH Healthcare Foundation to assist with the health literacy campaign implementation.
- The Employer Engagement team planned a **speed networking event** between educators and employers, hosted in October [see photo on page 12]



*Educator and Health Care Employer
Speed Networking Event on
October 24, 2019*



CHIP Health Care Access Partners

Aetna Better Health	Mercy and Truth Medical Missions
Bishop Ward High School	NBC Community Development Corporation
Caritas Clinics: Duchesne	Planned Parenthood Great Plains
Catholic Charities	PREP-KC
Community Health Council of Wyandotte County	Project Eagle (Connections)
Cradle KC	Riverview Health Services
Culture Journey, LLC	Rosedale Development Association
Donnelly College	Southwest Boulevard Family Health Care
El Centro, Inc.	Sunflower Health Plan
Family Conservancy	Swope Health Services
JUNTOS Center for Advancing Latino Health	ThrYve
Kansas Public Health Association	Unified Government Public Health Department
KC Medical Society	United Healthcare
Kansas City Kansas Community College	University of Kansas Medical Center
Kansas City, Kansas Public Schools	Vibrant Health
Kansas State University	Wyandot Behavioral Health Network
Mid-America Regional Council (MARC)	Wyandotte Economic Development Council

Safe and Affordable Housing Action Team



Lead Agency: Livable Neighborhoods

In late 2017, Unified Government Livable Neighborhoods was selected as the Lead Agency for a new Safe and Affordable Housing Committee. This Committee was tasked with developing a 5-year plan to address the need for safe and affordable housing in Wyandotte County. Livable Neighborhoods pulled together dozens of partner agencies, with representatives from government, housing agencies, neighborhoods, nonprofits, landlords, tenants, and many other sectors. The Committee met monthly for almost a year to develop and refine the plan. The final plan was published in September 2018, and the Committee transitioned into an Action Team that meets quarterly, with smaller project-based teams (subcommittees) working in between to move forward on specific strategies.



“Being a part of the CHIP has been meaningful for Livable Neighborhoods because it has allowed us to help begin conversations in our community around the housing issues that we have been working on for the last 25 years. It has brought together many community members and organizations around the common goal of providing safe and affordable housing for all residents in the county.”

*-Andrea Generaux,
Livable Neighborhoods*



2018-2023 Safe and Affordable Housing Goals

- Decrease the percent of households that spend 30% or more of their income on rent or mortgage from 45.9% to 35%
- Reduce the percentage of residents living with severe housing problems (including: overcrowding, high housing costs, lack of kitchen, or lack of plumbing facilities) from 21% to 13.6%
- Increase the use of tax rebates by Wyandotte residents (including utility tax rebate for seniors and neighborhood revitalization) from 955 to 1095
- Increase the supply of affordable and habitable housing units
- Increase the percent of housing in high opportunity areas that is affordable for low-income residents
- Reduce the percent of residents disconnected from utilities for non-payment
- Increase the stability of home residency and reduce the transiency/displacement of low-income residents

Year 1 Highlights

Quarter 4, 2018

- Secured Health Forward Foundation grant to fund staff at the Livable Neighborhoods Task Force to support the Action Team
- Committee reps met with Lawrence Community Housing Trust and City of Lawrence to learn about their housing solutions

Quarter 1, 2019

- Outreach to KanCare managed care organizations, a local hospital, and housing organizations to present a health and housing partnership concept.
- Consensus KC was selected as the contracted organization to provide coordination support to the Safe and Affordable Housing Action Team.

Quarter 2, 2019

- Held a **housing summit** on June 22nd with 70 attendees that provided information to the community on the land/housing trust, the state of KCK housing, tenant programs and innovative development ideas [see photos]
- In late April, staff from the UG Public Health Department and Mayor David Alvey's office arranged a meeting with a local hospital and Unified Government leadership to discuss a housing and health partnership.
- Increased the number of contractors on the minor home repair coalition to assist with home repairs.

Quarter 3, 2019

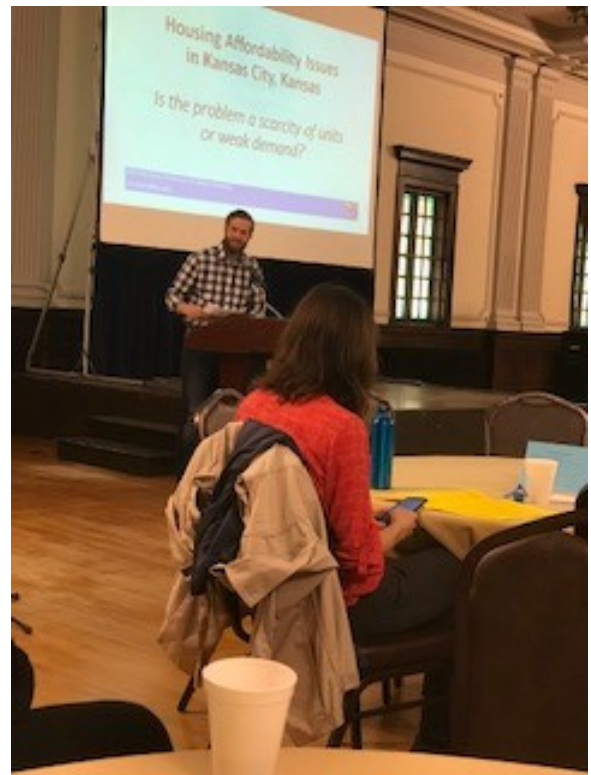
- Completed a 90-day action plan and goals for the year.
- Compiled and created resources around utilities and tenant rights including 7 fact sheets and reference documents with info about local and state utility costs/utility cost

burdens, a "Municipal Utility Assistance Programs" database, and 12 examples of educational materials about tenant rights and responsibilities

- Scheduled a 4-session community land trust peer-learning group starting October 30, and secured funding for stipends for the group participants.



