2020-2023 YELLOWSTONE COUNTY
COMMUNITY HEALTH IMPROVEMENT PLAN
Acknowledgements

Healthy By Design would like to thank the following organizations for participating in the community health improvement planning process, including but not limited to:

- Adult Resource Alliance of Yellowstone County
- American Cancer Society
- Backpack Meals Program/MT No Kid Hungry
- Billings Action for Healthy Kids
- Billings Chamber of Commerce
- Billings Clinic
- Billings Family YMCA
- Billings TrailNet
- Big Sky Economic Development
- Big Sky Senior Services
- Big Sky State Games
- City of Billings Parks, Recreation, and Public Lands
- City of Billings Planning and Community Services Department
- City of Billings Public Works
- Community Leadership Development, Inc.
- Downtown Business Alliance
- Kathy Aragon
- Living Independently for Today and Tomorrow
- National Alliance on Mental Illness – Billings
- MET Transit
- Montana State University - Billings
- Montana State University Yellowstone County Extension
- Native American Development Corporation
- RiverStone Health
- St. Vincent Healthcare
- Suicide Prevention Coalition of Yellowstone Valley
- United Way of Yellowstone County
- Western Security Bank
- Yellowstone Substance Abuse Connect Coalition

The Community Health Needs Assessment, Community Health Improvement Plan, and Healthy By Design Coalition are sponsored by the Alliance of Billings Clinic, RiverStone Health, and St. Vincent Healthcare. These initiatives are intended as a resource for Yellowstone County residents, organizations, and leaders. To learn more, please visit [www.hbdyc.org](http://www.hbdyc.org).

This report was prepared by April Ennis Keippel, St. Vincent Healthcare; Claire Oakley, RiverStone Health; Hannah Groves, Healthy By Design; Jeanne Manske, Billings Clinic; and Melissa Henderson, Healthy By Design and published on June 30, 2020.

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A community member poses in front of a traffic signal box wrapped in her artwork.
Overview

Community Health Improvement Plan (CHIP)
The 2020 - 2023 CHIP is intended to provide a clear pathway to measurably improve prioritized health issues in Yellowstone County. This collaborative CHIP is community informed and owned, and formally adopted by each of the Alliance members: Billings Clinic, RiverStone Health, and St. Vincent Healthcare. Priority areas are identified through the Community Health Needs Assessment (CHNA). Adopted strategies are multi-sectoral, evidence-based, locally relevant, and data-driven. The CHIP is implemented by members of the Healthy By Design Coalition (HBD), a multi-sector collaborative of organizations and leaders created by the Alliance in 2010. Yellowstone County represents a shared primary service area and patient base for all three institutions and is RiverStone Health’s jurisdictional authority. A detailed explanation of compliance with IRS Form 990, Schedule H and National Public Health Accreditation Board standards is available in Appendix A.

Community Health Needs Assessment (CHNA)
The 2020 Yellowstone County CHNA was conducted in late 2019 and published in February 2020. The purpose of the CHNA is to 1) monitor community health needs based on primary and secondary data, and 2) prioritize areas of improvement based on community input. Both the CHNA and CHIP processes follow the Association for Community Health Improvement (ACHI)’s nine step Community Health Assessment Toolkit (Figure 1). Efforts are overseen by a work team of representatives from the Alliance and the City-County Planning Department, and an Advisory Committee of local community members and leaders. A detailed list of steps taken is available in Appendix B.

Figure 1. Association for Community Health Improvement (ACHI) Process
On November 22, 2019, community leaders and residents were invited to attend a public forum, which included a preview of the CHNA. The forum was attended by approximately 110 stakeholders with 85 participating in prioritization. After reviewing the data, attendees were given the opportunity to prioritize community health issues. A recording of the presentation and prioritization survey were posted to the HBD Coalition website for further input. Prioritized needs are illustrated in Figure 2.

Figure 2. Public Forum Prioritization Results, November 22, 2019

For more information on the CHNA, please visit www.healthybydesignyellowstone.org/community-data/.

Volunteers paint animal prints on the sidewalk to help students get safely to school.
CHIP Development

Priority Adoption
In February 2020, Alliance representatives and HBD staff met to confirm health priorities and determine key strategies for the 2020 – 2023 CHIP. Health priorities were selected based on the CHNA report and forum prioritization activity. The three health priority areas include the following:

1. Mental Health
2. Substance Abuse
3. Nutrition, Physical Activity, and Healthy Weight

For a complete list of historical Yellowstone County CHIP priorities, see Table 1. In addition to the collaborative CHIP, each Alliance organization may address CHIP priority areas, as well as those not adopted in the CHIP, through independent and collaborative organizational action and/or institution-specific strategic plans.

