

2018-2023



Wyandotte County Community Health Improvement Plan Year 2 Annual Report

October 2019-September 2020

Prepared by the
Unified Government Public Health Department



Public Health
Prevent. Promote. Protect.

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Executive Summary

The Wyandotte County Community Health Improvement Plan (CHIP) is a 5-year (2018-2023) **multi-sector, collaborative plan** designed to address four community-identified health priorities: 1) Jobs and Education, 2) Health Care Access, 3) Safe and Affordable Housing, and 4) Violence Prevention. The Unified Government Public Health Department (UGPHD) partners with four Lead Agencies, each with expertise in one of the priority areas, to plan and implement the CHIP strategies through the convening and coordination of CHIP Action Teams and Subcommittees.

On September 18, 2020 the CHIP completed its **second year of implementation**. To evaluate progress and assess the year's activities, the UGPHD, Lead Agencies, and subcommittees completed an **annual review process** comprised of two main components: 1) An assessment and revision process for each of the CHIP strategies, and 2) A subcommittee survey to assess overall structure and function of the subcommittees tasked with CHIP strategy implementation.

In addition to providing background on the structure, leadership, and community processes used for the development of the CHIP, this report contains the following components:

- Description of the **strategy assessment and subcommittee survey tools** used to support the annual review process
- Reflections on the **impact of the COVID-19 pandemic** on the CHIP strategies
- A **summary of the CHIP priority areas**, including long-term goals, notable highlights from CHIP year 2, and an updated list of partners
- Key **findings and recommendations** from the subcommittee survey to inform CHIP year 3 strategy implementation
- **Lessons learned** from the UGPHD and the CHIP Lead Agencies

As a result of the annual review process, the following strategy revisions were completed: 1) **Jobs and Education** adjusted five of their ten existing strategies, and added one new strategy, 2) **Health Care Access** made language revisions to two of their nine strategies, 3) **Safe and Affordable Housing** added one new strategy, revised four existing strategies, and placed three strategies on hold for CHIP year 3 implementation, and 4) **Violence Prevention** added one new strategy, and made language revisions to three of their existing strategies. A comparison between CHIP Year 2 and Year 3 strategies, and a detailed breakdown of these revisions is included in [Appendix A: CHIP Year 3 Strategies](#), pg. 34.

CHA & CHIP Background

2016-2017: Conducting the Community Health Assessment

In 2016, a Steering Committee comprised of various community stakeholders convened to conduct a Community Health Assessment (CHA). A mixed-methods, data-driven approach was utilized, including a Local Public Health Systems Assessment, Concerns Survey, Community Health Status Assessment, and a series of community member and stakeholder focus groups to gather more detailed and contextualized feedback.

Data collected from the CHA process were compiled in a report and shared with the community through four listening sessions where participants identified seven issues that most impacted their overall health and quality of life in Wyandotte County. The Steering Committee used a formula that weighted community feedback from the survey and listening sessions, and secondary data on the community's health status and behaviors to rank the seven community-identified priorities. From this prioritization process, the community arrived at the following four priority areas for health improvement:

- **Health Care Access**
- **Safe and Affordable Housing**
- **Jobs and Education**
- **Violence Prevention**

Throughout the prioritization processes, the effects of **poverty, discrimination, and Adverse Childhood Experiences (ACEs)** were continually identified by the community as impacting health and overall quality of life. The Steering Committee determined that these three areas would be the "lenses" through which the priority areas were addressed, and in which the strategies were chosen.



2017-2018: Community Health Improvement Plan Development

In 2017, community partners, with support from the University of Kansas Center for Community Health and Development, used the **findings from the CHA to develop the 2018-2023 Wyandotte County CHIP**. Existing community partners and stakeholders formed broad, diverse planning groups to guide and inform the work of the plan. Community and environmental factors contributing to each of the four priority areas were identified, and long-term goals were developed. Partners then worked to identify possible community strategies to impact the long-term goals.

When the 2018-2023 CHIP was completed in September 2018, the four planning committees transitioned into **Action Teams** to support each of the priority areas, and the lead coordinators of those Action Teams became the **Lead Agencies**. The Lead 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 information to the Unified Government Public Health Department and the CHIP Steering Committee. Due to the number of strategies and partners involved, Action Teams are further broken down into **Subcommittees** dedicated to accomplishing specific strategies within their respective priority areas. A graphic illustrating the structure of the CHIP is included in the next page.

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

Health Department Role in the CHIP

The Unified Government Public Health Department (UGPHD) provides **backbone support** to the CHIP, including providing technical assistance to CHIP Action Teams and Subcommittees, raising resources, conducting evaluations, and ensuring the sustainability of the plan. The UGPHD has an interest in the welfare of Wyandotte County, in addition to the wellbeing of everyone in the community. Its mission is to prevent disease, promote wellness, and protect and improve the environment in Wyandotte County. The UGPHD's 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, assist communities in recovery, and assure the quality and accessibility of health services.

A more detailed summary of the CHIP leadership and structure, including specifics on the overall approach guiding the plan is included in [Appendix B: CHIP Leadership and Structure](#), pg. 39.

CHIP Structure

Steering Committee

Overarching leadership

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

Health Equity Subcommittee

Builds capacity to evaluate how the CHIP applies the three lenses: poverty, discrimination, and Adverse Childhood Experiences (ACEs)

UG Public Health Dept.

Backbone support

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

Action Teams & Lead Agencies

Action Teams address the four CHIP priority areas. Lead Agencies are local organizations that coordinate each of the Action Teams. The Agencies were selected based on subject-matter expertise and capacity to lead the work



Jobs & Education

Led by Wyandotte
Economic
Development
Council



Health Care Access

Led by Vibrant
Health



Safe & Affordable Housing

Led by Livable
Neighborhoods



Violence Prevention

Led by Metropolitan
Organization to
Counter Sexual
Assault



Subcommittees



Each Action Team has several **Subcommittees** dedicated to addressing the specific **Focus Areas** and **Strategies** identified in the the CHIP

CHIP Annual Review Process

Strategy Assessments

Throughout CHIP Year 2, Action Teams submitted quarterly progress reports to the UGPHD noting progress, needs, and the status of each CHIP strategy. An important aspect of the annual review process involves the UGPHD, Lead Agencies, and subcommittees working collaboratively to reflect upon progress made, and revise the 5-year strategies, if needed. In the first year of the plan, the UGPHD team developed a strategy assessment tool to guide this process. This year, the UGPHD utilized a modified and updated version of the original strategy assessment tool, the updated version included the following components:

- **CHIP Year 2 Progress:** Compilation of the strategy's status, and all progress reports submitted for Year 2
- **Strategy Implementation:** Guiding questions to assess overall strategy implementation, including effectiveness, priority, community assets, and impact on the three CHIP lenses: poverty, discrimination, and Adverse Childhood Experiences (ACEs)
- **Strategy Revisions (if applicable):** Guiding questions to determine and justify if the strategy needs to be modified, combined with another strategy, or be placed on hold for Year 3
- **Long-Term Goal Alignment:** Indication of which CHIP long-term goal(s) the strategy addresses

The results of the strategy assessments, including the updated CHIP Year 3 strategies for each priority area can be found in [Appendix A: CHIP Year 3 Strategies](#), pg. 34.

Subcommittee Survey

To operationalize the work, each Action Team convenes several subcommittees assigned to specific strategies within the plan for implementation. Subcommittees are composed of 5 to 20 partners and are often led by organizations other than the Lead Agencies. To assess the overall structure and function of the subcommittees across the CHIP, the UGPHD developed a subcommittee survey containing questions in the following categories: 1) Structure, vision, and make-up, 2) Communications, 3) Roles and Alignment of Activities, 4) Strategy Implementation, and 5) Broad CHIP Alignment.

A summary of the survey results, key findings, and recommendations is included in the [Subcommittee Survey Findings](#) section, pg. 23.

Impacts of the COVID-19 Pandemic

The pandemic has highlighted the importance of multi-sector, collaborative work that responds to the changing times and community context. The pandemic has also shown **community strength lies in its coalitions of people** coming together to address big challenges. The CHIP partners have demonstrated creativity and perseverance throughout this year – and in many ways, the collaborations and partnerships established through the CHIP have supported the community’s response to COVID-19.

Though the pandemic has changed the implementation timelines for almost all strategies in the plan, it has not changed the Action Team’s **commitment to the long-term goals**. Below are some of the ways in which the CHIP Action Teams and Subcommittees have refocused, and tailored their work to our current community context:

- **Jobs and Education** supported childcare providers and centers in applying to COVID-19 Hero Relief Funding to secure additional resources for staffing and safety requirements so that these facilities could continue to safely serve Wyandotte County children and families
- The pandemic provided the **Health Care Access** Action Team the opportunity to re-structure its subcommittees to better focus efforts and maximize capacity. The group also tailored many of their strategies to include relevant tactics, such as the inclusion of COVID-19 messaging in the health literacy communications campaign, which highlighted the importance of establishing a primary care home within the county
- **Violence Prevention** transitioned their Stories on Stories community outreach efforts from door-to-door canvassing to online surveys and doorhangers. Additionally, the team’s workplace violence prevention strategies were modified to address the increased burden on workers with caregiving responsibilities during the pandemic
- **Safe and Affordable Housing** successfully planned and hosted the 2nd Annual Housing Summit, bringing together over 80 participants virtually to strategize around the prevention and reduction of evictions due to the pandemic
- The **CHIP Steering Committee** formalized a Health Equity Subcommittee that will focus on building capacity towards evaluating the three CHIP Lenses (poverty, discrimination, and Adverse Childhood Experiences (ACEs)) through the course of Year 3 of the CHIP
- Considering the UGPHD’s central role in responding to the COVID-19 pandemic, **the Health Department hired a CHIP Coordinator** to increase planning capacity and implementation support to the CHIP Lead Agencies, Action Teams, and Subcommittees

Goals, Progress Highlights, and Partners



Jobs and Education

Lead Agency: Wyandotte Economic Development Council



In 2016, the Wyandotte Economic Development Council (WYEDC) formed the Workforce Solutions Committee (WSC), a collaborative group to address workforce priorities in the county. Considering the priorities and partners involved, the WSC was perfectly positioned to then transition as the CHIP Jobs and Education Action Team, with the WYEDC serving as the Lead Agency.