Housing Summit on June 22, 2019



Housing Summit on June 22, 2019

CHIP Safe and Affordable Housing Partners

Adhoc Group Against Crime	Kansas Legal Services
Aetna Better Health	KCK Public Schools, Homeless Liaison
Argentine Betterment Cooperation	Kim Wilson Housing
Avenue of Life	Leavenworth Road Association
Central Avenue Betterment Association (CABA)	Livable Neighborhoods Task Force
Chief Properties	Metropolitan Lutheran Ministry
Christmas in October	Metropolitan Energy Corporation
Community Housing of Wyandotte County	Midland Care
Community LINC, Inc.	Mt. Carmel Redevelopment Corporation
Congresswoman Sharice Davids District Office	NBC Community Development Corporation
Cross-Lines Community Outreach, Inc.	Northeast Economic Development Corporation
Douglas Sumner Neighborhood Association	Prescott / Nehemiah Properties
Downtown Shareholders of Kansas City, KS	RAN Development
Economic Opportunity Foundation, Inc. (EOF)	River of Hope Church
Frank Williams Center	Rosedale Development Association
Friends of Yates, Inc.	Salvation Army
Greater KC Coalition to End Homelessness	Swope Health Services
Greater Kansas City LISC	The Village Initiative, Inc.
Habitat for Humanity Kansas City	Turner Community Connection
Historic Northeast Midtown Association	University of Missouri- Kansas City
Humana	United Healthcare
Johnson County Department of Corrections	United Way of Wyandotte County
Kansas Department of Corrections	YouthBuild

Violence Prevention Action Team



Lead Agency: Metropolitan Organization to Counter Sexual Assault (MOCSA)

The Wyandotte County Sexual Assault Prevention Coalition (WyCo-SAP) has been working since 2014 to prevent violence by identifying and addressing its root causes. Partners including social service providers, Unified Government agencies, faith-based organizations, the school district, and victim support organizations began to create a community violence prevention plan to focus on the specific issues of neighborhood violence, harmful social norms around violence, and improving connection among neighbors. Around the same time that coalition began working on our own prevention plan, the Health Department identified violence prevention for inclusion in the CHIP. WyCo-SAP was invited to combine our efforts with the overall CHIP and now is working to implement multiple strategies to address various aspects of violence prevention.

2018-2023 Violence Prevention Goals

- Decrease the rate of reported violent crime from 6.5 to 5.5 per 1,000 residents
- Increase the perception of community connectedness by Wyandotte County youth from 56.5% to 58.4%
- Increase residents satisfaction with law enforcement, first responders, & the judicial system from 3.4 to 3.6 out of 5

Year 1 Highlights

Quarter 4, 2018

- Hosted 40-hour Crime Prevention Through Environmental Design (CPTED) training for partners across the county.
- Created asset map for 3 police districts with highest violent crime rate
- MOCSA developed relationships with H.E.A.T. Youth CAB and identified community issue focus areas.

Quarter 1, 2019

- Created CPTED “explainer” brochure and video to support outreach and education efforts.
- ThrYve (KU) worked with KU Hospital (Case Management), Ad Hoc Group Against Crime, and UG Community Correction to complete a formal MOU for a hospital-based violence intervention program. The group hopes to launch the program, called REVIVE, in the summer.
- H.E.A.T. Youth CAB participants attended leadership advocacy training in a project led by the Historic Northeast Midtown Association, NBC Community Development Corporation, and the Community Health Council of Wyandotte County.

Quarter 2, 2019

- MOCSA was awarded the Neighborhoods Rising Fund grant to implement the Stories on Stories project, a community engagement and blight reduction project, in Rosedale Neighborhood.
- ThrYve (KU) staff conducted a site visit to Oakland, CA to learn about implementation of the Caught in the Crossfire program model.
- NBC Community Development Corporation hosted their 6th Annual 5K Run/Walk on Jersey Creek Trail, highlighting violence prevention and community connectedness.

“Participating in the CHIP is so important to sustaining long-term change. Violence prevention requires many partners working together for a long time to achieve our goals. By institutionalizing the Violence Prevention Plan in the CHIP, we can make sure time, resources, and partnerships stay dedicated in the community for the long-haul.”

*-Vanessa Crawford Aragon,
MOCSA*

Quarter 3, 2019

- The initial pilot of the **Stories on Stories** program was completed, placing a mural designed by Rainbow Summer Youth Program students on a currently vacant building in the Rosedale neighborhood. Partners extensively canvassed the surrounding neighborhood, hosted community meetings, and hosted a picnic in a neighboring park to celebrate the installation. [see photos]
- Conducted a meeting with Assistant County Administrators to explore opportunities for integrating violence prevention efforts across Unified Government agencies.



