



Lake County Community Health Improvement Partnership (CHIP) Strategic Plan

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This Strategic Plan summarizes Lake County CHIP's strategies around the four health priorities identified by the 2016 Quantitative Data Community Health Needs Assessment: Early Childhood Health, Mental health, Physical Activity (Obesity) and Senior Services.

The first Strategic Plan was written in 2013 in collaboration with the Office of Rural health and CHIP. This plan is an updated version of the original CHIP strategy, and has maintained some of the written information from the original.

Community Advisory Council (CAC) Authorization of Strategic Plan (Authorization designates board member's approval of the strategic direction and action plans described in this strategic plan document.)

Contents

Executive Summary	3
Organization Summary	4
Mission Statement (Vision & values)	4
Goals & Strategies	5
Earl Child Health Strategies	5-6
Mental Health Strategies	6-7
Physical Activity (Obesity) Strategies	7-9
Senior Health Strategies	9-10
Implementation and Evaluation	10-13
Target Population	13
Competitive Analysis & Advantage	14
Personnel & Partners	14-16
Risk Management	15-16

Executive Summary

The mission of Lake County CHIP is to improve the overall health of county residents through improvements in the healthcare system, improvements in individual health habits, and improvements in social and economic systems that impact community health.

Lake County CHIP was started in 2013 through a partnership with Lake Health District and the Oregon Office of Rural Health. Lake County CHIP consists of a membership of 24 community members and stakeholders representing 17 organizations. Lake County CHIP also acts as the Lake County Community Advisory Council (CAC) and reports to the Eastern Oregon Coordinated Care Organization (EOCCO). By embedding within the main healthcare leader in the county (Lake Health District), aligning with one of the main payers (EOCCO), and partnering with multiple community partners, including the Oregon Office of Rural Health.

Lake County CHIP has established a sustainable structure.

Lake County CHIP targets all of the 7,919 residents of rural Lake County, located in the high desert south central region of the state. The county is one of the largest in Oregon with a land area that encompasses 8,538 square miles presenting a challenge to comprehensively addressing needs. Seniors are the fastest growing segment of the population, showing community need for expanded services and increased resources for that demographic.

Through a dynamic community engagement process, Lake County CHIP formed a Community Health Improvement Plan that focuses on four goals that were prioritized by the community:

1. Early Childhood Health: Improve the health of children ages 0-6 to give them a healthy start in life.
2. Mental Health: Improve the mental health of residents through improved access to mental health services.
3. Physical Activity: Increase the physical activity of residents through health promotion and expanded opportunities and programming.
4. Senior Health: Increase the health and well-being of senior residents through utilization of community services and physical activity.

These goals are formulated to be realistic through building on existing community strengths and partnerships and ensuring capacity for new programs by establishing them within stable organizations with a history of

success in working with the local population. With strong infrastructure for coordination, Lake County CHIP distinguishes itself among the many CHIPs that exist throughout the state of Oregon with the advent of Coordinated Care Organizations and Community Advisory Councils. While the growth of grant funding available through health care reform has spurred the creation of new organizations, Lake County is ensuring sustainable growth by picking achievable projects with measurable results that build on existing programming. This approach leverages available resources and funding by having established relationships to efficiently implement community projects. Lake County CHIP is the leading community health improvement organization in Lake County.

Organization Summary

Lake County CHIP was started in 2013 through a partnership with Lake Health District and the Oregon Office of Rural Health. Lake County CHIP is housed within Lake Health District, and it consists of a membership of 26 community members and stakeholders representing 17 organizations. Lake County CHIP also acts as the Lake County Community Advisory Council (CAC) and reports to the Eastern Oregon Coordinated Care Organization (EOCCO).

Mission Statement (vision & values)

To improve the overall health of county residents through 1. Focusing on the healthcare system 2. Focusing on individual health habits 3. Focus on the social and economic systems that impact community health.