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Strategic Approach to Health Priorities
The 2020 – 2023 CHIP includes the following crosscutting strategies, which are rooted in the social determinants of health (Figure 3).

1. Healthy Neighborhoods
2. Healthy Connections
3. Healthy Investments
4. Strengthening Partnerships

Strategies were selected based on CHNA data, forum prioritization, prior CHIP efforts, current initiatives, local context, and emerging opportunities. Strategies are further outlined in the next section of this report. A final report on 2017 – 2020 CHIP accomplishments is available on the HBD website.

Persistent community health issues such as mental health, substance abuse, and weight, are often generational, requiring long-term interventions that build momentum from CHIP to CHIP. The landscape for community health improvement is also changing – other sectors are being challenged to lead community health efforts, especially as the role of social determinants of health, such as economic drivers, are more widely recognized at the local level. This approach also provides an opportunity to create new momentum, partnerships, and resources for Coalition members, many of whom have been involved in this work for more than a decade. Based on evidence provided in current research and literature, each of these strategies is demonstrated to measurably impact the three CHIP priority areas.
Strategy Development Process

Following the adoption of CHIP priorities and strategies, HBD staff and Alliance representatives began reviewing key CHNA data points, feedback from the forum, and evidence of effective initiatives to identify tactics for each of the strategy areas. Tactics, or initiatives, were selected based on the following criteria (see Appendix C for additional detail):

1. Evidence-based strategies, vetted by a reputable source, that measurably impact one or more selected health priorities
2. Policy, system, and built environment level approaches for increased population impact, specifically those addressing root causes of health, including social determinants of health and socioeconomic status
3. Promote health equity by reducing health disparities by age, gender, income, ability, place, and more
4. Leverage multisector partnerships to collectively impact community health issues in Yellowstone County
5. Community-informed practices that are welcoming, inclusive, accessible, trauma-informed, and responsive to diverse groups of community members

Throughout May and June 2020, proposed strategies and tactics were presented to various external partners and community stakeholders representing community development, business, social services, faith, culturally-specific organizations, trails advocates, government, and healthcare (see Acknowledgements). Presentations occurred in two phases, beginning with a series of small group and one on one discussions, followed by a community meeting on June 9th. At this meeting, community partners and stakeholders were asked to review proposed strategies and tactics, to note any individual organization efforts that aligned with CHIP goals, and to suggest initiatives that would improve community health, but would require a Coalition’s collective action. In addition, stakeholders were invited to join a strategic working group as part of the new CHIP.

Strategy working groups will meet over three months of the new CHIP cycle to develop a work plan, member roles, performance metrics, and community engagement strategies. Each strategy will be developed in consultation with the community, with particular emphasis on members of groups experiencing the greatest health disparities. Strategy working group members are listed on Strategy Overviews, pages 7-10.

Table 2. 2020 – 2023 CHIP Development Process

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<tr>
<td>CHNA Published + Health Priorities Identified</td>
<td>Strategy Review</td>
<td>CHIP Planning</td>
<td>Strategy Working Groups begin to meet</td>
<td>CHIP Implementation</td>
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CHIP Development and COVID-19

On March 12, 2020, Montana Governor Steve Bullock declared a state of emergency and issued a stay at home order in response to the COVID-19 pandemic. Understandably, this has impacted the CHIP development process, specifically in regard to community engagement and input. The Yellowstone County CHIP process would typically include several in-person forums and meetings with local leaders, organizations, and residents. In response, HBD staff have shifted communications to include Zoom, a digital meeting platform, and an extended community engagement and planning period that extends into the first six months of the new CHIP cycle, through December 2020.
2020 – 2023 Community Health Improvement Strategies

Strategies selected for this CHIP seek to address these disparities by creating opportunities for healthier neighborhoods, healthier social connections, healthier community investments, and stronger partnerships for community health improvement. Strategies were developed in consultation with Healthy People 2020 objectives and the 2019 – 2023 Montana State Health Improvement Plan.