This year, each subcommittee either refocused endeavors in cooperation with new partners, applied for or received funding for various projects, especially centered around COVID-19 needs; or continued the path of supporting & assisting clients. The Jobs and Ed group **did not waiver in their commitment** to the CHIP.

- Marcia Harrington, WYEDC

In CHIP Year 2, the Jobs and Education Action Team continued to engage several community sectors and organizations interested in **reducing barriers to entering the workforce**. These areas include transportation, childcare, job training for justice-involved individuals, and increasing opportunities for advancement such as English as a Second Language programming. Sectors supporting the work include educational institutions, local government, workforce development agencies, non-profits, and faith-based organizations, among others.

2018-2023 Jobs and Education Long-Term Goals

- Increase median household income in Wyandotte County from \$42,783 to \$54,935
- Increase the number of full-day, full-year childcare spaces from 4,542 to 4,842
- Increase the number of childcare spaces in centers or in-home providers participating in quality initiatives from 921 to 1,221
- Increase the number of childcare centers or in-home providers participating in quality initiatives from 16 to 46
- 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+
- Increase the percent of the population that speaks English "very well" from 87.7% to 93.4%

Year 2 Highlights

The bulleted list below includes highlights from the Jobs and Education Action Team during Quarter 4, 2019 through Quarter 3, 2020.

- In Year 2 of the **Family Conservancy's Start Young program**, 55 families received a total of \$66,378 to support tuition for 66 children
- The **Family Conservancy** was awarded a grant to participate in the Listen4Good cohort, enabling Start Young program staff to utilize expert consultants to better understand the needs of families served at the 14 Start Young childcare centers
- In CHIP Year 2, 84 new childcare spaces were created for children through the efforts of the **Start Young program and the Childcare subcommittee**. These new spaces, combined with those that have been opened since 2019 through Start Young, equal a total of 266 new spaces for children in Wyandotte County
- In response to the COVID-19 pandemic, the **Start Young** team in collaboration with other community partners developed best practice guidelines for childcare providers and centers, and worked to collect Personal Protective Equipment supplies to help childcare providers remain open
- The **Childcare subcommittee** supported childcare partners in accessing COVID-19 Hero Relief funding to support staffing, and the additional health and safety requirements
- Business ESL training programming is set to begin implementation in early 2021, made possible through the **Language subcommittee** in partnership with the Kansas City Kansas Community College, Workforce Partnership, and a local employer
- Alive and Thrive in partnership with the **Criminal History subcommittee** embarked in a community asset mapping process that will include a special focus on services and community resources available to individuals that have been justice-involved
- The **Workforce Transportation subcommittee** partnered and aligned goals with the KC Chamber of Commerce to collaborate and increase access to workforce transportation options, including the creation of a Safe Commute Guide which highlights best practices for businesses to support employees' remote work & commuting practices
- The **Post-Secondary Training subcommittee** partnered with the Health Care Access Education-to-Employment Pipeline to create a Health Care Career guide in collaboration with local educators and high school counselors

Jobs and Education Partners

The list below includes community-based organizations and groups that have contributed to advancing the goals and strategies of the CHIP Jobs and Education Action Team.

Table 1. Jobs and Education Partners

Aetna	Mid-America Regional Council (MARC)
Bethel Neighborhood Center	Mission Adelante
Bishop Sullivan Center	NBC Community Development Corporation
Board of Public Utilities (BPU)	Pipe Fitters Local 533
Catholic Charities	PREP-KC
Central Solutions	Pre-Tech Corporation
Connections to Success	Renaissance Management, Inc.
Donnelly College	Security Bank of Kansas City
El Centro, Inc.	The Family Conservancy
Enterprise Holdings	The Village Initiative, Inc
Evap Tech Inc.	Turner School District
Express Employment	Unified Government Board of Commissioners
Gateway Foundation	Unified Government Department of Corrections
Guadalupe Centers	Unified Government District Attorney's Office
Groundwork NRG	Unified Government Public Health Department
Johnson County Corrections	Unified Government Transit Department
Kansas City Area Transportation Authority	United States Probation (KS & MO)
Kansas City Kansas Chamber of Commerce	United Way of Greater Kansas City
Kansas City Kansas Community College	University of Kansas Medical Center
Kansas City, Kansas Public Schools	University of Kansas
Kansas City Medical Society Foundation	Vibrant Health
Kansas Department of Commerce	Workforce Partnership
Kansas Department of Corrections	Wyandot Behavioral Health – Alive and Thrive
Kansas Manufacturing Solutions (KMS)	Wyandotte County Sheriff's Office
Kansas State University	Wyandotte Economic Development Council
Knit-Rite	Wyandotte Health Foundation



"Child Care is Essential"

Campaign: The Family Conservancy gave each childcare provider in the area a sign to show that childcare staff are crucial to the wellbeing of children, families, and the economy during the pandemic.



Health Care Access

Lead Agency: Vibrant Health



The CHIP Health Care Access Action Team is composed of a variety of stakeholders, including safety net clinics, health systems, and community-based organizations passionate about **expanding access to health care for Wyandotte County**. Since the start of the CHIP, additional partnerships and collaborations have been established with mental health providers, educators, and leaders from non-profits to advance the strategies under the plan.

In Year 2 of the CHIP, the Health Care Access Action Team restructured the organization of its Health Care Capacity subcommittee to maximize efforts across partners, and better assess priorities and needs around transportation to health services, behavioral health, and overall care coordination processes between providers. Additionally, the group led a successful, community-informed health communications campaign highlighting the importance of establishing a primary care home, specially through the COVID-19 pandemic.

I'm proud of how our Action Team has **adapted** and demonstrated an extraordinary degree of humility and a willingness to **reevaluate and reframe** our work to fit the changing needs of our community.

- Matthew Salsbury, Vibrant Health

2018-2023 Health Care Access Long-Term 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 2 Highlights

The bulleted list below includes highlights from the Health Care Access Action Team during Quarter 4, 2019 through Quarter 3, 2020.

- The **Community Health Council of Wyandotte County's** enrollment efforts resulted in a combined 3,414 interactions with community members and a total of 1,570 completed applications for Medicaid, Marketplace, SNAP, and other programs
- The **Healthcare Funding subcommittee** conducted a Medicaid Expansion letter-writing campaign during the 2020 legislative session, which resulted in more than 160 personalized advocacy letters

- The **Health Care Action Team** hosted a Legislative Advocacy training webinar for healthcare providers, in partnership with the American Cancer Society, Alliance for a Healthy Kansas, Kansas City Medical Society Foundation, Vibrant Health, and Community Health Council of Wyandotte County
- The **Health Care Capacity subcommittee** completed a restructuring process to maximize efforts among committee members by establishing smaller workgroups for each of the capacity areas: transportation, behavioral health, and care coordination
- The **Health Care Capacity workgroups** conducted comprehensive, community-wide assessments of local capacity for behavioral health, non-emergency medical transportation (NEMT), and care coordination
- The **Health Care Literacy subcommittee**, led by Vibrant Health and the Community Health Council of Wyandotte County, implemented a successful **2020 Health Literacy Campaign** highlighting the importance of preventative care and establishing a primary care home. Campaign materials were distributed in English, Spanish, Burmese, Nepali, and Swahili
- The Health Literacy Campaign resulted in more than 166,000 digital impressions on Facebook, YouTube, and Google. Campaign mailers also reached more than 80,000 households across Wyandotte County
- The joint **Education-to-Employment Pipeline & Post-Secondary Subcommittee** (CHIP Jobs and Education) finalized a Healthcare Career Guide to be distributed among local high school counselors, highlighting pathways to high-demand, health care professions



Health Literacy Campaign: All campaign materials featured local "community champions" to distribute messages.

Print material (left) and clip from online video ad (above).

Health Care Access Partners

The list below includes organizations and groups that have contributed to advancing the goals and strategies of the CHIP Health Care Access Action Team.

Table 2. Health Care Access Partners

Aetna	NBC Community Development Corporation
Alzheimer's Association	Prep KC
Baptist Trinity Lutheran Legacy Foundation	Project Eagle (Connections)
Bishop Ward High School	Renaissance Solutions
Caritas Clinic (Duchesne)	Rosedale Development Association
Catholic Charities	Southwest Boulevard Family Health Care
Children's Mercy Hospital	Sunflower Health Plan
Community Health Council of WyCo	Swope Health Services
Culture Journey LLC	The Family Conservancy
Donnelly College	ThrYve
El Centro, Inc	Trane
Healthy Communities Wyandotte	Turner School District
Humana	Unified Government Public Health Department
JUNTOS	United Healthcare
Kansas Board of Regents	University of Kansas Medical Center
Kansas City Kansas Community College	University of Saint Mary
Kansas City Kansas Public Schools	Vibrant Health
Kansas City Medical Society Foundation	Workforce Partnership
Kansas Manufacturing Solutions	Wyandot Behavioral Health Network
Kansas State University	Wyandotte County WIC
KVC Hospitals	Wyandotte County Transportation Department
Masonic Cancer Alliance	Wyandotte Economic Development Council
Mercy and Truth	Wyandotte High School
Mid-America Regional Council (MARC)	Young Women on the Move



Safe & Affordable Housing

**Lead Agency: Livable
Neighborhoods**



The Safe and Affordable Housing action team focuses on advancing equitable strategies to **reduce barriers to accessing housing** in Wyandotte County. At the start of the CHIP, the Unified Government's Livable Neighborhoods was selected as the Lead Agency, bringing together community groups and organizations with expertise in this area to plan and develop the strategies.

The Action Team continues to convene several community sectors and groups, including government entities, housing agencies, neighborhood groups, landlords, tenants, among others. In Year 2 of the CHIP, the Safe and Affordable Action Team hosted the second annual Wyandotte County Housing Summit, with a special focus on strategizing around the reduction and prevention of evictions in Wyandotte County. The group also made great progress towards the exploration of a Community Land Trust and are working towards implementation of this project with a lead local non-profit.



This year's **Housing Summit** was a product of the Action Team's ability to sustain its efforts and **commitment to the work**, despite all the pandemic disruptions. I am looking forward to seeing our strategies continue to gain momentum and impact our community's housing landscape.

