



2024-2028 SHEBOYGAN COUNTY

Community Health Improvement Plan



HEALTHY
SHEBOYGAN
COUNTY



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Message to the Community

Dear Community Members,

We are excited to release Sheboygan County's 2024-2028 Community Health Improvement Plan (CHIP). The CHIP was thoughtfully developed with support and input from community members and partner organizations involved in healthcare, housing, mental health, food security, local business, youth engagement, childcare and more. This is a plan driven by the community, developed for the community and can only be fully implemented with the community's support. Thank you to everyone who helped pull together strategies and action steps to address some of the most pressing concerns impacting our Sheboygan County.

The Healthy Sheboygan County Leadership Council invites all community members to review this plan and get involved in our efforts to create a healthier community. Together, we can create a community where everyone lives better, longer.

In Partnership,

Kristen Blanchard-Stearns
Starrlene Grossman



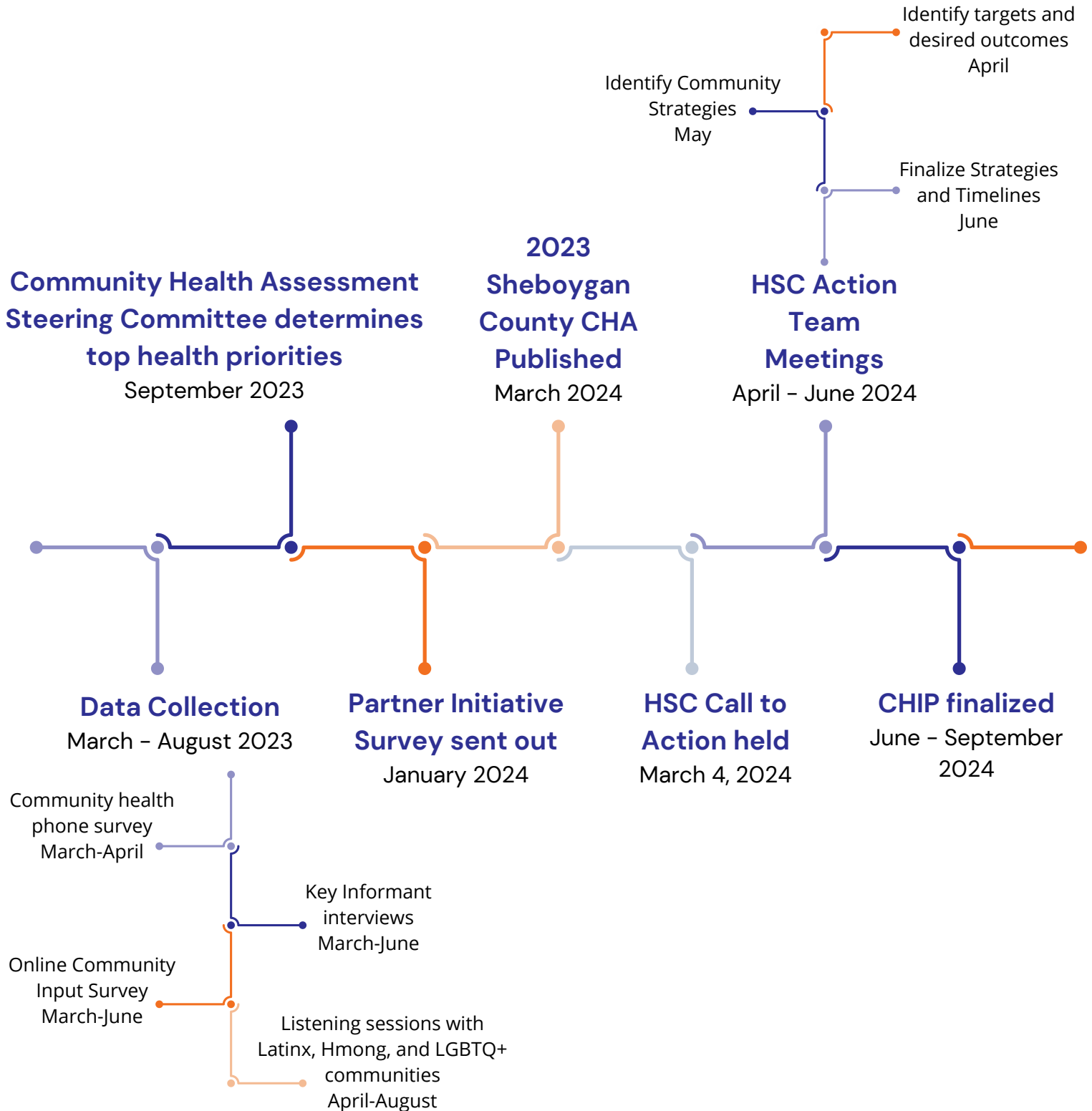
What is a Community Health Improvement Plan (CHIP)?