Welcoming and safe neighborhoods provide opportunities for community residents to meet their daily needs. These often include access to healthy, affordable foods, quality education, access to recreation and the outdoors, walkability, and in many cases, employment opportunities. It is also important to ensure that neighborhoods are places where social connection and sense of community, key elements of a resilient community, are built into daily lives. Loneliness is a known driver of addiction, violence, and poor mental health. Healthy social connection and sense of community can reduce loneliness and create resilience.

Unsafe neighborhoods and streets, due to poor infrastructure, lack of access to daily needs, and/or perceived lack of safety, contribute to the following negative health outcomes:

• Physical inactivity
• Poor nutrition
• Stress
• Violence
• Social isolation

Physical inactivity and poor nutrition are associated with a myriad of poor health outcomes, including learning difficulties, cancer, depression, diabetes, heart disease, obesity, stress, and stroke. Social isolation is associated with increases in acute and chronic stress, vulnerability to natural disasters and pandemics, mental illness, substance abuse, and violence (ChangeLab Solutions, 2020).

Left: Coalition partners Living Independently for Today and Tomorrow (LIFTT) and the City of Billings Planning and Community Service Department hosted an inclusive walk audit sponsored by Healthy By Design and Streetwyze.

Right: Creative sign toppers were installed along recommended routes to school.
2020-2023 Community Health Improvement Plan

Overview

Vision
A vibrant Yellowstone County where the healthy choice is the easy choice.

Overall Goal
By 2023, increase proportion of Yellowstone County residents who self-report good or better overall health from 83.3% to 87.5%.

Priorities
Mental Health
Nutrition, Physical Activity, and Weight
Substance Abuse

Strategies

Healthy Neighborhoods
Healthy Connections
Healthy Investments

Strengthening Partnerships

- By 2023, increase the proportion of Yellowstone County residents who self-report good or better mental health from 79.8% to 83.8%.

Priority-Specific Objectives
- By 2023, increase the proportion of Yellowstone County residents who are at a healthy weight from 26.9% to 28.2%.
- By 2023, decrease the proportion of Yellowstone County residents whose lives have been negatively affected by substance abuse (their own or someone else’s) from 53.8% to 51.1%.

Approach
Equity | Policy, Systems, Built Environment | Collective | Community-Informed

Based on Healthy People 2020 guidelines; Healthy People 2030 guidelines are currently in development.
Strategy 1. Healthy Neighborhoods

**Brief Description:** Neighborhoods are the fabric of community – providing a sense of place and identity while also connecting residents to daily needs such as healthy foods, safe parks and sidewalks, high quality schools, jobs, and opportunities for social connections. Unfortunately, due to a variety of factors, not all neighborhoods are created equal, resulting in disparities in the health behaviors and outcomes of residents throughout Yellowstone County.

**Objective:** By 2023, increase the number of active healthy neighborhood plans within Yellowstone County.

### Proposed Working Group Partners
- Billings Clinic
- Billings Parks, Recreation, and Public Lands
- City-County Planning and Community Services
- City Public Works
- Leaders of partnering neighborhoods
- Northern Plains Resource Council
- RiverStone Health
- Safer Routes to Schools committee
- South Side leaders involved in Healthy Neighborhood pilot (2016 – 2020)
- St. Vincent Healthcare

### Additional Stakeholders (Sampling)
- 406 Pride
- Billings Action for Healthy Kids
- Billings Backpack Meals Program
- Neighborhood groups (e.g. task forces)
- Other HBD working groups
- Sodexo Food Service
- United Way of Yellowstone County

### Health Priorities Addressed
- Mental Health
- Substance Abuse
- Nutrition, Physical Activity, Weight

### Tactics
- Healthy Neighborhood Assessment, Planning, and Implementation, potentially including:
  - Safer Routes to Schools (SRTS)
  - Crime Prevention Through Environmental Design (CP-TED)
  - Healthy Neighborhood Checklist/Plans (existing work, CDC)
  - Creative placemaking

### Proposed Performance Indicators
- % who consume 5+ servings of fruits and vegetables (CHNA)
- % of children who are physically active 1+ hours per day (CHNA)
- % who feel safe walking alone in neighborhood (CHNA)
- % who get the social and emotional support needed (CHNA)
- Food Environment Index (10 point index of contributors to healthy food access) (County Health Rankings)
- Other indicators to be determined by strategy working groups

### Helpful Resources
- CDC Healthy Neighborhood Checklist
- Public Health Institute – Fostering Healthy Neighborhoods
- South Side – Healthy Neighborhood Project Pilot Website
Strategy 2. Healthy Connections

Brief Description: Social isolation is defined by a lack of social interactions or connections with family, friends, neighbors, and/or society at large. When someone has a perceived lack of social connections, he/she/they may still experience loneliness. Connections provide social, emotional, physical, and financial support. Individuals experiencing social isolation are at an increased risk of poor health outcomes such as increased stress, mental illness, substance abuse, disability, and physical inactivity. Welcoming public spaces and civic engagement opportunities such as volunteering, mentoring, and community groups that build social ties or capital improve individual health outcomes and the quality of life within a community.