- Rachel Russell, YouthBuild

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 2 Highlights

The bulleted list below includes highlights from the Safe and Affordable Housing Action Team during Quarter 4, 2019 through Quarter 3, 2020.

- The **Safe and Affordable Housing Action Team** developed a housing displacement policy brief on inclusionary zoning incorporating feedback from Kansas Appleseed and the UG Legal Department
- The Action Team maintained communications with action team members on COVID-19 related **policy updates at the state and federal levels**, specifically executive orders on coronavirus-related eviction moratorium and utility shutoffs
- Developed and disseminated an assessment among the **Minor Home Repair Coalition** to understand services offered and populations served across Wyandotte County
- Successfully **hosted the 2nd Annual Housing Summit**, bringing together over 80 participants virtually to discuss the reduction and prevention of evictions during the pandemic
- The **Minor Home Repair Coalition** collectively completed 24 projects, totaling an estimated \$36,593 towards home improvements
- Started collaborations with Kansas Legal Services, Children's Mercy Hospital, KU Medical Center, and the UG's Economic Development department to strategize around local health system funding **housing options for the chronically homeless**
- Collaborated with Kansas Legal Services to develop a **resource hub of affordable housing** options in Wyandotte County
- Worked with colleagues at K-State's Institute for Civic Discourse and Democracy and the Kettering Foundation to begin work on a deliberative discussion guide, to be used with **tenants, stakeholders, and landlords**
- **Engaged BPU** in discussions around utility deposit payments, including requesting utility shut off and disconnect data for Wyandotte County
- Two six-week **Community Land Trust (CLT) Peer-Learning groups** were successfully completed, with over 16 members from diverse backgrounds attending weekly. These graduates will serve as liaisons and work with local community organizations to develop local CLTs
- Two graduates from the CLT Peer-Learning group sessions supported the **Community Housing of Wyandotte County** in applying for a NeighborWorks grant to hire staff to oversee and plan a CLT pilot for Wyandotte County



CLT Peer Learning Group Meeting (above) and **Housing Summit Flyer** (right): There were 16 CLT graduates this year, and over 80 participants at the Housing Summit.

REGISTER NOW

for the second annual

WYCO HOUSING SUMMIT

A free virtual gathering focused on increasing safe and affordable housing in Wyandotte County.

Featuring:

- a panel discussion around housing security and affordability in the time of COVID-19, and
- opportunities to network with housing advocates and organizations.

SEPTEMBER 18, 2020, 9 A.M.-12 P.M.

Register: www.accelevents.com/e/WyCoHousing2020

Safe and Affordable Housing Partners

The list below includes community-based organizations and groups that have contributed to advancing the goals and strategies of the Safe and Affordable Housing Action Team.

Table 3. Safe and Affordable Housing Partners

Aetna	KCK Police Department
Avenue of Life	KCKPS Homeless Liaison
Central Avenue Betterment Association	Kim Wilson Housing
Chief Properties	University of Kansas
Christmas in October	Leavenworth Road Association
Community Health Council of WyCo	Local Initiative Support Corporation (LISC)
Community LINC	Metro Lutheran Ministry
Consensus KC	Metropolitan Energy Corporation
Crosslines Community Outreach, Inc.	Mt. Carmel Redevelopment Corporation
Downtown Shareholders	NBC Community Development Corporation
Economic Opportunity Foundation	Northeast Economic Development Corporation
Eliza B. Conley House of Resistance	Our Spot KC
Frank Williams Center	Prescott/Nehemiah Properties/Presbyterian Church

Table 3. Safe and Affordable Housing Partners

Friends of Yates	RAN Development
Groundwork NRG	River of Hope Church
Habitat for Humanity Kansas City	Rosedale Development Association (RDA)
Housing and Credit Counseling, Inc	The Village Initiative, Inc
Healthy Communities Wyandotte	Swope Health Services
Health Forward Foundation	Turner Community Connection
Humana	Unified Government Legal Department
Johnson County Department of Corrections	Unified Government Economic Development
Kansas Department of Corrections	Unified Government Public Health Department
Kansas Legal Services	United Healthcare
KCK Citadel & Harbor Light Village, Salvation Army	United Way of Greater Kansas City
KCK Housing Authority	YouthBuild



Violence Prevention

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



Metropolitan Organization to Counter Sexual Assault

The Wyandotte County Sexual Assault Prevention Coalition (WyCo-SAP) has convened community partners to **address and prevent the root causes of violence** since 2014. When violence prevention was identified as a CHIP priority, WyCo-SAP was invited to join efforts with the CHIP to continue mobilizing partners around various strategies and aspects of community violence prevention.

The Action Team includes partners from social services, education, government, faith-based groups, victim support organizations, and other community-based sectors interested in reducing community violence, fostering connectedness, and addressing cultural norms that tolerate violence. In CHIP Year 2, the Violence Prevention action team has continued to implement Crime Prevention Through Environmental Design components by bringing together community organizations and government agencies to improve the safety and appearance of public spaces. Additionally, Action Team partners have launched the REVIVE program to support youth survivors of interpersonal violence at KU Medical Center. Youth engagement has continued to be a priority through the HEAT Youth Action Board and ThrYve, including securing the necessary technology for students to engage and strategize virtually during the COVID-19 pandemic.

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 resident satisfaction with law enforcement, first responders, & the judicial system from 3.4 to 3.6 out of 5



We have worked successfully through the implementation of multiple, diverse violence prevention strategies this year, **staying focused on our goals** to improve connectedness among residents and neighborhood safety throughout the struggles of the pandemic.

- Vanessa Crawford Aragon, MOCSA



Year 2 Highlights

The bulleted list below includes highlights from the Violence Prevention Action Team during Quarter 4, 2019 through Quarter 3, 2020.

- **MOCSA** formed partnerships with multiple Unified Government (UG) agencies, including Parks and Rec and General Services, to integrate **Crime Prevention Through Environmental Design (CPTED)** strategies into the UG's existing process for boarding vacant buildings

- Jersey Creek Trail features repaved trails and benches made possible through years of collaboration and planning among multiple organizations, including **NBC Community Development Association, Groundwork NRG, and YouthBuild among others**
- **MOCSA and the network of Action Team** partners identified Clifton Park as the next site for the art installation of the Stories on Stories project (community violence reduction strategy)
- UG SOAR and Wyandot Behavioral Health Network, in partnership with Habitat for Humanity implemented a **service day to prepare Clifton Park** for the Stories on Stories installation, which included repainting the building and pavilion, clearing weeds, and installing new picnic benches and a grill
- With input from partners and community, MOCSA and the action team published a **CPTED neighborhood toolkit** to support neighborhood groups and community organizations in implementing community violence reduction strategies
- **ThrYve launched the Change Academy** summer program for approximately 20 students, despite COVID-19 disruptions
- The ThrYve Change Academy youth hosted a **virtual civic engagement program** for students in USD 500
- **REVIVE**, a hospital-based violence intervention program for youth survivors of violence, was successfully launched in July 2020, and was made possible through a partnership between the **KU Health System, ThrYve, UG Community Corrections, and Ad Hoc Group Against Crime among other partners**
- **ThrYve** published an assessment of the Wyandotte County Juvenile Justice System to identify systemic disparities, and developed a toolkit for other communities to conduct a similar assessment
- The **Norms Change subcommittee** transitioned its previous focus on workplace violence prevention programming to meet the realities of the pandemic and has been developing resources for employers to reduce gender disparities in workplaces, both remote and in-person



COMMUNITY CPTED TOOLKIT

5

CAN I SEE OTHERS? CAN OTHERS SEE ME?

8

DO I KNOW WHERE TO GO?

10

WHAT IS THIS SPACE FOR?

12

IS THIS SPACE MAINTAINED?

14

IS MY NEIGHBORHOOD CONNECTED?

Stories on Stories at Clifton Park Service Day (left) and snapshot of **CPTED Toolkit** (above).

The service day prepared Clifton Park for the Stories and Stories art installation to be completed next year, and included repainting, adding a grill, new benches, and clearing weeds.

Violence Prevention Partners

The list below includes community-based organizations and groups that have contributed to advancing the goals and strategies of the CHIP Violence Prevention Action Team.

Table 4. Violence Prevention Partners

Ad Hoc Group Against Crime	NBC Community Development Corporation
Alive and Thrive	Rosedale Development Association
Armourdale Renewal Association	The Family Conservancy
BikeWalkKC	ThrYve
Central Avenue Betterment Association	Unified Government Human Resources Department
El Centro, Inc	Unified Government Public Health Department
Groundwork NRG	Unified Government SOAR Program
Kansas City Anti-Violence Project	Unified Government Parks and Recreation Department
Kansas City, Kansas Community College	United Way of Greater Kansas City
Kansas City, Kansas Police Department	University of Kansas
Kansas City, Kansas Public Schools	University of Kansas Health System
Latino Health for All	Veronica's Voice
Livable Neighborhoods	Wyandot Behavioral Health Network
MOCSA	Wyandotte County District Attorney's Office
Mayor Alvey's Office	20/20/20 Movement

Subcommittee Survey Findings

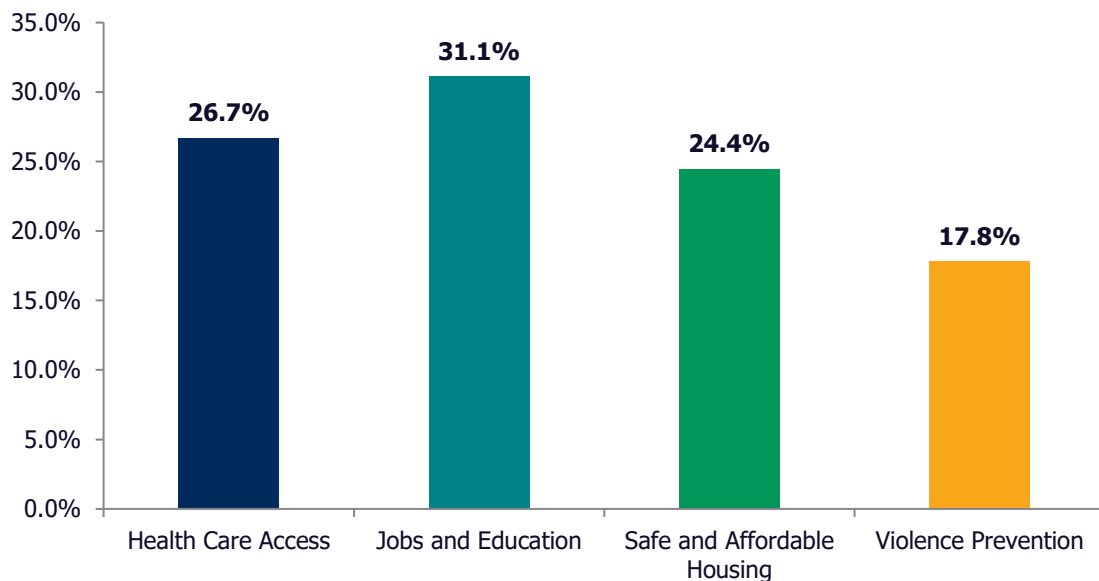
To operationalize the CHIP strategies, the four Action Teams host several **subcommittees assigned to one or more specific strategies** within the plan. Subcommittees are often led by organizations or conveners other than the Lead Agencies. Subcommittees are composed of members from varying community sectors interested in advancing the goals and strategies under each of the priority areas.