The Community Health Improvement Plan (CHIP) is a guiding document to support active engagement by community members and community organizations in improving the health of Sheboygan County. The strategies within the plan provide a framework for measurable change, grounded in the social determinants of health with a focus on health equity throughout.

The plan reflects a commitment by leaders within the public health system to improve the health of Sheboygan County by advocating for and directing resources towards health priorities and advancing strategies which support the chosen priorities. For 2024 to 2028, the five chosen priorities are positive mental health, responsible substance use, activity and nutrition, access to affordable housing and access to affordable, high-quality child care. The Community Health Assessment (CHA), completed in 2023 informed these conversations, and a summary of the priorities and strategies found in the CHIP is outlined on subsequent pages.

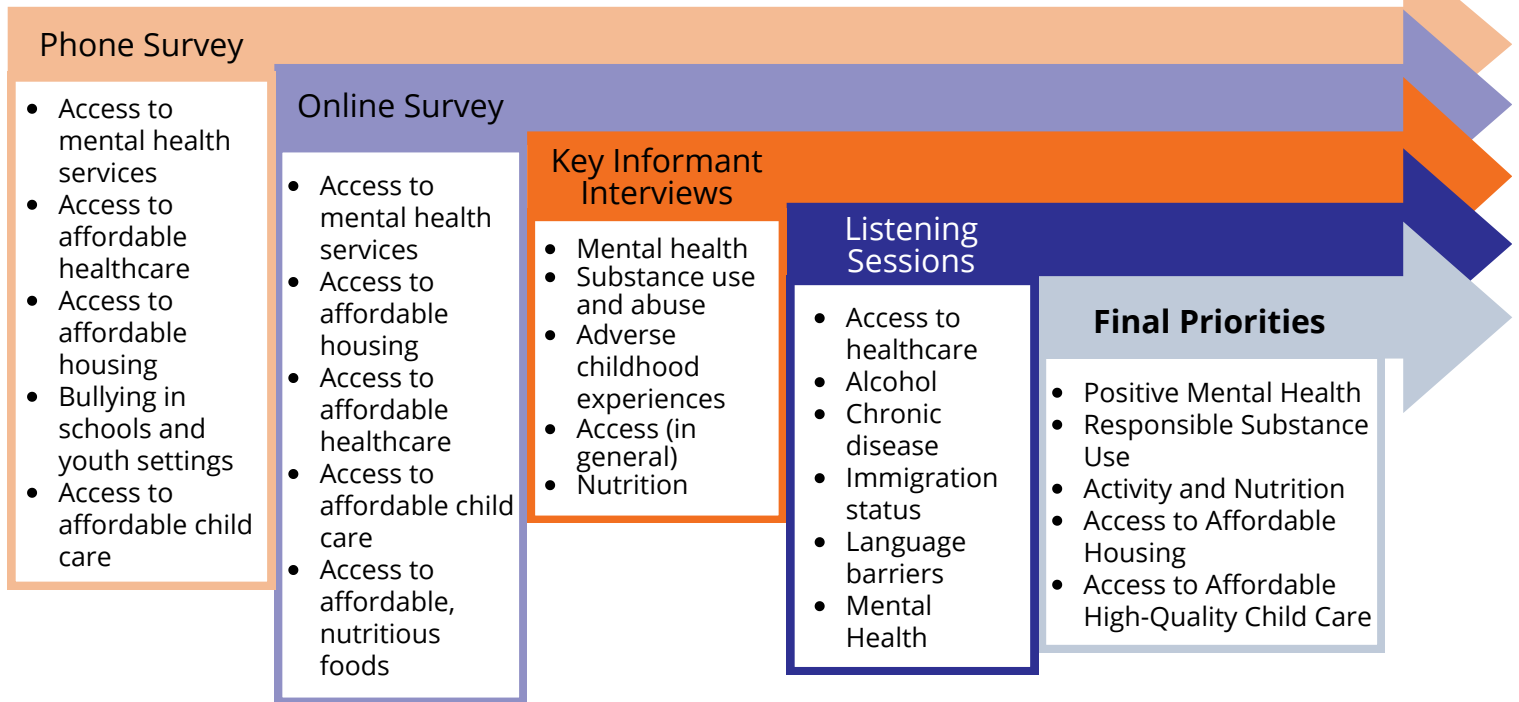


CHIP Timeline



Priority Areas

Results from the data collection process led the Healthy Sheboygan County Community Health Assessment Steering Committee to select the top five health priorities in Sheboygan County for the next five years.



Positive Mental Health

Mental health was identified as the top health priority in Sheboygan County.

Provider Ratio of Population to Mental Health Provider⁽¹⁾

Sheboygan County	640 : 1
Wisconsin	420 : 1
US	340 : 1

Several key informants identified a lack of mental health professionals specifically for children and non-English speaking community members, wait times, and stigma.

In Sheboygan County there are fewer providers available per county resident compared to state and national provider ratios, with only one provider for every 640 residents.