Objective: By 2023, increase the number of Yellowstone County residents who have the social or emotional support they need.

<table>
<thead>
<tr>
<th>Proposed Working Group Partners</th>
<th>Additional Stakeholders (Sampling)</th>
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<tbody>
<tr>
<td>• Adult Resource Alliance</td>
<td>• Billings Chamber of Commerce</td>
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<td>• Big Sky Economic Development</td>
<td>• Children/youth</td>
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<td>• Big Sky Senior Services</td>
<td>• Individuals experiencing special healthcare needs, including mental illness</td>
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<td>• Billings Clinic</td>
<td>• Older adults</td>
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<tr>
<td>• Billings Cultural Partners</td>
<td>• Other HBD working groups</td>
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<tr>
<td>• Billings Parks, Recreation, and Public Lands</td>
<td>• School districts (SD2, county, parochial)</td>
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<td>• Billings Public Library</td>
<td>• Senior centers</td>
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<td>• City-County Planning</td>
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<td>• City Public Works</td>
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<td>• Living Independently For Today and Tomorrow</td>
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<td>• MET Transit</td>
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<td>• Rehabilitation Hospital of Montana</td>
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<td>• RiverStone Health</td>
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<td>• United Way of Yellowstone County</td>
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Health Priorities Addressed - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

Tactics
• Create welcoming places for all (“KaBillings!” campaign)
• Aging Friendly Community framework
• Civic engagement and leadership opportunities (e.g. volunteering, resident organizing)

Proposed Performance Indicators
• % who feel isolated from others (CHNA)
• % who feel they can help make their community a better place to live (CHNA)
• % who get the social and emotional support needed (CHNA)
• % who have considered suicide (CHNA)
• Other indicators to be determined by strategy working group

Key Resources
• Hidden Brain Podcast – Episode: A Social Prescription: Why Human Connection is Crucial to Our Health
• How Placemaking Drives Community Resilience
• Age Friendly Inspiring Communities – AARP Report
• KaBoom! Play Everywhere
**Strategy 3. Healthy Investments**

**Brief Description:** Quality of life is an increasingly essential investment for communities as they compete to recruit new residents and to maintain their existing workforce and residents. A community’s livability and lovability are inherently tied to access to daily needs such as trails, parks, walkability, safety, healthy foods, family-friendly destinations, quality schools and jobs.

**Objective:** By 2023, enhance the ability of Billings and Yellowstone County to respond to the demand for livability through community investments that directly impact the health and wellbeing of area residents.

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<tr>
<th>Proposed Working Group Partners and Stakeholders</th>
<th>Additional Stakeholders (Sampling)</th>
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<tr>
<td>• Big Sky Economic Development</td>
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<td>• Billings Clinic</td>
<td>• Local businesses</td>
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<td>• Billings Cultural Partners</td>
<td>• Neighborhood groups or task forces</td>
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<td>• Billings Parks, Recreation, and Public Lands</td>
<td>• Other HBD workgroups</td>
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<tr>
<td>• Billings TrailNet</td>
<td>• Schools</td>
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<td>• Chamber of Commerce</td>
<td>• Urban renewal and tax increment financing districts</td>
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<td>• Community Leadership Development Inc.</td>
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**Health Priorities Addressed** - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

**Tactics**

- Health in All Investments Framework
  - Locally-Tailored Framework for Health in All Investments (e.g. toolkit for CDFIs, checklist for community development projects, etc.)
- Coordinated Support for Healthy Investments
  - South Side Grocery Store
  - Creative Placemaking Campaign Funding Mechanism

**Proposed Performance Indicators**

- % who live in poverty (Census, CHNA)
- % who perceive neighborhood as safe (CHNA)
- State of workforce metrics (TBD, BillingsWorks)
- Other indicators to be determined by strategy working groups

**Key Resources**

- [Healthy Community Planning – Evidence by Topic Area & Ideas By Sectors](#)
- [Strategies for Strengthening Anchor Institutions’ Community Impact](#)
Strategy 4. Strengthening Partnerships

**Brief Description:** Yellowstone County is facing several complex, generational health challenges including mental health, substance abuse, and the obesity epidemic. These challenges are too large for one organization or sector to tackle independently, requiring strategic partnerships among professions, organizations, and local coalitions.