As part of the Annual Review process, subcommittee members and conveners, were asked to participate in a survey to assess overall subcommittee function, including: 1) Structure, vision, and make-up, 2) Communications, 3) Roles and alignment of activities, 4) Strategy implementation, and 5) Broad CHIP alignment. The sections below outline the survey findings and offer recommendations and next steps to inform CHIP Year 3 implementation.

Subcommittee Structure, Vision, and Make-Up

Each CHIP subcommittee was asked to have at least 2-3 members participate in the survey. Participants could include the subcommittee members, conveners, or lead agency representatives. A total of **45 subcommittee participants** completed the survey. The chart below illustrates the percent of participants that completed the survey from each of the action teams (Figure 1): Jobs and Education (31.1%), Health Care Access (26.7%), Safe and Affordable Housing (24.4%), and Violence Prevention (17.8%).

Figure 1. Which CHIP Action Team is your subcommittee in?



Over two-thirds of subcommittee participants (67.7%) expressed they formally met as a subcommittee **once a month** (Figure 2). However, 87.6% of participants agreed or strongly agreed subcommittee members and conveners **followed-up on action items** with other members in between formal meetings, which suggests work is progressing outside of formal meeting times (Figure 3).

Figure 2. How often does your subcommittee formally meet?

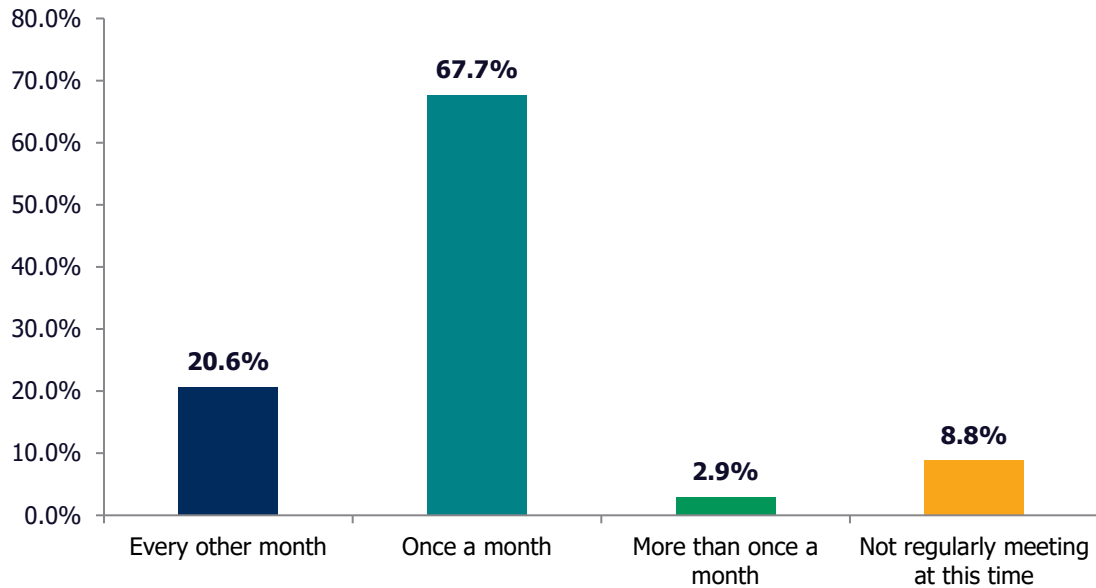
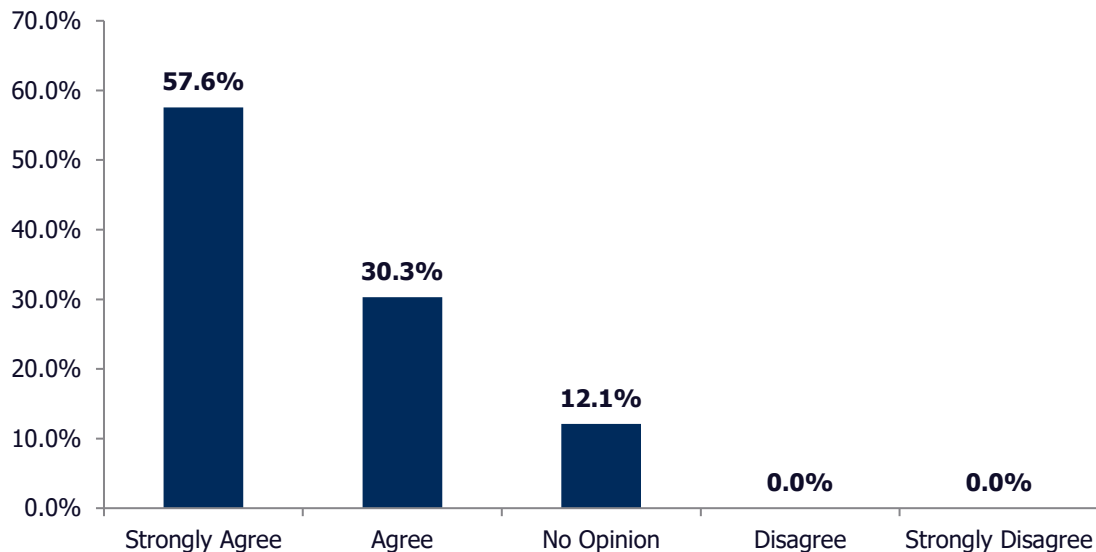


Figure 3. The people who lead the subcommittee follow-up on action items in between meetings.



In terms of subcommittee make-up, 94% of survey participants agreed or strongly agreed the subcommittee **engaged new partners and stakeholders** when needed, about 6% of participants disagreed or had no opinion (Figure 4). Most participants (97%) agreed or strongly agreed the members in the subcommittee were **invested in the goals** they were working towards (Figure 5).

Figure 4. The subcommittee engages new partners and stakeholders when needed.