*Neighborhood Canvassing
for Stories on Stories
project, Quarter 3, 2019*



Stories on Stories Volunteers, Quarter 3, 2019

CHIP Violence Prevention Partners

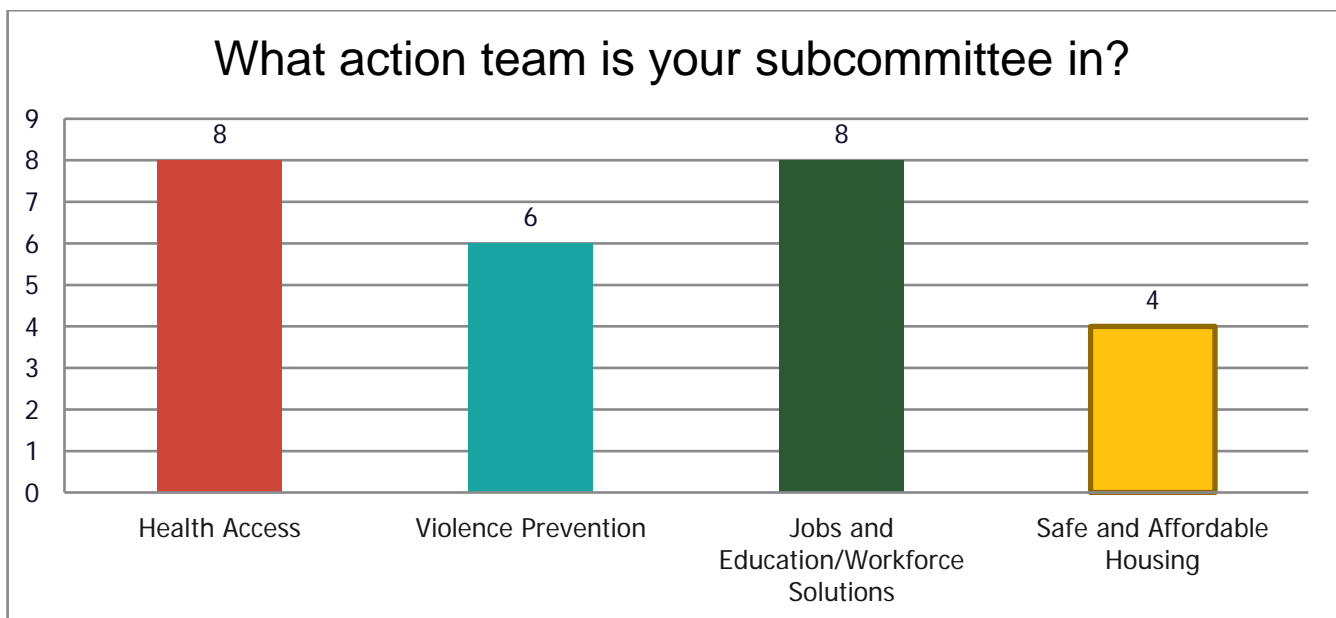
20/20/20 Movement	MOCSA
BikeWalkKC	NBC Community Development Corporation
Cornerstones of Care	ThrYve
El Centro, Inc.	Unified Government Public Health Department
Family Conservancy	Unified Government SOAR program
Friends of Yates	United Way of Wyandotte County
Kansas City Anti-Violence Project	University of Kansas Health System
Kansas City, Kansas Police Department	USD 500
Kansas Department of Health and Environment	Wyandot Behavioral Health Network
Mayor Alvey's Office	

Key Insights and Lessons Learned

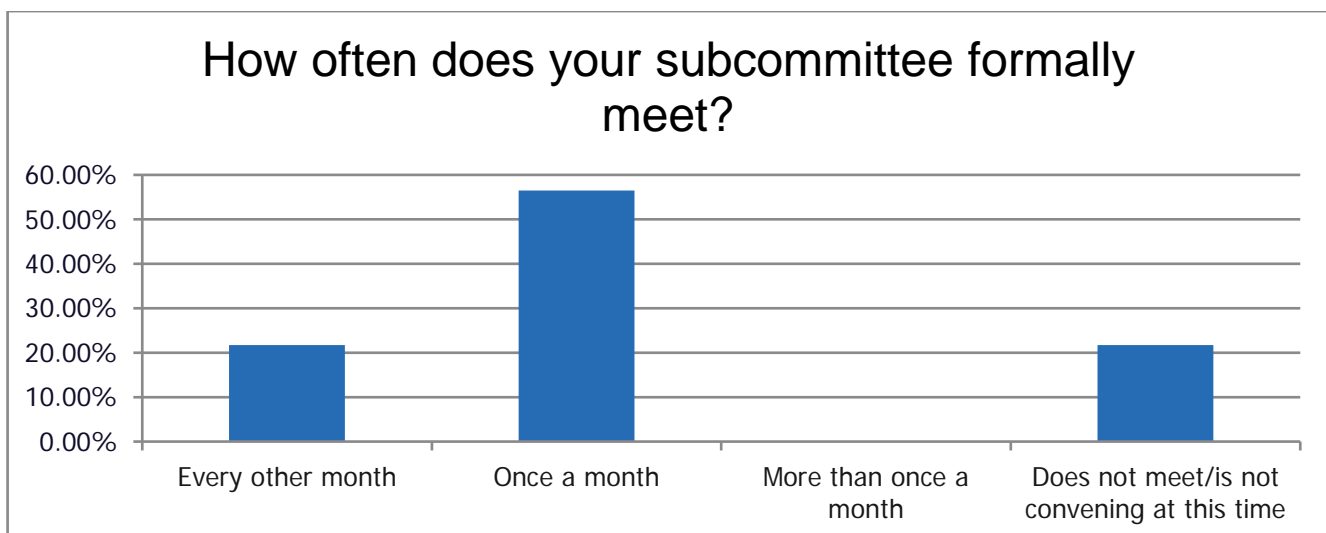
Subcommittee Convener Survey Findings

Each CHIP Action Team delegates the work of strategy implementation to subcommittees. These are smaller groups ranging from 5 to 20 partners, helmed by a lead organization (convener). Please see the CHIP structure chart on page 6 for more detailed information.