**Objective:** By 2023, increase Yellowstone County’s collective ability to create a healthier, more vibrant community through increased collaboration, data sharing, and strategic planning among Coalitions and sectors.

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<th>Proposed Working Group Partners</th>
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<td>- Best Beginnings Council of Yellowstone County*</td>
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<td>- Big Sky Economic Development*</td>
<td>- Other coalitions/community groups</td>
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<td>- Billings Chamber of Commerce*</td>
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<td>- City-County Planning*</td>
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<td>- Continuum of Care Coalition+</td>
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<td>*Collective Impact Core Leaders Team Member</td>
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<td>*Community Builders Working Group Member</td>
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**Health Priorities Addressed** - Mental Health | Substance Abuse | Nutrition, Physical Activity, Weight

**Tactics**
- Advancing Collective Action to Make Yellowstone County Healthier and More Vibrant
  - Collective Impact Collaborative of Local Coalition Leaders
  - Universal Community Planning Tool (UCPT)
  - Culture of Health Prize application through Robert Wood Johnson Foundation (RWJF)
- Increased Social Capital through Civic Engagement
  - Model for Community-Based Participatory Planning and Partnership

**Proposed Performance Indicators**
- Retention of local leaders in Collective Impact Collaborative
- # active UCPT users
- % of workplans incorporating lived experience input in 1) planning and 2) evaluation phase of project
- Indicators to be determined by strategy working groups

**Key Resources**
- [Committing to Collective Impact](#)
- [How Do You Build the “Right” Cross-Sector Partnership to Implement Collective Impact Approaches?](#)
- [Robert Wood Johnson Foundation – Building a Culture of Health](#)
Next Steps

This CHIP, a framework for collective action in Yellowstone County, will be in effect from July 2020 through June 2023. Strategy working groups will monitor and report on strategy progress every six months using a workplan template (see Appendix D). CHIP progress is broadly communicated through published progress reports, made available on the HBD website.

Coalition Structure

Meaningful collaboration and long-term partnerships are essential to improving community health outcomes over time. Using a collective impact framework for action, the HBD Coalition collaboratively implements the CHIP through three strategy working groups (Figure 4). Community members and advocates will have the opportunity to share input and engage in working group strategy planning, implementation, and evaluation throughout the course of the three-year cycle. Coalition operations and the Strengthening Partnerships strategy area will be supported by HBD backbone staff and the Operations Team, comprised of Alliance representatives.

For more information on HBD Coalition membership, please see Appendix E.

During the first six months of this CHIP cycle, July through December 2020, backbone staff and working groups will focus on refinement of strategy area tactics, workplans, measurement, and partner recruitment. While community health improvement goals and strategy areas are formally adopted as part of this plan, tactics and initiatives may change over time based on momentum, leadership, urgency, emerging evidence, and local context. Any changes to the CHIP will be agreed upon by Coalition partners and the HBD Operations team.

Community Involvement

There are several ways in which community residents, leaders, and organizations can get involved in community health improvement, including any, or all, of the following:

✓ **Join a strategy working group.** Contact Melissa, Community Health Improvement Manager, to learn how to get involved as an individual or organization. Email melissa@hbdyc.org or call (406) 651.6569.

✓ **Share your feedback and experiences.** Community input, especially from individuals with firsthand experience, is essential to our work. We will regularly share opportunities for community members to weigh in on projects over the next three years.
✓ **Advocate for policies or programs that improve health.** Support community health initiatives by advocating for policies, plans, and investments that improve health. Subscribe to our newsletter for advocacy opportunities by emailing info@hbdyc.org.

✓ **Use community health data in your grant-writing, decision-making, and evaluation.** Familiarize yourself with the Yellowstone County CHNA and other local data sources. This information, and corresponding resources, are a community tool that anyone can use and cite.

✓ **Stay informed.** Subscribe to our newsletter, follow us on Facebook (@HBDYellowstone), and read our bi-annual CHIP progress reports to monitor our progress.