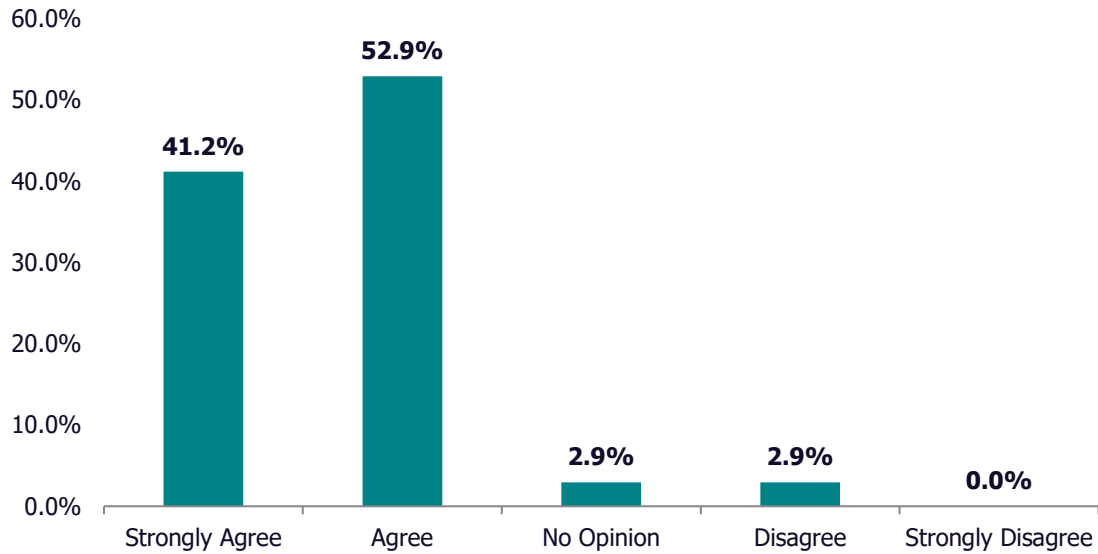
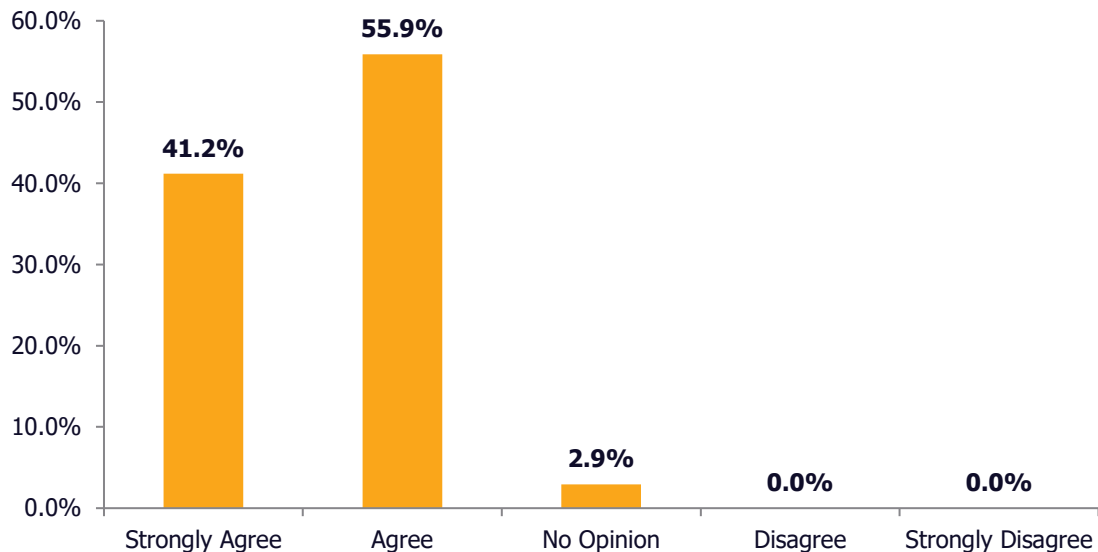
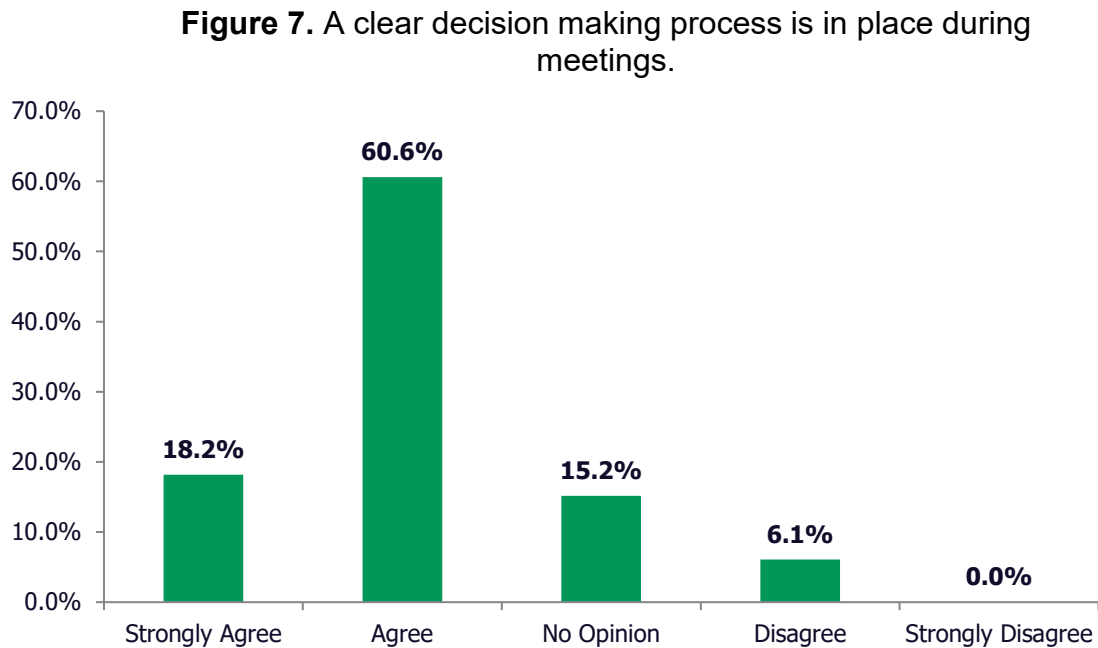
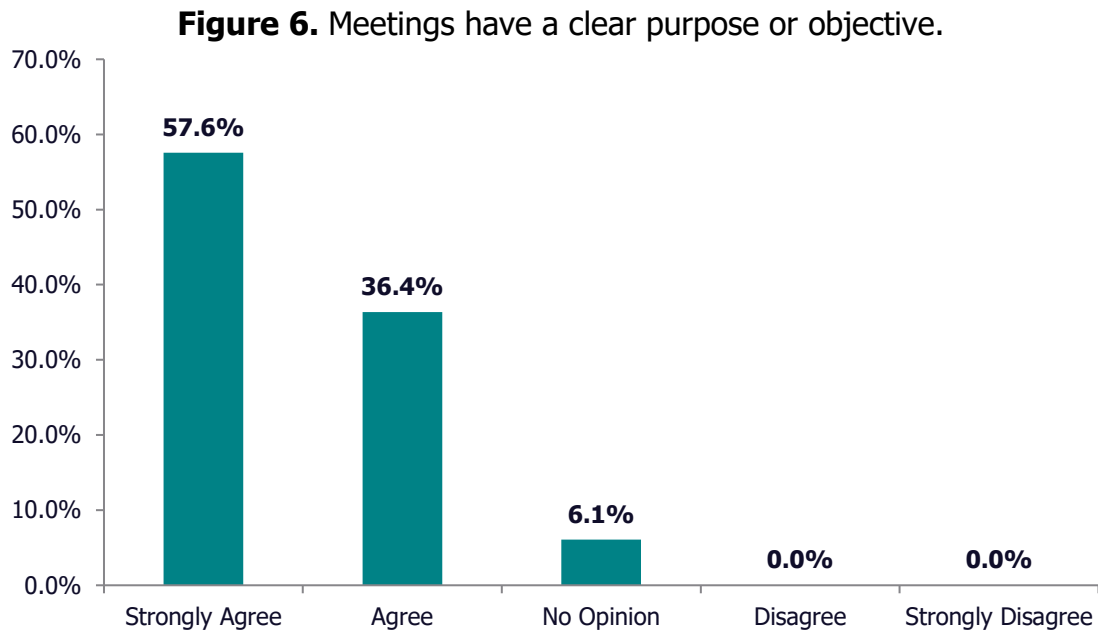


Figure 5. The people in the subcommittee are invested in the goals we are trying to accomplish.



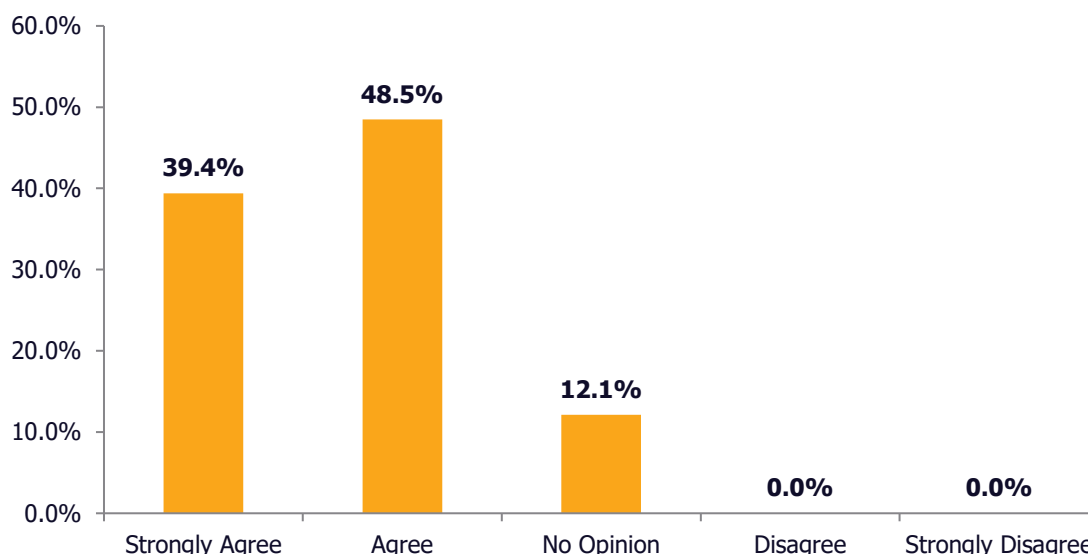
Communications

Due to the number of strategies and organizations involved, ongoing communication among partners is crucial to the success and sustainability of the plan. The survey included five questions regarding subcommittee communications during and in-between meetings. Overall, most survey participants (94%) agreed or strongly agreed subcommittee **meetings have a clear purpose** (Figure 6).



Additionally, 79% of participants agreed or strongly agreed there is a clear **decision-making process** in place during meetings, while 21.2% disagreed or had no opinion (Figure 7). Lastly, most participants (87.9%) expressed agreement that subcommittee **meetings end with clear next steps** for participants (Figure 8).

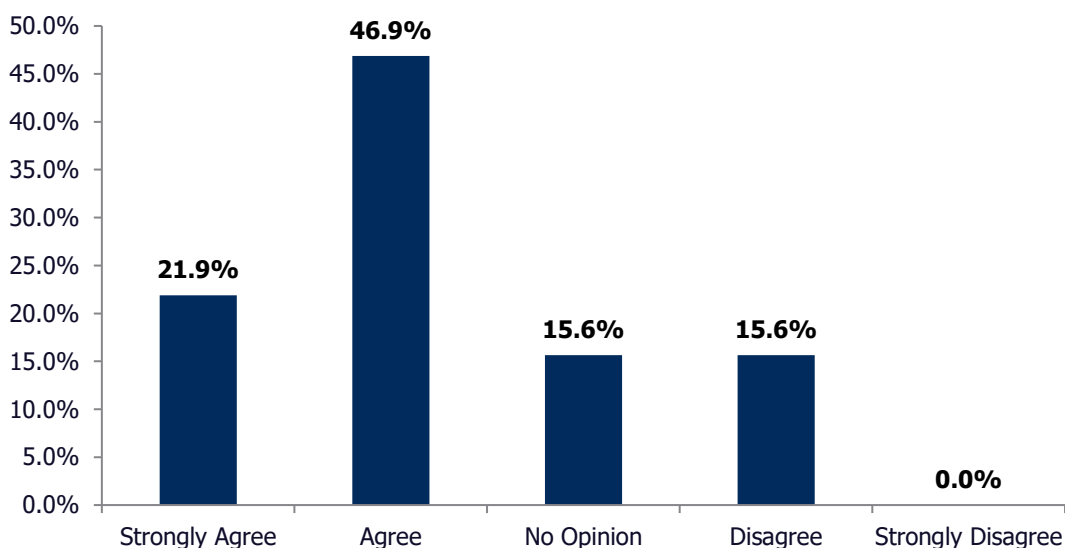
Figure 8. Meetings end with clear next steps or action items for participants.



Roles and Alignment of Activities

The survey included four questions regarding roles and activity alignment among the partners and organizations involved. From the subcommittee members that participated, 69% of them agreed or strongly agreed they could **clearly articulate their role** in the subcommittee, while 31% disagreed or had no opinion (Figure 9).

Figure 9. People in the subcommittee can clearly articulate their role.