Goals & Strategies

Lake County CHIP will achieve the following goals by March 31st 2019.

Priority Issue voted by CAC:

Wellness Promotion and Prevention

- Early Childhood health
- Physical Activity (Obesity)
- Senior Health
- Mental health and emotional well being

Early Child Hood Health

GOAL 1: Improve the health of children ages 0-6 in Lake County

Objective: Annually starting in 2016, provide Fluoride Varnish to 75% of pre-school aged children in early learning centers and to pre-school aged children. Services will be provided through public health and health clinics through "dental days". Focus on parental education on healthy oral habits. Provide culturally sensitive and translated material for Spanish and other language speaking families as needed.

Strategy: Lake County Public Health will be the lead organization to administer fluoride varnish to children through clinics, Lake County Public Health, and early learning organizations, including Head Start and day care centers. CHIP will partner with Advantage Dental to lead dispersing health literacy education to mothers, targeting the most vulnerable.

Objective: Gather Baseline on number of children with developmental delays by partnerships with organizations servicing children.

Strategy: Lake County needs baseline numbers of how many children are facing developmental delays in all its forms. Public health, Education Service District

(ESD) and the school district.

Objective: Increase Developmental Screenings of children 0-36 months of age that is reviewed with the patient by a clinician to 37.3%. March 2018.

Strategy: Developmental delays, learning disorders, and behavioral and social-emotional problems are estimated to affect 1 in every 6 children¹. Public Health and Lake Health District will collaborate to achieve the goal. Public health will be responsible for conducting screenings and Lake Health District will be responsible to have a review process for physicians. Together the two entities will encourage parents to learn about why the screenings are important, participate in the screening, and review the screenings with a provider.

Objective: Provide Parenting classes and education for 70 community members. March 2018

Strategy: Lake County has 23.5 rate per 1000 of reported abuse rates² Making Lake County one of the top ten worst counties with child abuse cases in Oregon. Public Health, Mental Health Department, and Head Start will collaborate to provide parenting education classes “Parenting is a Pleasure” and provide access to resources for the abused.

Strategy: CHIP, ESD, day care organizations and the school district will help to promote the program and make referrals.

Mental Health

GOAL 2: IMPROVE THE MENTAL HEALTH OF LAKE COUNTY RESIDENTS

Objective: By March 31, 2018, increase the number of mental health providers.

Strategy: Lake County will pursue greater access to mental health services. Lake County Mental Health department will be the lead organization to increase access

to mental health providers and services by integrating behavioral health/mental health into primary care. This intervention aims to integrate a mental health provider with Lake Health Clinic, Warner Mountain Medical Clinic and the North Lake Clinic and work with practitioners and their staff to connect patients with behavioral/mental health resources.

Strategy: Lake County Mental Health will partner with university graduate programs to connect students/graduates to mental health provider opportunities in Lake County. The university graduate programs that are targeted include OSU Bend/Corvallis, Lewis and Clark, University of Reno, George Fox, Portland State University, and Southern Oregon University.

Strategy: LHD will recruit a Psychiatric Mental Health Nurse Practitioner (PMHNP), using the loan forgiveness program to help attract recruits. The specific goal of the intervention is to increase the HPSA ratio of population to psychiatrist in Lake County from 784:1 to 784:2.

Objective: By March 2017 complete mental health first aid training for police department, Lake County School district staff, and congregation representatives.

Strategy: Eastern Oregon Healthy Living Alliance (EOHLA) will partner with Lake County Community Health Improvement Program to provide mental health first aid to interested school district staff and police department.

Strategy: Lake CHIP will partner with GOBHI and Lake County Mental Health department to provide mental health first aid trainings offered to pastors and/or congregation representatives.

Physical Activity (Obesity)

GOAL 3: INCREASE PHYSICAL ACTIVITY OF LAKE COUNTY RESIDENTS

Objective: By March 2017, increase the awareness of the Healthy Outback!