✓ **Connect with us.** If you have an idea for a new project, or are working on something that we could partner on, please contact us at info@hbdyc.org.

✓ **Make the healthy choice, the easy choice where you live, work, learn, or play.** There are several ways you can promote community health, such as:
  - Model healthy behaviors and promote social connection by grabbing a friend and exploring your community’s assets such as parks and walking paths, or cooking a healthy meal together
  - Check out our Recognition Opportunities and resources for ideas to implement initiatives in your business or worksite, local schools, or during events
  - Ask for healthier options at restaurants, food trucks, or events

A young community member takes advantage of the bike repair services offered by Kids In Motion at the Healthy By Design Gardeners’ Market.
Appendices

Appendix A: Compliance for IRS Form 990, Schedule H and Public Health Accreditation Board (PHAB) Standards

**Schedule H Compliance:** For non-profit hospitals, a Community Health Needs Assessment (CHNA) serves to satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection & Affordable Care Act of 2010. To understand which elements of this report relate to those requested as part of hospitals’ reporting on IRS Form 990 Schedule H, the following table cross-references related sections.

**Public Health Accreditation Standards:** The Community Health Needs Assessment addresses the Public Health accreditation domains listed below. By its nature, the CHNA is a cooperative venture sponsored by The Alliance. It examines Yellowstone County and puts the county data into perspective with state and national data and benchmarks (Youth Behavioral Risk Survey, Healthy People 2020, etc.). Through this instrument and the associated community conversations, The Alliance identifies barriers to healthcare and seeks to understand community service gaps and assets. Ultimately, community health improvement plans and institutional strategic plans result from the CHNA and the community’s response to it.

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<thead>
<tr>
<th>IRS Form 990 Schedule H Component</th>
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<tr>
<td>Part V Section B Line 3a. Definition of the community served by the hospital facility</td>
<td>CHNA Page 10</td>
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<td>Part V Section B Line 3b. Demographics of the community</td>
<td>CHNA Page 43</td>
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<tr>
<td>Part V Section B Line 3c. Existing healthcare facilities and resources within the community that are available to respond to the health needs of the community</td>
<td>CHNA Page 64</td>
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<td>Part V Section B Line 3d. How data was obtained</td>
<td>CHNA Page 8</td>
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<td>Part V Section B Line 3e. The significant health needs of the community</td>
<td>CHNA Page 11</td>
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<tr>
<td>Part V Section B Line 3f. The process for identifying and prioritizing community health needs and services to meet the community health needs</td>
<td>Throughout CHNA</td>
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<td>Part V Section B Line 3g. Primary and chronic disease needs and other health issues of uninsured persons</td>
<td>CHNA Page 11</td>
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<tr>
<td>Part V Section B Line 3h. The process for consulting with persons representing the community’s interests</td>
<td>CHNA Page 8</td>
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<td>Part V Section B Line 3i. The impact of any actions taken to address the significant health needs identified in the hospital facility’s prior CHNA</td>
<td>2017 - 2020 Final CHIP Report (July 2020)</td>
</tr>
<tr>
<td>Part V Section B Line 6a and 6b. Was the hospital facility’s CHNA conducted with one or more other hospital facilities? Was the hospital facility’s CHNA conducted with one or more other hospital facilities? Was the hospital facility’s CHNA conducted with one or more organizations other than hospital facilities?</td>
<td>YES</td>
</tr>
</tbody>
</table>

| Adherence to Public Health Reaccreditation Standards and Measures (version 1.5) |
|---------------------------------|---------------|
| Domain 4. Engage with the community to identify and address health problems | Measures 4.1 - 4.3 |
| Domain 5. Develop policies and plans | Measures 5.1 – 5.3 |
| Domain 9. Evaluate and continuously improve processes, programs, and interventions | Measures 9.1 – 9.2 |
| Domain 10. Contribute to and apply the evidence base of public health | Measures 10.1 – 10.2 |
| Domain 11. Maintain administrative and management capacity | Measure 11.3 |
Appendix B: Yellowstone County CHNA and CHIP Planning Process (2019 – 2020)