More than half of participants agreed (40.6%) or strongly agreed (37.5%) their organization had **benefitted from being involved** in the subcommittee, while about 22% did not have an opinion (Figure 10). About 87% of participants agreed or strongly agreed partners had **aligned their organization's work with the work of the CHIP** (Figure 11).

Figure 10. My organization has benefitted from being involved in this subcommittee.

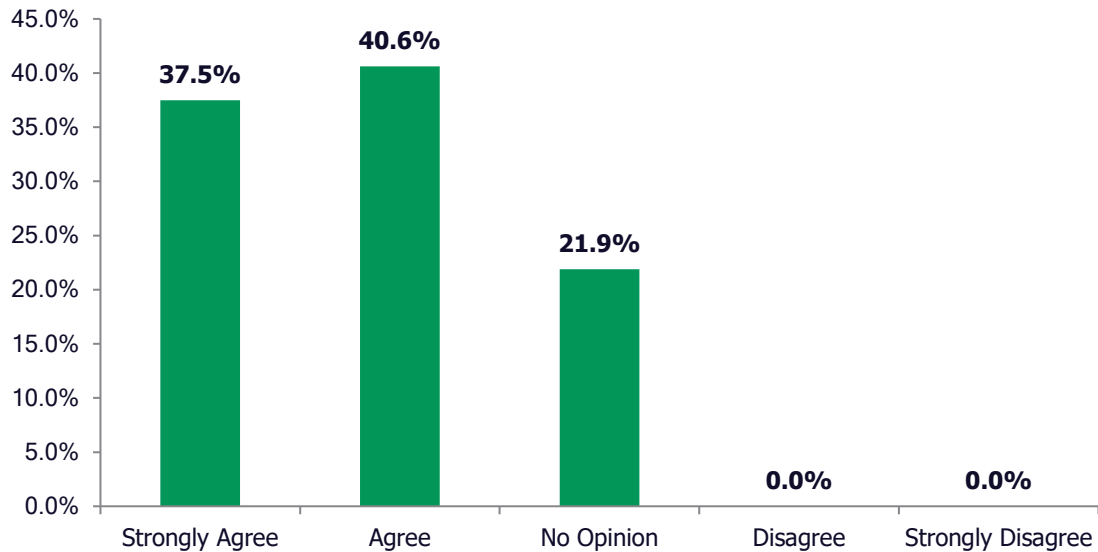
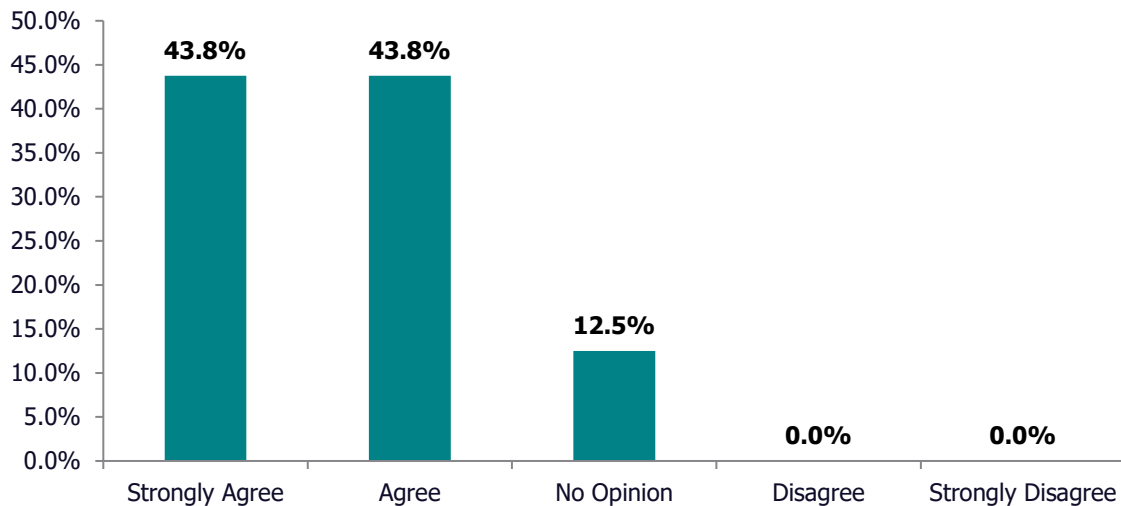


Figure 11. Partners participating in the subcommittee have aligned their organization's work with the work of the CHIP.



Strategy Implementation

Subcommittees are tasked with turning the strategy(s) into action, this section included three questions to understand overall implementation across subcommittees. Most participants indicated their subcommittee had **set specific and measurable goals** to implement the strategies (strongly agreed: 22.5%; agreed: 58.1%) (Figure 12). When asked if the subcommittee had an **active action plan**, 23.3% of participants indicated their subcommittee was still in the assessment and planning phases, while 70% of participants indicated they did have an active action plan for implementation (Figure 13).

Figure 12. My subcommittee has set specific and measurable goals to work on the strategies.

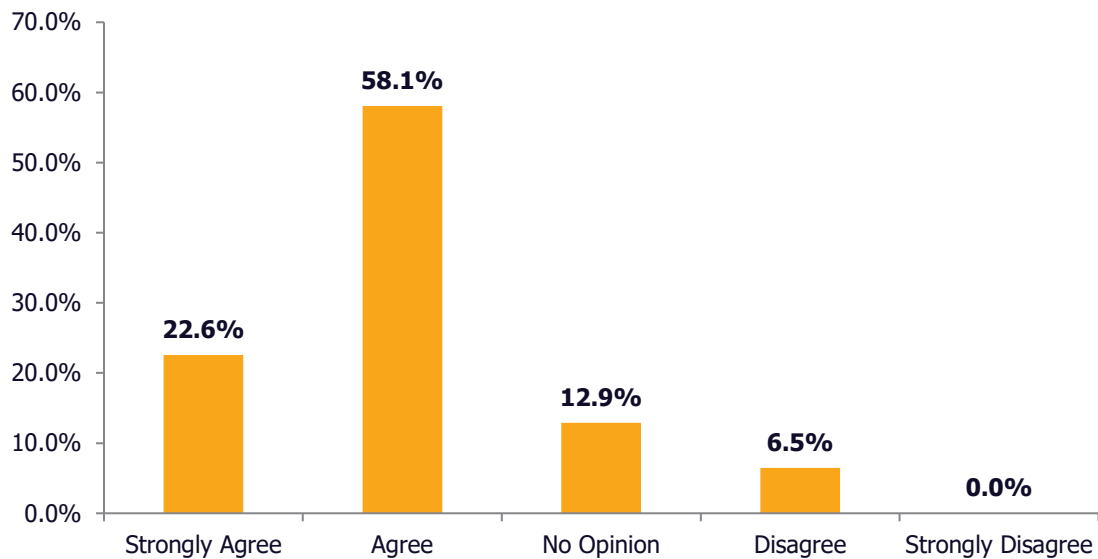
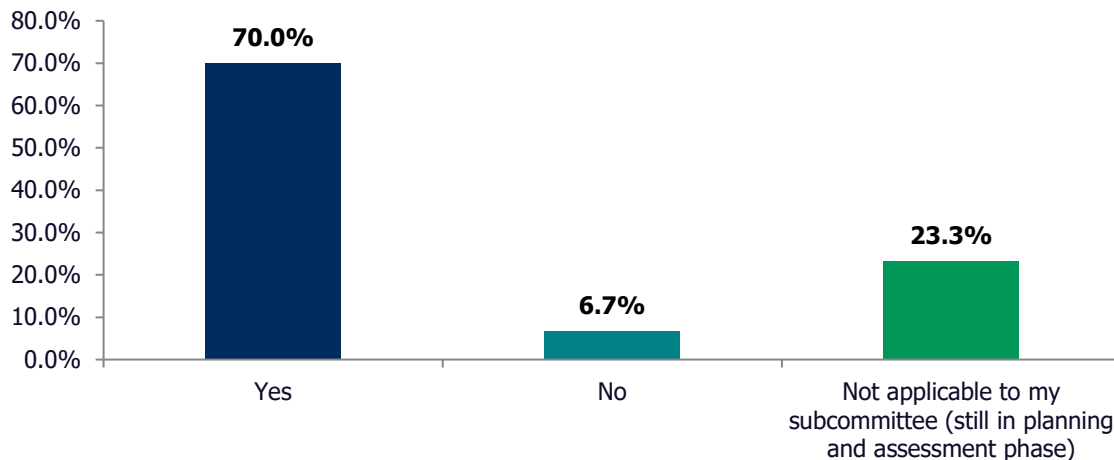


Figure 13. My subcommittee has an active action plan for implementation.



Broad CHIP Alignment

While each subcommittee focuses on one or two strategies, their work is an important piece of the larger CHIP which includes other priority areas and three CHIP lenses (poverty, discrimination, and ACEs). There were mixed results when asked whether the **three CHIP lenses** were being considered in the application of their subcommittee's work (32.3% strongly agreed; 38.7% agreed; 25.8% no opinion; and about 3% disagreed) (Figure 14). Additionally, about 22.6% of participants disagreed or strongly disagreed they had a good understanding of what the **other CHIP action teams** were working on (Figure 15).

Figure 14. The three CHIP Lenses: poverty, discrimination, and Adverse Childhood Experiences (ACEs) are being applied to my subcommittee's work.