Strategy: Conduct an updated inventory of physical activity programs and services and develop a physical activity resource guide by March 2017.

Strategy: Lake County has a lack of year-round low cost physical activity opportunities, which contributes to high risk of chronic disease. Lake County CHIP will provide health education, outreach, and health promotion activities, including outreach through social media, disseminating a physical activity handout. Providing 10 community presentations, workshops (Couch to 5K), and partnering with local media to provide 8-10 media coverages by March 2017.

Objective: Promote and enhance existing trails and walking and biking routes in the county by March 2018.

Strategy: Lake County Chamber of Commerce and CHIP will work with community partners to promote and enhance existing trails and walking and biking routes by March 2018, including developing a HealthyOutback! map of existing trails and walking and biking routes, developing kiosks at popular walking routes, enhancing the Soroptomist Fitness Park, and creating a walking path in N. Lake County around the golf course and/or lake.

Objective: By July 2017, and possibly annually, increase physical activity of low-income individuals with risk factors for obesity.

Strategy: Lake County CHIP will be the lead to administer the Physical Activity Incentive Program, which helps to cover monthly fees physical activity programs, for 35 targeted to low-income individuals with high risk factors for obesity, over an 8 month period. The program will partner with the Lake County clinics and the Lake Health District's Community Health Worker program to provide referrals and coach/motivate scholarship recipients to participate in existing and available community physical activity programs and services.

Objective: Create a physical/recreational activity targeting children in grades K-6 in winter months and have 50 youth participate in the program by March 2018.

Strategy: Lake County CHIP will work to create physical/recreational activity targeting children in grades K-6 in winter months and have 50 youth participate in the program by March 2018.

Objective: Create a physical/recreational education program and/or activity targeting preschool-aged children and their parents and have 15 parent and child participants in the program by March 2017.

Strategy: CHIP will create a parent/child interactive program targeting

preschool-aged children and have 50 youth participate in the program by March 2017 to potentially be continued annually.

Objective: Following the completion of the Lake County Food Security Assessment of 2016. The CAC will support and implement strategies that are recommended from the assessment.

Strategy: Food Security Assessment will be presented to county commissioners, and service organizations.

Strategy: CHIP will support recommendations made by the Food Security Assessment for implementation of programs to address food insecurity.

Senior Health

GOAL 4: INCREASE SENIOR HEALTH AND WELL BEING

Objective: Increase the number of seniors who participate in available senior health related programs and services by referring 100 seniors to transportation, nutrition, physical activity, and mental health/social activity programs each by September 2019.

Strategy: The Senior Center will accomplish this by hiring and training a staff person who will refer 700 seniors to:

- To transportation services
- To nutrition programs
- To seniors to physical activity programs and services
- To mental health/social activity programs and services
- To home care and/or the OPI program

Objective: By March 2017, collaborate with local dance teacher to provide a low impact senior dance class.

Strategy: Senior center and CHIP will collaborate to find instructors to provide the dance classes for seniors throughout the year, particularly through the winter months.

Strategy:

Objective: Expand services for an Oral health van for seniors in Lake County 3 times throughout the year.

Strategy: Lake County CHIP will arrange for a dental van to increase visits to North Lake and to visit Lakeview at least 3 times a year. The dental van can provide dental services to adults who do not have dental coverage. Funding will be pursued by local donations and potential matching grant funding. Public Health will partner in promoting the program.

Implementation and Evaluation Plan

Lake County CHIP is implementing strategies for objectives through the activities listed below. Metrics, detailed below are collected quarterly.

Early Childhood Health

Objective: Increase health access for ages 0-6 and increase health literacy for parents.