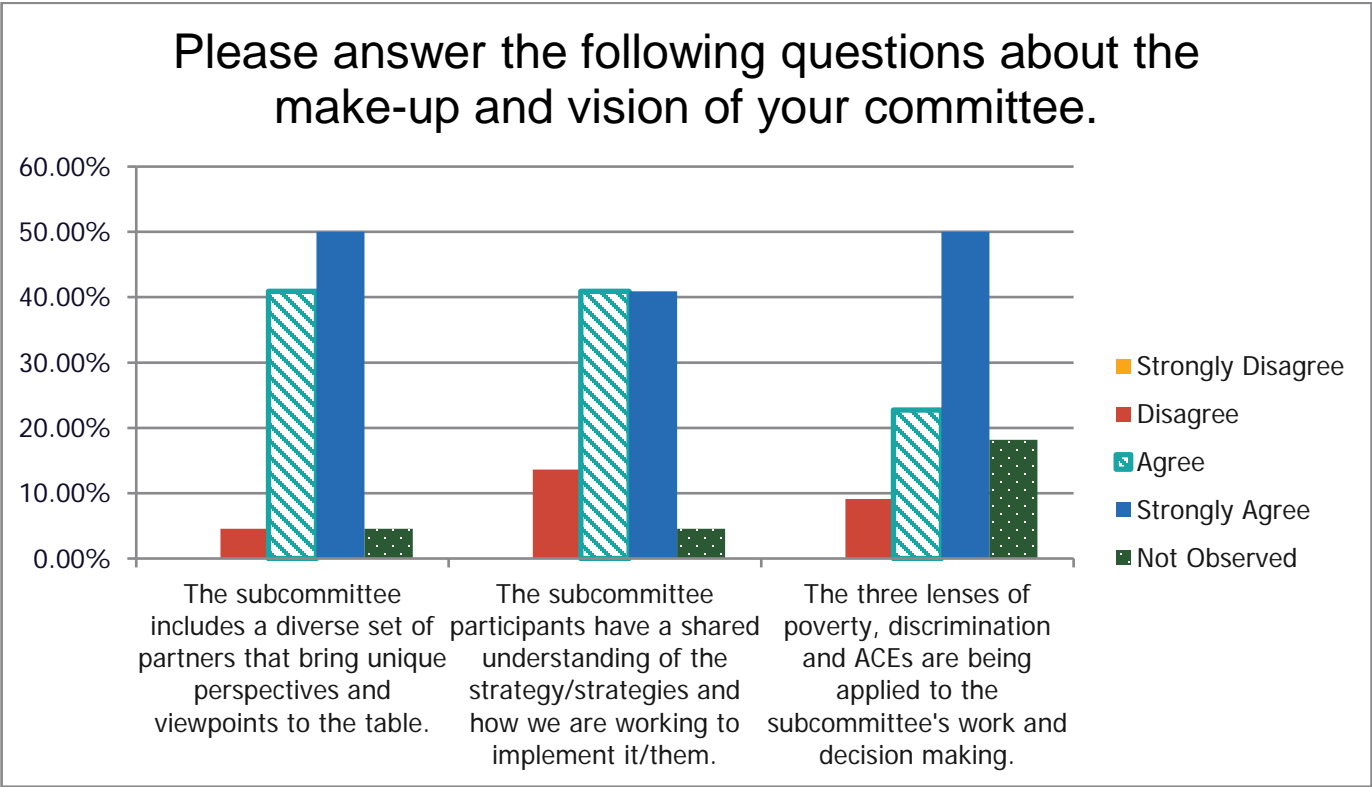
There were a total of 26 subcommittee conveners who completed the CHIP Subcommittee Assessment. The graph below shows the breakdown of the subcommittees by **action team**.



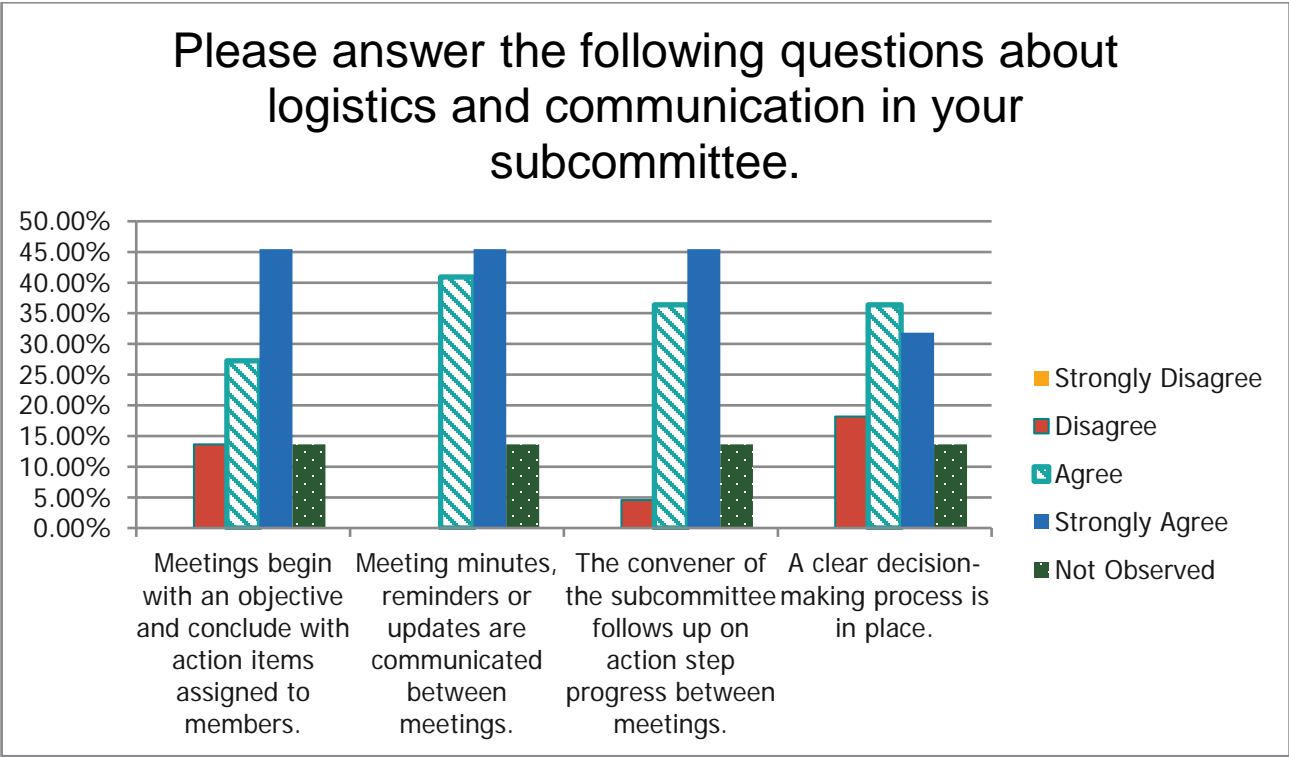
The majority of subcommittees **formally meet** once a month (56.52%), and there is an average of 11 active members (members who have attended a meeting in the last three months) that participate in each subcommittee.