<table>
<thead>
<tr>
<th>Month Range</th>
<th>CHNA Community Health Needs Assessment (CHNA)</th>
<th>CHIP Community Health Improvement Plan (CHIP) Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>January - March 2019</td>
<td>CHNA agreement signed with PRC</td>
<td>Alliance adopts community priorities</td>
</tr>
<tr>
<td>April - June 2019</td>
<td>Review previous survey, determine &amp; submit local questionnaire</td>
<td>Outreach with stakeholders to present CHNA data findings (e.g. Data Digest series)</td>
</tr>
<tr>
<td>July - September 2019</td>
<td>Review &amp; select Key informant for survey</td>
<td>Strategy meetings with local stakeholders</td>
</tr>
<tr>
<td>October - December 2019</td>
<td>Alliance partners promote CHNA</td>
<td>Alliance selects strategies for 2020-2023 CHIP</td>
</tr>
<tr>
<td>January - March 2020</td>
<td>Stakeholders review data prior to forum</td>
<td>2017-2020 CHIP implementation</td>
</tr>
<tr>
<td>March - June 2020</td>
<td>Alliance holds press conference</td>
<td>Evaluation to be determined</td>
</tr>
</tbody>
</table>
Appendix C: CHIP Strategy Considerations – Definitions and Illustrations

This section includes terms, definitions, and images commonly used by members of the HBD Coalition.

1. Evidence-based strategies are vetted by a reputable source and have been shown to measurably impact one or more selected health priorities. The table below includes several reputable sources from the public health and community health improvement sectors. Strategies proposed for this CHIP are derived from one or more of these sources.

   - AARP – Livable Communities - [https://www.aarp.org/livable-communities/](https://www.aarp.org/livable-communities/) (Neighborhoods, Connections)
   - Art Place America - [https://www.artplaceamerica.org/](https://www.artplaceamerica.org/) (All)
   - Build Healthy Places Network - [https://www.buildhealthyplaces.org/](https://www.buildhealthyplaces.org/) (All)
   - Centers for Disease Control and Prevention (CDC) - [www.cdc.gov](http://www.cdc.gov), various pages (All)
   - ChangeLab Solutions - [https://www.changelabsolutions.org/](https://www.changelabsolutions.org/) (All)
   - Collective Impact Forum - [https://www.collectiveimpactforum.org/](https://www.collectiveimpactforum.org/) (Partnerships)
   - County Health Rankings and Road Maps - [https://www.countyhealthrankings.org/](https://www.countyhealthrankings.org/) (All)
   - Healthy People 2020 - [https://www.healthypeople.gov/2020/tools-resources/Evidence-Based-Resources](https://www.healthypeople.gov/2020/tools-resources/Evidence-Based-Resources) (All)
   - National Academy of Sciences - [https://www.nap.edu/resource/24624/anchor-institutions/](https://www.nap.edu/resource/24624/anchor-institutions/) (Investments)
   - PolicyLink – [https://www.policylink.org](https://www.policylink.org) (All)
   - Safe Routes Partnership - [https://www.saferoutespartnership.org/](https://www.saferoutespartnership.org/) (Neighborhoods, Connections)

2. Policy, system, or built environment (PSE) approaches provide an increased impact on the population. Approaches aim to change one’s context to make the healthy choice, the easy choice, while also seeking to address root causes of health. Root causes, or social determinants of health, include socioeconomic status such as income and educational attainment, neighborhood quality, access to healthcare, and social context or connections.


Source: Healthy People 2020.
3. **Strategies promote health equity by reducing health disparities, including those by age, gender, income, ability, race/ethnicity, and place (based on available data).** According to the Health Equity Guide, “health equity means that everyone has a fair and just opportunity to be as healthy as possible.” This illustration highlights the need for tailored interventions rather than a one size fits all approach to achieve truly equitable health outcomes for all.

Source: Robert Wood Johnson Foundation, 2019

4. **Leverage multisector partnerships to collectively impact community health issues in Yellowstone County.** A collective approach brings people together from a variety of sectors to solve a community's most complex issues, something no individual sector can face alone. Coalitions committed to collective impact commit to a common agenda, shared measurement, mutually reinforcing activities, and continuous communication, all supported by a strong backbone team.

   ![Diagram of collective impact](image)

   **Source:** FSG, 2012.

5. **Community-informed initiatives are welcoming, inclusive, accessible, and responsive to all community members.** This includes providing opportunities for input on projects during the planning and evaluation phases, following trauma-informed meeting practices, and an ongoing commitment to learning how to best meet the needs of community members.