Activity	Metric	Timeline	Responsible	Tracking
Dental Services	85% of children in preschools to be screened	Annually	Public health, Advantage dental	Advantage dental or Public Health
Parenting education	All enrolled preschooler parents will receive dental education, flyers and presentations.	2 times per year.	Public Health	Public Health
Parent and me activity program	15 families will receive scholarship to an ongoing	3, 4 week sessions annually.	CHIP, affordable fitness	Affordable fitness will report on families

	parent and me fitness class.			enrolled in the class to CHIP for tracking.
Increase Developmental Screenings of children 0-36 months	37.3% increase for population screened	March 2018	Public Health and Lake Health District Hospital	Public Health, Lake Health District will track children that have been screened and screening was reviewed by physician.
Parenting education; Parenting is a Pleasure	70 families will participate in program	March 2018	Public Health, Head Start, Mental Health Department	Entities providing classes will report their numbers to CHIP

Physical activity (Obesity)

Objective: Increase access to gym and increase information on importance of physical activity

Activity	Metric	Timeline	Responsible	Tracking
Gym Scholarships	35 scholarships provided for low income and high risk patients	March 2017	CHIP, Affordable Fitness, Lake District Hospital.	Lake District Hospital will report how

	for obesity.			many patients referred.
Walking and Biking trail maps	n/a	March 2018	Lake County Chamber of Commerce, CHIP	
Food Assessment implementation	n/a	Presentations to community: summer 2016 Completion of goals: March 2018	CHIP, Outback Food Initiative, Farmers Market group.	CHIP will track.
physical/recreational activity targeting children in grades K-6	have 50 youth participate in the program by	March 2018	CHIP	CHIP

Mental Health

Objective: Increase mental health services/Providers and reducing social stigma by increasing mental health literacy

Activity	Metric	Timeline	Responsible	Tracking
Increase mental health providers	n/a	2018	Lake County Mental Health	Lake County Mental Health
Mental health first aid training for: Police department, school district staff, congregation	n/a	March 2017	EOHLA, CHIP	EOHLA will track how many were in attendance for trainings and report

representatives.				to CHIP
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Senior Health

Objective:

Activity	Metric	Timeline	Responsible	Tracking
Senior navigator	Refer 700 seniors to services	2019	Senior Center, CHIP	Senior Center.
Dental Van	n/a	3 times in 2017	CHIP, LHD, North Lake Clinic	CHIP and Dental Van service organization
Senior Dance class	N/a	Annually	Senior Center and CHIP	Senior center will track how many seniors enroll in classes.

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Lake County is located in the high desert south central region of the state. The county is one of the largest in Oregon with a land area that encompasses 8,538 square miles. Lake County is a frontier region meaning we have a population density fewer or less than 6 people person per square mile, leaving many residents isolated from accessing health resources. 7,829 people reside within the county. While the population has increased marginally over the past ten years, the demographics within the population have changed more dramatically. Lake County has a declining child (ages 0-14) and adolescent and adult (ages 15-44) population and a growing mature adult (ages 45-64) and senior (ages 65 and older) population. Since 2010, the population over 65 went from 20.4% to 23%. Lake County is predominantly White, 92.1%, however there has been a slight a rise in the Hispanic population from 2010 to 2014 at 7.9%, the American Indian population is 2% and a slight rise in the African American community from .5% to .7%.²

Rural and frontier counties often report higher poverty rates, higher unemployment rates, lower income levels, and higher percentages of underinsured and/or uninsured

people. The poverty level remains a concern in this county where the population below the poverty level is more than 3% higher than the rural average and nearly 4% higher than the state average.

In addition to the challenges that exist based on the demographics stated above, this rural community has limited access to mental health providers, scarcity in healthy food options, limited transportation services and distances from local resources and providers.

These challenges exist in a reforming and transforming healthcare system where rising healthcare costs and greater demand for quality outcomes have health organizations shifting toward community health improvement.

Competitive Analysis & Advantage

Through community partnerships with health providers and social service agencies in Lake County, Lake County CHIP has a strong strategic advantage in making integrated systems changes in Lake County. Furthermore, Lake County CHIP is well-aligned with regional partners, including the EOCCO to provide the Lake County CAC.