There were three questions about the **make-up** and **vision** of each subcommittee. There were 9 (40.91%) subcommittee conveners who agreed and 11 (50%) subcommittee conveners that strongly agreed that their sub-committee had a diverse set of partners. The majority of conveners agreed (40.91%) or strongly agreed (40.91%) that the participants have a shared understanding of the strategy/strategies. Half of the conveners strongly agreed that the three lenses are being applied to the subcommittee’s work and decision making.



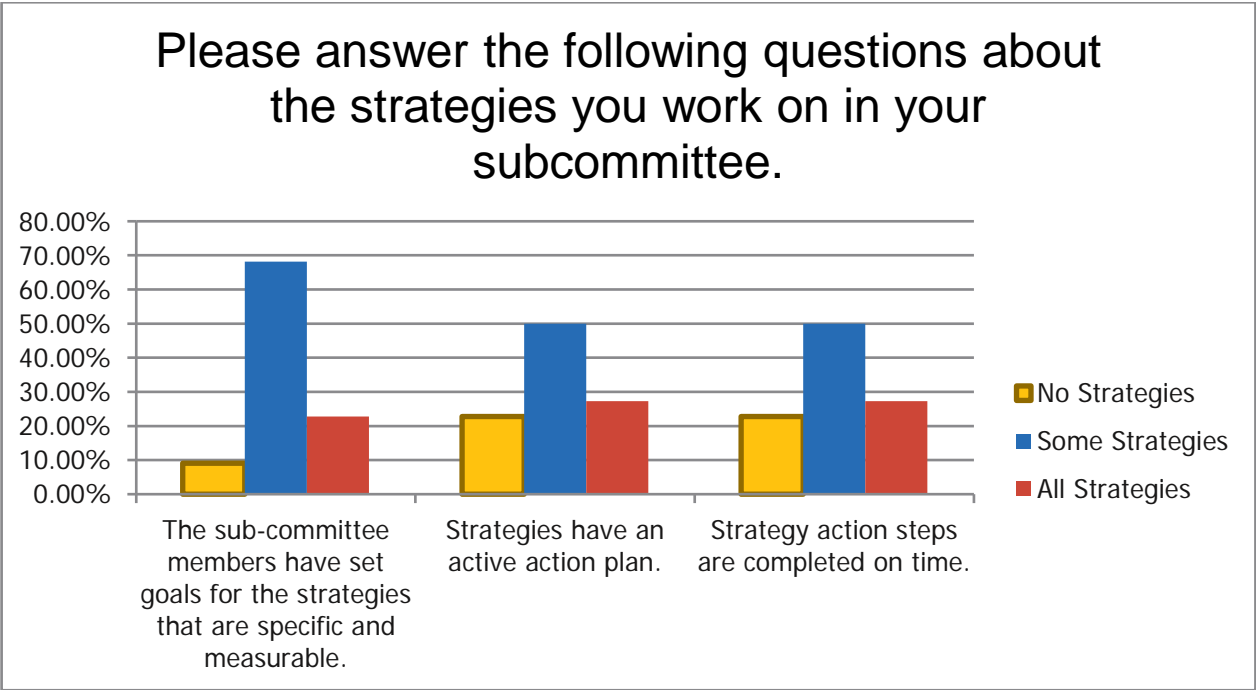
For the **logistics and communication** questions, over half of the subcommittee conveners either agreed or strongly agreed with each statement.



Over half of the conveners agreed (36.36%) or strongly agreed (27.27%) with the questions about **participant roles and alignment of activities**. However, five (22.73%) of the conveners disagreed with both questions, and three (13.64%) of the conveners did not observe these activities in their subcommittee.



The majority of the subcommittees have set goals for their **strategies**, have an action plan, and complete action steps on time for some or all of their strategies.



Nine (40.91%) of the subcommittee conveners feel like they have a **good understanding of what is going on in other action teams**, and nine (40.91%) of the conveners sort of have a good understanding. Four (18.18%) of the conveners do not have a good understanding of what is going on in other action teams.