   ![Diagram of community-informed initiatives](image)

   **Source:** FSG, 2012.
## Appendix D: Work Plan Template

<table>
<thead>
<tr>
<th>Strategy Name</th>
<th>Outcome Indicator(s):</th>
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<tbody>
<tr>
<td></td>
<td>• Strategy Indicator (Source)</td>
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<td>• Strategy Indicator (Source)</td>
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<td></td>
<td>• Strategy Indicator (Source)</td>
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</tbody>
</table>

### Tactic #1 of Strategy: Tactic Name

**Objective:**

- Organization
- Organization

**Performance Indicator(s):**

- Indicator (Source)
- Indicator (Source)

<table>
<thead>
<tr>
<th>Key Action</th>
<th>Output</th>
<th>Resources Needed</th>
<th>Responsible Partner(s)</th>
<th>Timeline</th>
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**Additional Information:**

- Resource
- Resource
Appendix E: Coalition Member Pledge

Coalition Structure

<table>
<thead>
<tr>
<th>CONTRIBUTOR</th>
<th>CONTRIBUTION</th>
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</table>
| **Strategy Partners**<br>Individuals and organizations committed to the CHIP | • Advocate for HBD’s shared vision for community health  
• Commit to shared measurement, mutually reinforcing activities, and consistent communication  
• Participate in monthly strategy workgroup meetings  
• Provide leadership and capacity to initiatives as appropriate |
| **HBD Backbone Staff**<br>Community Health Improvement Manager and Specialist | • Coordinate meetings, resources, partners, and data  
• Provide technical assistance  
• Build momentum and resources for Coalition work |
| **Operations Team**<br>HBD staff and representatives from sponsoring organizations | • Provide resources/funding and guidance to support Coalition and CHIP decisions and operations  
• Attend monthly meetings |
| **Advocates**<br>Interested residents or organizations that may be called upon as needed | • Keep up with HBD communications, share as appropriate  
• Respond to calls for action and expertise as needed |
| **Community Members**<br>Individuals or groups with lived experience at the heart of our efforts | • Provide input on Coalition initiatives by participating in community engagement opportunities |
Healthy By Design Coalition
Strategy Partner Pledge

As a Strategy Partner of the Healthy By Design Coalition, our organization agrees to the following roles and expectations. Please see HBD Member Frequently Asked Questions for additional information regarding the Coalition’s approach, decision-making processes, helpful guidelines, and other important details.

Roles & Expectations
As part of this agreement, our organization will actively:

- Commit 1 or 2 designated staff people to participate in monthly Strategy Workgroup meetings
- Lead or participate in task groups as appropriate
- Represent HBD at meetings or events and ensure other community groups are aware of Coalition activities and opportunities for involvement
- Serve as project lead or fiscal agent for a HBD related project or grant if appropriate
- Provide financial or in-kind support to the efforts of the Coalition (e.g. seek/apply for grants)
- Commit to shared measurement, mutually reinforcing activities, and consistent communication
- Respond to calls for advocacy for HBD’s shared vision for community health as appropriate
- Stay informed through emails, the Healthy By Design e-newsletter, and social media (Facebook)
- Promote projects, messaging, mission and vision of Healthy By Design
- Model best practices by applying for Healthy By Design recognition opportunities (e.g. Healthy Worksite Recognition, Event Recognition) and use healthy principles in business operations (e.g. recognized healthy food trucks, healthy eating, active living, work-life balance, safety, etc.)

As a recognized Strategy Partner of the Coalition, our organization understands we can:

- Access and use the Coalition logo when appropriate
- Promote through the Coalition’s multi-media communication outlets, including but not limited to:
  - Facebook/social media
  - Online events calendar
  - Monthly e-newsletter
  - In-person meetings or other avenues, as appropriate
- Submit an organizational profile and logo to be used in Coalition materials and messaging
- Take part in our annual celebration and other networking opportunities
- Request letters of support for grant funding, if relevant

Once reviewed on an annual basis, the representative should sign the acknowledgment page.

Our organization agrees to work together with fellow members of the Healthy By Design Coalition to make the healthy choice, the easy choice in Yellowstone County, Montana.

Organization: _________________________________________________________________

Designated Staff (name, title, contact information):

1. __________________________________________________________________________
2. __________________________________________________________________________

Signature of Organization’s Leadership: ________________________________ Date: __________
For more information on the 2020 CHNA, 2020-2023 CHIP, or the Healthy By Design Coalition, please contact us.

Contact:

Melissa Henderson, MPH
Community Health Improvement Manager
(406) 651.6569