Over its 3 year history, Lake County CHIP has established itself as a strong organization with demonstrated results. With an initial grant to fund the CHIP, the organization has become sustainable through additional funding and embedding within the Lake District Hospital, a long established leader in Lake County health. This organizational home has given the CHIP capacity to grow, as well as assisted in smooth integration in the Lake County Health System. This seamless coordination and organizational home distinguishes it as one of the more sustainable CAC organizations.

Personnel & Partners

Local and regional partnerships and well-reputed funders have increased the sustainability and effectiveness of Lake County CHIP.

Community Outreach and Program Support

The Town of Lakeview, Lake County, and Lake County Schools provide support for the community outreach effort. Additionally, the medical providers and clinics, including Clinics within the county, and Public Health contribute to outreach efforts. Lake County also appoints members to the CAC.

Early Childhood Health

Public Health will lead on the pre-school First Tooth Program. Advantage dental will support partners in oral health literacy and services. Public Health and LHD will collaborate to achieve the developmental screenings. Affordable fitness will provide parent and child fitness. Parenting is a pleasure and abuse prevention education will be supported by Public Health, Head start and respected day care organizations within the community.

Physical Activity

The OSU Extension Office will contribute to outreach and program efforts to promote physically activity. Additionally, the Chamber of Commerce will help to lead the walking path kiosks. Affordable fitness will collaborate with CHIP to implement scholarship and fitness programs and report tracking.

Mental Health

Lake County Mental Health will lead several Mental Health strategies. EOHLA and GHOB will support the mental health trainings for the county.

Senior Health

Lake County Senior Center is the lead agency to provide the Senior Navigator program. CHIP will continue to support programs offered to the senior center by grants seeking and promotion.

Risk Management

To date, Lake County CHIP has shown effective risk management in the areas of engagement and sustainability, two of the largest threats to the CHIP .

One potential challenge is forming a partnership of members, consisting of 20-25 individuals representing the broad community and not just health system professionals. Lake County CHIP works to include health care consumers within the partnership and representatives from other community and civic organizations, including county and town government and faith, business, education, early learning, seniors, criminal justice, parks and recreation, agriculture and farming, and other organizations. The CHIP Manager works with existing members, community partners, and other gatekeepers in the community to identify and recruit this diverse group. The goal is to maintain a large percentage of members or non-professionals to the partnership. Staff works with public health, mental health, and other clinic providers to help identify

Medicaid and/or Medicare recipients to participate in the Program. Incentives such as mileage reimbursement and a stipend are provided to the non-professional members.

Geographic diversity is another challenge; the goal is to include individuals from all areas of the county and not just the Lakeview community. Lakeview is the larger and one of only two incorporated communities within the county. Lake County CHIP designates at least 6 positions to individuals living outside of the Lakeview community. Again, Lake County CHIP provides mileage reimbursement for those non-professionals travelling from remote areas of the county. Additionally, the program provides video and tele conferencing options for remote participants.

A lack of community support can be a potential challenge for the program. To manage this risk, a robust community engagement strategy is utilized. Lake County CHIP provides traditional outreach including leafleting, announcements, and advertising related to program activities. Lake County CHIP provides over 12 community presentations annually and partners with the media to provide ample coverage of the program. The community also has a great opportunity to participate in the program through community meetings, held annually in both the north and south ends of the county. Finally, all CHIP meetings are open to the public.

Fundraising and sustainability is a core facet of the program, and a coordinated fundraising effort amongst community partners must occur to raise adequate funding to implement the full scope and vision of the community health improvement strategic plan. Lake County CHIP has already demonstrated success in this area by doubling funding in the second year of the CHIP and beginning to implement

Resources

1. Ages and Stages Why Screening Matters. <http://agesandstages.com/research-results/why-screening-matters/>
2. American census <http://www.census.gov/quickfacts/table/PST045215/41037>