UG Public Health Department Lessons Learned

UGPHD and partners have gained insight into collaborating more effectively during the first year of CHIP implementation. Perhaps the most important insight pertains to the bucket of accountability mechanisms that have helped accelerate progress of our collective impact model. These include MOUs to clarify expectations, shared quarterly reporting, report outs at Steering Committee meetings, and joint presentations to the UG Board of Commissioners. A related insight is about the importance of continuous communication between key partners. The effectiveness of the CHIP is in many ways determined by the strength and reciprocity of core partnerships, both between the UGPHD and Lead Agencies, and between Lead Agencies and the conveners of their subcommittees. A final insight is about the importance of setting up mechanisms to pursue, secure, and share funding for the work among CHIP partners. Systems change is time, relationship, and therefore staff intensive, and requires internal capacity within core partner organizations. Some partners came to the table with mission alignment and resources to contribute; others had mission alignment but needed assistance building capacity. One of the main roles of the UGPHD in CHIP is helping partners build capacity internally toward full engagement.

Key Sponsors

- Health Forward Foundation
- Wyandotte Health Foundation
- United Way of Wyandotte County



**United Way
of Wyandotte County**



Appendix A: Action Team Strategies

In September 2019, lead agencies worked with their sub-committees to review and revise their strategies. The revised strategies are listed in the Year 2 column with changes in bold.

Jobs and Education Strategies

Year 1	Year 2
1. Support the economic development of childcare spaces in community-based, school based, and faith-based early education facilities.	Support economic development of quality child care spaces and increase access for families.
2. Support the implementation of a county-wide quality improvement system for early education facilities.	Support the implementation of a county-wide quality improvement system for early education facilities.
3. Develop a multi-faceted, customized Business ESL training program.	Develop a multi-faceted, customized Business ESL training program.
4. Increase the number of students enrolled in KCKCC's ESL training program.	Increase the number of students enrolled in KCKCC and Donnelly College ESL training programs.
5. Increase training and education opportunities for people during their period of incarceration and while under supervision.	Increase training and education opportunities, including support services to encourage retention, for individuals under supervision and beyond.
6. Establish trainings to education employers about tax credits and the advantages of and other incentives for hiring people who are ex-offenders.	Establish forums for employers to increase access to and appreciate the benefits of hiring qualified individuals who have been involved in the justice system.
7. Identify, promote and expand summer youth employment opportunities.	Removed for Year 2
8. Expand the availability of appropriate expungement services.	Broaden awareness of expungement services and how they may help a returning citizen's search for employment

9. Encourage government policy and increase business investment in transportation solutions for job access.	Increase business investment in transportation solutions for job access by providing outreach and education to employers, assessing the needs of individual employers, developing customized solutions, when possible.
10. Pilot an employer transportation council in Edwardsville and Fairfax.	Pilot an employer transportation council in Edwardsville and Fairfax.
11. Support & expand college & career readiness in all WYCO school districts to support post-secondary credentials.	Support & expand college & career readiness in all WYCO school districts to support post-secondary credentials.
12. Streamline & expand the use of Individualized Plans of Study (IPS) for high school students, specifically targeting out of school, disconnected & at-risk youth.	Removed from Year 2
13. Build supportive systems to remove barriers and improve ease of access to continuing education and livable wage job opportunities.	Removed from Year 2

Health Care Access Strategies

Year 1	Year 2
1. Increase city/county investment in primary care/safety net for health services.	Coordinate and improve efforts to increase community member enrollment in Medicaid & Marketplace.
2. Medicaid Expansion	Medicaid Expansion
3. Assure clinic locations and service hours to improve access for all community members.	Improve community knowledge and availability of transportation to health care providers in the community
4. Community education on health literacy, availability of health services, and how to engage in services available to the community.	Community education on health literacy, availability of health services, and how to engage in services available to the community.
5. Establish school-based health centers and dental programs in underserved areas.	Increase available health services for youth, specifically in school settings.

6. Care coordination among primary care providers and behavioral health.	Increase care coordination between primary care providers and behavioral health providers.
7. Increase the current capacity and/or establish additional capacity for outpatient therapy/counseling services in English, Spanish and other languages.	Increase and maintain the current capacity and/or establish additional capacity for outpatient therapy/counseling services in English, Spanish and other languages.
8. Provide training in cultural competence/humility and trauma informed care for staff of health and human service organizations.	Provide training in cultural competence/humility and trauma informed care for organizations in Wyandotte County.
9. Create an education-to-employee pipeline for the healthcare professions.	Create a multicultural and multilingual education-to employment pipeline for Wyandotte County students in the healthcare professions, connected to Wyandotte County employers.

Safe and Affordable Housing Strategies

Year 1	Year 2
1. Engage KCK Housing Authority in identifying mutual goals.	Engage KCK Housing Authority in identifying mutual goals to expand affordable housing.
2. Explore the development of a community land trust.	Explore the development of a community land trust.
3. Explore the development of an affordable housing fund.	Explore the development of an affordable housing fund.
4. Work with KanCare health plans, local hospitals, and others on a housing partnership to house at-risk patients/clients.	Work with KanCare MCO's and hospitals to house the chronically homeless.
5. Implement inclusionary zoning (e.g., developers make contributions in return for incentives such as height, density, parking concessions, etc.).	Explore and advocate for state and local policies that promote affordable housing.