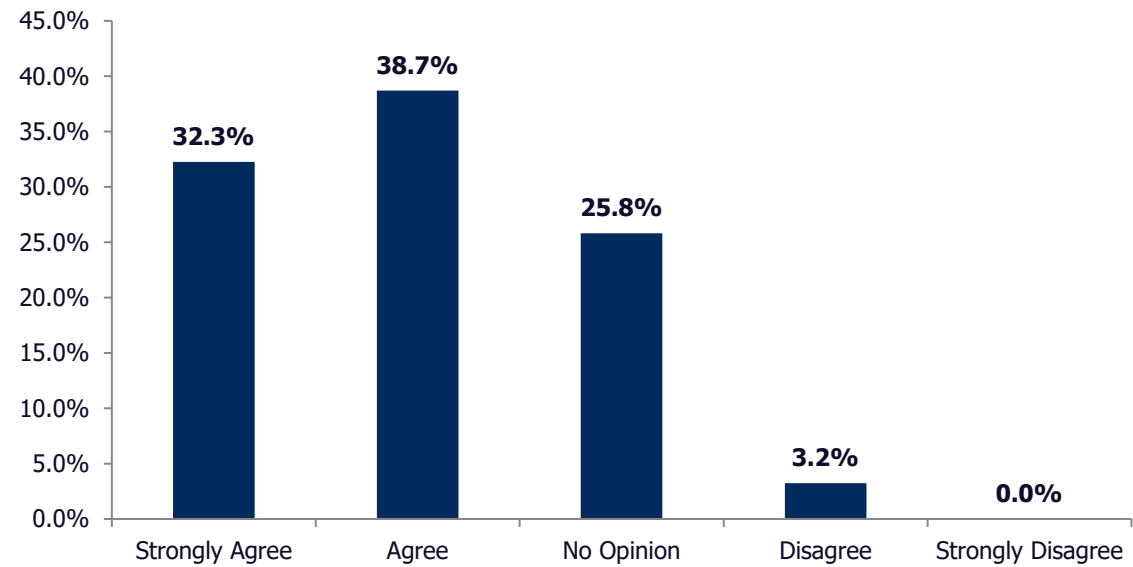
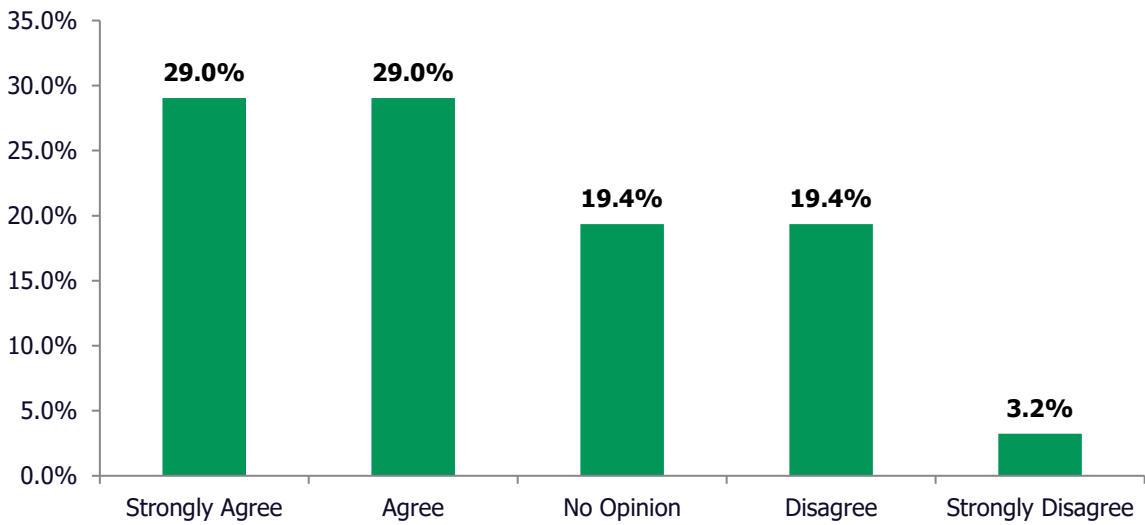


Figure 15. I have a good understanding of what other CHIP Action Teams are working on.



Key Findings and Recommendations

Key Findings	Recommendations
<p>Strengths</p> <ul style="list-style-type: none"> • Subcommittees have regularly scheduled formal meetings that serve a specific purpose or objective • Subcommittee members are invested in their strategies, and include new partners and stakeholders to advance the work when needed • Most participants expressed their organization had aligned their work to the work of the CHIP • Most participants also expressed their organization had benefitted from being involved in the CHIP 	
<p>Areas for Improvement</p> <ul style="list-style-type: none"> • Though subcommittee members are invested in the work, some expressed they could not clearly describe their specific role • Some subcommittees need additional support and resources to transition from the initial planning and assessment phases to strategy implementation • The application of the three CHIP lenses to the plan's strategies is not clearly defined at the subcommittee level • Most participants expressed not being aware of the other CHIP action team's strategies and initiatives 	<ul style="list-style-type: none"> • Increase communication through the Community Health Dashboard and/or other mediums across CHIP Action Teams and Subcommittees about current initiatives, progress, and accomplishments • Provide opportunities for cross-sharing of resources, best practices, and lessons learned across CHIP Action Teams and Subcommittees, specifically for strategies that closely align • Establish a process and mechanism to further define and evaluate the application of the three CHIP lenses across all levels of the CHIP (this year, the CHIP Steering Committee formed a subgroup to build capacity towards this recommendation) • When possible, Lead Agencies and conveners should discuss the roles of subcommittee members, including expectations and opportunities for involvement on specific tasks, projects, etc.

UGPHD & Lead Agency Lessons Learned

CHIP Year 2 has solidified the importance of **strong core partnerships** that maintain **momentum and commitment** to the plan's goals and strategies, despite external disruptions. These core partnerships, both between the UGPHD and Lead Agencies, and between Lead Agencies and their respective subcommittees serve as the foundation for the CHIP. Below are factors identified by the four Lead Agencies and the UGPHD, which have contributed to the continued momentum experienced throughout CHIP:

- **Memorandums of Understanding (MOUs)** between the UGPHD and the Lead Agencies, and at times between the Lead Agencies and Subcommittee conveners to define expectations
- **Consistent communication and reporting mechanisms**, including: 1) Quarterly progress reports, 2) Lead agency check-in meetings, 3) CHIP Steering Committee meetings, 4) A comprehensive annual report and review process, and 5) Progress shared through the Community Health Dashboard
- **A common agenda and shared mission alignment** to the goals and strategies of the CHIP among participating organizations
- **Backbone and coordination support** such as the UGPHD and Lead Agency representatives, to provide staffing, resources, and skills to convene and coordinate work among participating organizations
- **Funding and resource sharing** across organizations to support the plan's initiatives and ensure sustainability

In reflecting on CHIP Year 2, the UGPHD and Lead Agencies identified the following areas of focus going into Year 3 of implementation: 1) Consistent communication and reporting, both to the community and within the CHIP groups, and 2) Resource sharing across organizations involved in CHIP work. The UGPHD and Lead Agencies have discussed opportunities to improve the internal reporting processes so that milestones and progress made throughout the year can be more easily shared and communicated across CHIP partners, and throughout the community. The core CHIP team has also started discussing opportunities to maximize efforts by aligning work and partnerships with other CHIP teams and subcommittees of similar or overlapping focuses.

Going into CHIP Year 3, CHIP Action Teams and Subcommittees are looking forward to building upon the capacity-building, planning, and assessment that has occurred in the last two years of CHIP to further support implementation, strengthen collaborations, and continue to adapt to the community's needs and context. Jobs and Education is preparing to implement its first workplace Business ESL program. Violence Prevention is expanding their Crime Prevention Through Environmental Design (CPTED) strategies including the implementation of the new CPTED toolkit. Health Care Access is planning for another successful health literacy communication campaign, and Safe and Affordable Housing is preparing to support Wyandotte County's first Community Land Trust pilot, while continuing to explore other cooperative housing models.

CHIP Sponsors

Thank you to our community partners and sponsors for without their **continued support and contributions** year 2 of the CHIP would have not been made possible:

- Health Forward Foundation
- United Way of Greater Kansas City
- Wyandotte Health Foundation



United Way of
Greater Kansas City



Appendix A: CHIP Year 3 Strategies

The Lead Agencies in collaboration with the UGPHD worked with subcommittees and partners to evaluate CHIP Year 2 progress and revise their specific strategies to inform Year 3 implementation. The **revised strategies** under each of the priority areas are listed in the column titled CHIP Year 3 below, changes or new additions are noted in bold.

Jobs and Education Strategies

CHIP Year 2	CHIP Year 3
1. Support economic development of quality childcare spaces and increase access for families.	Support retention and expansion of quality childcare spaces and increase access for families, which contributes to a stable workforce. In collaboration with Unified Government agencies, remove barriers to creating early childhood centers and childcare facilities in Wyandotte County.
2. Support the implementation of a county-wide quality improvement system for early education facilities.	Support the implementation of a quality improvement system for early education providers, which contributes to school readiness for Wyandotte County children.
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 and Donnelly College ESL training programs.	Expand and promote opportunities to increase ESL training programs with educational institutions and various organizations in the community.
5. Increase training and education opportunities, including support services to encourage retention, for individuals under supervision and beyond.	Increase training and education opportunities, including support services to encourage retention, for individuals under supervision and beyond.
6. Establish forums for employers to increase access to and appreciate the benefits of hiring qualified individuals who have been involved in the justice system.	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. Broaden awareness of expungement services and how they may help a returning citizen's search for employment.	Mobilize local and state community groups and organizations around using auto-expungement as a workforce strategy, including increased education on the expungement process, current services available, and benefits to individuals who have been involved in the justice system.

CHIP Year 2	CHIP Year 3
8. 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.	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.
9. Pilot an employer transportation council in Edwardsville and Fairfax.	Pilot an employer transportation council in Edwardsville.
10. Support and expand college & career readiness in all WYCO school districts to support post-secondary credentials.	Support and expand college and career readiness in all WyCo School Districts to support post-secondary credentials.

Health Care Access Strategies

CHIP Year 2	CHIP Year 3
1. Coordinate and improve efforts to increase community member enrollment in Medicaid & Marketplace.	Coordinate and improve efforts to increase community member enrollment in Medicaid & Marketplace.
2. Expand KanCare (Medicaid).	Expand KanCare (Medicaid).
3. Improve community knowledge and availability of transportation to health care providers in the community.	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.	Improve local health literacy through the development and implementation of media campaigns on the availability of health services and other local health access issues.
5. Increase available health services for youth, specifically in school settings.	Increase available health services for youth, specifically in school settings.
6. Increase care coordination between primary care providers and behavioral health providers.	Increase care coordination between primary care providers and behavioral health providers.
7. Increase and maintain 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 organizations in Wyandotte County.	Reduce disparities in health through the development, implementation, and evaluation of community-wide standards in cultural competence, humility, and trauma-informed care for healthcare and social service providers.
9. Create a multicultural and multilingual education-to employment	Create a multicultural and multilingual education-to employment

CHIP Year 2	CHIP Year 3
pipeline for Wyandotte County students in the healthcare professions, connected to Wyandotte County employers.	pipeline for Wyandotte County students in the healthcare professions, connected to Wyandotte County employers.