6. Positive promotion of affordable housing, including community engagement approaches.	Positive promotion of affordable housing: facilitate guided discussions with neighborhood and other community groups and stakeholders.
7. Engage utilities (BPU, WESTAR, Kansas Gas, Atmos) to learn what they do, ID gaps and programs, and collaborate to develop strategies and interventions to prevent shutoffs.	Engage utilities (BPU, WESTAR, Kansas Gas, Atmos) to learn what assistance is available , identify gaps and programs, and collaborate to develop strategies and interventions to prevent shutoffs.
8. Build coordination and financial capacity for minor home repair.	Build coordination and financial capacity for minor home repair organizations.
9. Educational efforts to promote affordable and safe housing which include: Educational campaign about fraudulent financing instruments, Develop and implement eviction prevention program, Education people living in high-risk areas about lead poisoning and remediation of housing, Promote use of city arbitration staff.	Create educational opportunities by providing information on tenant's rights/responsibilities, hosting an annual housing summit and creating a positive promotional campaign on affordable housing.
10. Research and create policy options that require displacement analysis for new development.	Research and create policy options on displacement analysis.
11. Strategy did not exist in Year 1	Explore ways to increase housing options for individuals re-entering the community from incarceration.

Violence Prevention Strategies

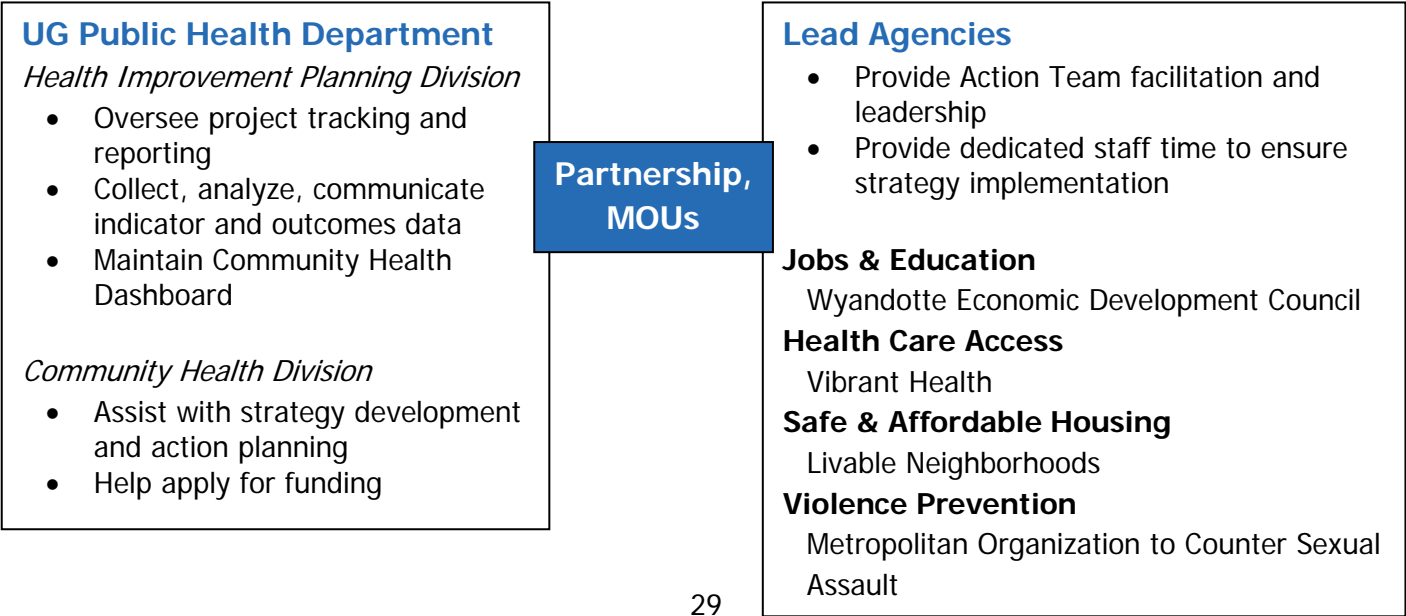
Year 1	Year 2
1. Coordinate efforts among residents, community organizations, and UG agencies to implement Crime Prevention Through Environmental Design (CPTED) strategies.	Coordinate effort among residents, community organizations, and UG agencies to implement Crime Prevention Through Environmental Design (CPTED) strategies, with a special focus on neighborhoods experiencing the highest rates of reported violent crime.

2. Support evidence-based violence prevention components through existing community-level strategies to promote walkability and safety in the neighborhood, including through Safe Routes to School, Neighborhood Watch, and Walking Club (Walkers on Watch) programs.	Support evidence-based violence prevention components (e.g. CPTED) through existing community-level strategies to promote walkability and safety, with a special focus on neighborhoods experiencing the highest rates of reported violent crime.
3. Concentrate strategies and resources on KCKPD police districts with the highest levels of violent crime. Focus on evidence-based strategies that are linked to reductions in violent crime and related risk factors.	Removed for Year 2
4. Support youth-led community advisory board to engage youth in community development and prevention strategies.	Support youth-led community advisory board to engage youth in community development and prevention strategies.
5. Develop and implement Violence Prevention Community Health Worker program.	Develop and implement individual-level response and interventions for survivors of interpersonal violence and those at risk of perpetration of violence.
6. Coordinate hospital-based violence intervention/survivor advocacy programs.	
7. Evaluate and improve communication and relations among residents and law enforcement agencies, other first responders, and the justice system.	Evaluate and improve communication and relations between community and the justice system.
8. Develop and implement violence prevention campaign among UG agencies for UG employees.	Collaborate with UG Agencies to develop and implement violence prevention programs, policies, and practices for UG employees.
9. Convene community-based committee to identify and develop a cultural norm change campaign.	Identify, develop, and support cultural norms change strategies designed to reduce community violence.

Appendix B: CHIP Leadership and Infrastructure

The CHIP strives to implement the collective impact model approach to community change by assuring that our wide network of community partners share a common agenda, have established shared metrics for success, coordinate efforts, continuously communicate with one another, and experience strong backbone support. In order to implement this model, several key components have been put into place:

- **Steering Committee:** This group of 12 – 15 individuals represents organizations that have been involved throughout the entirety of the CHA and CHIP process. Individuals on the committee are high-level decision makers within key stakeholder organizations in the Wyandotte community. The committee is tasked with generating resources, anticipating barriers to implementation, building relationships and ensuring collaboration across Action Teams, and providing guidance for managing political relationships, among other things.
 - Finance Subcommittee: This group is a subset of the larger CHIP Steering Committee and is tasked with preparing and updating the CHIP budget, creating a funding plan, and managing relationships with current and potential CHIP supporters.
- **Health Department administration:** The UGPHD provides administrative backbone support for the implementation, evaluation, funding, and revision of the CHIP. A number of staff across the UGPHD participate in CHIP activities, but staff tasked with CHIP implementation include Juliann Van Liew, Manager of Planning & Operations, and Wesley McKain, Community Health Division Supervisor. The UGPHD is tasked with providing technical assistance to lead agencies and action teams; managing relationships with partners at all levels of the CHIP; ensuring the CHIP has adequate funding (in partnership with the Finance Subcommittee); ensuring lead agencies, action teams, and subcommittees are adequately performing their responsibilities; and managing relationships with the Unified Government (including administration, other departments, and the Board of Commissioners/Board of Health).



- **Lead Agencies:** Four community organizations (I.e. “lead agencies”) have taken ownership of the four topic areas of the CHIP. These are partners within the Wyandotte community that are experts in their field and have a proven track record of working collaboratively on their respective issue within the community. These agencies participated throughout the CHA/CHIP process and have committed themselves to the five-year implementation of the CHIP. Additional characteristics of the lead agencies include:
 - Memorandums of Understanding (MOUs): The lead agencies have entered into MOUs with the UGPHD that define their role, clarify expectations, and set parameters to their agreements to participate in CHIP at this level.
 - Paid staff time: These agencies have committed to ensuring that at least .5 FTE among their staff are paid specifically to do the work of CHIP implementation. This is done through a mix of existing funding mechanisms and new funding identified in partnership with the UGPHD and Finance Committee to support these roles.
 - Supported by AmeriCorps VISTAs: Although not required, lead agencies are provided the opportunity to hire an AmeriCorps VISTA through the UGPHD VISTA program. This provides additional capacity for their organization to support the action teams and subcommittees in their topic area.

- **Action Teams:** The four topic areas of the CHIP are being implemented through the work of community partners that comprise four action teams. These teams are each led by a lead agency and are tasked with implementing the strategies that were identified throughout the creation of the CHIP. Action teams meet at least quarterly and pull together a large number of stakeholders on these broad topic areas. Action teams delegate subcommittees to focus on one or two strategies within the plan.

- **Subcommittees:** The actual work of implementing projects related to the specific strategies in the plan is conducted within subcommittees that are comprised of action team members. Subcommittees are convened by key community partners that have a stake in the particular project and have committed to seeing the project through. Lead agencies convene some, but not all, of the subcommittees.

- **Routine reporting:** In an effort to both ensure accountability between partners as well as to measure progress and mitigate barriers, routine reporting mechanisms have been put into place. These include:
 - Quarterly reports: At the end of each quarter lead agencies work with conveners of the subcommittees to report out on the work that has happened during that quarter. Using the quarterly reporting template provided by the UGPHD, the lead agencies provide information on what has been done, which key partners are participating, and what issues have come up. They then assign each strategy a “status” (on track, low risk, high risk, off track, or inactive) as well as an “implementation phase” (either planning and assessment or implementation phase). These categorizations provide a snapshot of how well the strategies are moving and which areas need additional attention or support. These quarterly reports (both a full and condensed version) are shared with all CHIP members (across all teams) and posted to the Community Health Dashboard.

- Annual report: At the end of each CHIP year (in September), the UGPHD works with lead agencies to pull together all four quarterly reports along with additional information about the progress made during the year into an annual report. This report is shared with all CHIP members (across all teams), Unified Government Administration, Unified Government Board of Health, and posted to the Community Health Dashboard.
 - Bi-annual report to Board of Health: At least twice per year the UGPHD provides an oral update on the status and progress of the CHIP to the Unified Government Board of Health (which is also the Board of Commissioners).
- **Annual Plan Revision**: At the end of each CHIP year (in September), the UGPHD works with lead agencies to conduct an assessment of every strategy in the CHIP. Each strategy will be assessed for: feasibility, efficacy, prioritization, resource availability, and community assets as well as ensuring that the strategy continues to align tightly with one of the outcome goals set for the CHIP. These strategy assessments will be used to remove, revise, and/or add strategies as is necessary. An updated version of the CHIP with the edited strategies will be formally published by November each year.
- **Community Health Dashboard**: In an effort to ensure that community members and stakeholders have an opportunity to stay up-to-date on the CHIP progress, data around CHIP topics, and why we're doing the work we're doing, the UGPHD and United Way have collaborated to create a Community Health Dashboard specific to the CHIP. The dashboard is available at: <https://dashboards.mysidewalk.com/wyco-chip-dashboard/our-story>