Safe and Affordable Housing Strategies

CHIP Year 2	CHIP Year 3
1. Engage KCK Housing Authority in identifying mutual goals to expand affordable housing.	Combined with strategy #4, see below.
2. Explore the development of a community land trust.	Support the development of shared equity housing models, specifically cooperative housing, and community land trusts (CLT), including continued community education and outreach to support CLT development.
3. Work with KanCare MCO's and hospitals to house the chronically homeless.	Engage community partners and other metro agencies in exploring Wyandotte County's community response to homelessness and housing for at-risk populations.
4. Positive promotion of affordable housing: facilitate guided discussions with neighborhood and other community groups and stakeholders.	Facilitate focus groups with the KCK Housing Authority , neighborhood groups and other community stakeholders to understand community perceptions of safe and affordable housing, identify gaps, and address emerging concerns related to housing in Wyandotte County.
5. Build coordination and financial capacity for minor home repair organizations.	Combined with strategy #6, see below.
6. 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.	Develop and disseminate educational opportunities by cross-sharing resources and information on tenant's rights, minor home repair services, and homeowner assistance programs.
	Plan and implement the annual Wyandotte County Housing Summit.
7. Explore and advocate for state and local policies that promote affordable housing.	Explore and advocate for state and local policies that promote affordable housing.

CHIP Year 2	CHIP Year 3
8. 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.	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.
9. Explore the development of an affordable housing fund.	On hold for Year 3.
10. Research and create policy options on displacement analysis.	On hold for Year 3.
11. Explore ways to increase housing options for individuals re-entering the community from incarceration.	On hold for Year 3.

Violence Prevention Strategies

CHIP Year 2	CHIP Year 3
1. 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.	Coordinate efforts among residents, community organizations, and UG agencies to implement Crime Prevention Through Environmental Design (CPTED) strategies through trauma-informed and equity-based approaches.
2. 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.	Support environmental-based violence prevention strategies in neighborhoods through existing community programs.
3. 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.
4. Develop and implement individual-level response and interventions for survivors of interpersonal violence and those at risk of perpetration of violence.	Develop and implement individual-level response and interventions for survivors of interpersonal violence and those at risk of perpetration of violence.
5. Evaluate and improve communication and relations between community and the justice system.	Evaluate and improve communication and relations between community and the justice system.

CHIP Year 2	CHIP Year 3
6. Collaborate with UG Agencies to develop and implement violence prevention programs, policies, and practices for UG employees.	Collaborate with Unified Government (UG) agencies to develop and implement workplace programs, policies, and practices to prevent violence for employees and residents both at work and in their communities.
7. Identify, develop, and support cultural norms change strategies designed to reduce community violence.	Identify, develop, and support cultural norms change strategies designed to reduce community violence.
8. Did not exist in Year 2 (new strategy).	In collaboration with the UGPHD, institute a Youth Fatality Review Board as a community violence prevention strategy.

Appendix B: Summary of CHIP Leadership & Structure

The CHIP utilizes the [Collective Impact Approach](#) to inform the implementation of the plan. This approach recognizes the following components as crucial to addressing complex, and multi-faceted community priorities: 1) Shared agenda among all participants and organizations, 2) Established measurable goals to evaluate progress, 3) Continuous communications and coordinated activities among key partners, and 4) Backbone support to provide dedicated time and technical assistance. The sections below provide a breakdown of how the CHIP operationalizes the Collective Impact Approach to our specific community context in the planning, implementation, and oversight of its strategies.

CHIP Steering Committee

A group of 12–15 individuals representing 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:** A subset of the larger CHIP Steering Committee, tasked with preparing and updating the CHIP budget, creating a funding plan, and managing relationships with current and potential CHIP supporters.
- **Health Equity Subcommittee:** A subset of the larger CHIP Steering Committee, tasked with building capacity towards further defining the three CHIP lenses (poverty, discrimination, and ACEs) and evaluating how these lenses are applied to the plan.

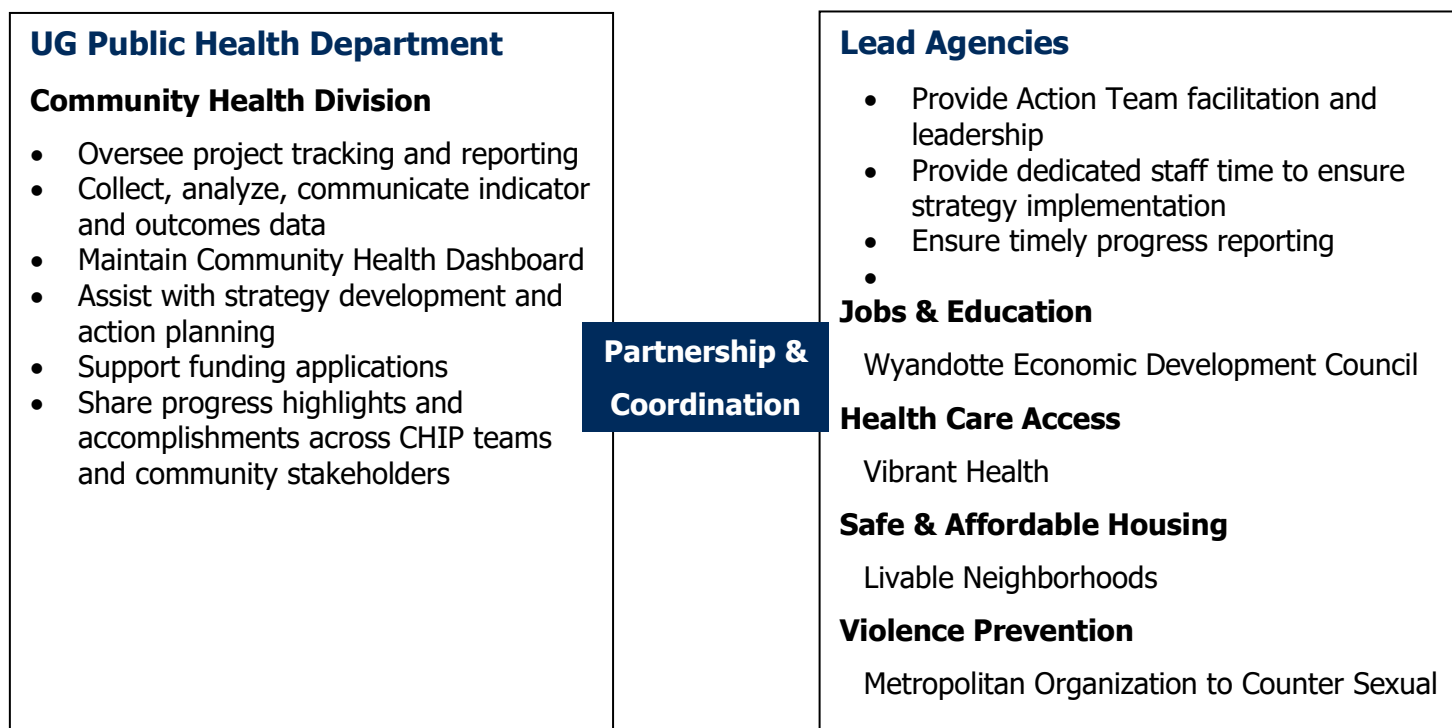
Unified Government Health Department Administration

The UGPHD provides administrative backbone support for the implementation, evaluation, funding, and revision of the CHIP. Several staff across the UGPHD provide support and participate in CHIP activities, but staff tasked with CHIP implementation include the CHIP Coordinator and the Community Health Division Supervisor. The UGPHD provides technical assistance to the Lead Agencies, Action Teams, and Subcommittees including: 1) Support strategy development, action planning, and implementation, 2) Seek resources and apply for funding, 3) Oversee the overall evaluation of the plan and progress tracking, 4) Maintain the Community Health Dashboard, and 5) Build relationships and connect individuals and organizations to advance the work of the CHIP.

Lead Agencies

Four community organizations (i.e. “Lead Agencies”) have taken ownership of the four CHIP priority areas. These are partners to the UGPHD 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 and 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 completed 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 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.



Action Teams

The four priority areas of the CHIP are being implemented through the work of community partners that comprise the four action teams. These teams are each led by the Lead Agencies 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 many community stakeholders. Action teams delegate subcommittees to focus on one or two strategies within the plan.

Subcommittees

Subcommittees are tasked with the implementation of one or two specific strategies within the plan and are usually comprised of action team members. Subcommittees are convened by either the Lead Agency, or by key community partners that have a stake in the project and have committed to seeing the project through.

Reporting

To both ensure accountability and measure progress, routine reporting mechanisms have been put into place:

- **Quarterly Reports:** At the end of each quarter Lead Agencies work with each subcommittee to complete a progress report tool. Using the quarterly reporting tool provided by the UGPHD, the Lead Agencies provide progress notes, key partnerships, goals for next quarter, and barriers to implementation. They then assign each strategy a “status” (on track, low risk, high risk, off track, or inactive). These categorizations provide a snapshot of how well the strategies are moving and which areas need additional attention or support.
- **Annual Report:** At the end of each CHIP year, the UGPHD works with Lead Agencies to compile highlights, progress, and survey findings into an annual report. This report is shared with all CHIP members, the Unified Government Administration, Unified Government Board of Health, and posted to the Community Health Dashboard.
- **Board of Health:** At least twice per year the UGPHD, sometimes in conjunction with the Lead Agencies, provide an oral update on the status and progress of the CHIP to the Unified Government Board of Health.

Annual Review Process

At the end of each CHIP year, the UGPHD works with Lead Agencies to assess every strategy in the CHIP. The strategies are assessed for effectiveness, priority, community assets, and impact on the three CHIP lenses: poverty, discrimination, and Adverse Childhood Experiences (ACEs). The strategy assessments are an opportunity to evaluate each strategy, and revise, remove, and/or add strategies, if necessary, based on the community context. An updated version of the CHIP with the edited strategies is formally published each year.

Community Health Dashboard

To ensure community members, CHIP partners, and stakeholders have an opportunity to stay updated on CHIP progress and data around the priority areas, the UGPHD and the United Way have collaborated to create a [Community Health Dashboard](#) specific to the Wyandotte County CHIP.