Previous work of the Positive Mental Health action team includes:

- Creating and disseminating [mental health roadmaps](#)
- Supporting a local “[Facts not Stigma](#)” campaign
- Providing local [QPR](#) (Question, Persuade, Refer) suicide prevention trainings to community members

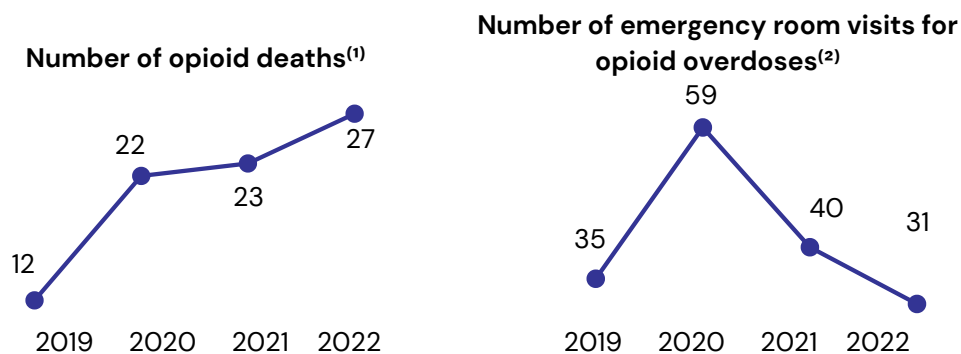
(1) [County Health Rankings & Roadmaps](#)

Priority Areas

Responsible Substance Use

Responsible substance use is identified as a high priority for improving the health of Sheboygan County. In Wisconsin, Sheboygan County ranks 15th highest for chronic alcohol emergency department visits and 13th highest for chronic alcohol inpatient visits. Opioid deaths in Sheboygan County have continued to increase while the number of emergency room visits for opioid overdoses has gone down.

Impact of Opioids on Sheboygan County



Previous work of the Responsible Substance Use action team includes:

- Planning and coordinating local biannual medication take back events
- Implementing an alcohol “sticker shock” campaign

Activity & Nutrition

Sheboygan County disease rates indicate access to safe physical activity and nutritious foods is a top health priority for Sheboygan County residents.

Sheboygan County Adult Disease Rates⁽³⁾

4.8% of adults have Coronary Heart Disease	32.3% of adults are obese
6.4% of adults have cancer (excluding skin cancer)	22.8% of adults have arthritis
2.5% of adults had a stroke	9.9% of adults have asthma
7.6% of adults have diabetes	5.1% of adults have COPD

Previous work of the Sheboygan County Activity and Nutrition (SCAN) action team includes:

- Providing take home meal kits provided for local cooking classes at the Boys & Girls Club
- Creation and dissemination of food drive tool kits to area businesses
- Creation of a 30 day county-wide wellness challenge Fall Scavenger Hunt

(1) Wisconsin Department Health Services – Opioid Deaths
 (2) Wisconsin Department of Health Services – Opioid Hospitalizations

(3) PLACES: Local Data for Better Health

Priority Areas

Access to Safe and Affordable Housing

Access to housing was identified as a priority health need in Sheboygan County. Healthy Sheboygan County will be working in coordination with the [Sheboygan County Housing Coalition](#) to address this issue identified by many Sheboygan County residents.

31% Renters who responded to an affordable housing market survey have had to forego other needs such as food, healthcare or childcare to continue to pay rent⁽¹⁾

3.3% Vacancy rate in the City of Sheboygan for rental units - indicating a tight supply⁽¹⁾

35% Of survey respondents indicate rental properties in their community are well maintained⁽²⁾

Of 417 Survey Respondents⁽²⁾ Reporting Housing Issues:

33% Indicated the cost of rent

29% Indicated the cost of mortgage

15% Indicated they need permanent housing

Key Informants also consistently mentioned lack of housing as a barrier for community members experiencing health issues and access to housing as necessary for positive mental health, prevention of adverse childhood experiences and a host of other health concerns.

Access to Affordable High-Quality Child Care

Access to high-quality and affordable child care was identified as a priority health need in Sheboygan County. Healthy Sheboygan County will be supporting the work of the [Sheboygan County Community Partnership for Children](#) along with [Family Connections](#) to improve access and increase affordability of child care in our community.

Current work to improve the child care landscape in Sheboygan County includes:

- ARPA-funded programs:
 - Startup/expansion grants
 - Sign-on & retention bonuses
 - Early Childhood Support Specialists
 - Recruitment specialists
- Dream Up! programs:
 - New family provider mentorship
 - In-center developmental screening program
 - Sheboygan County Child Care Impact Survey
- Community Partnership for Children's Community Engagement and Advocacy work

November 2023 in Sheboygan County...⁽³⁾

14 Number of child care rooms in Sheboygan County that were not at full capacity because of lack of staff

628 Number of children on child care waitlists

47 Number of child care teachers needed within the county to be fully staffed

(1) [2021 City of Sheboygan Affordable Housing Market Study](#)

(3) [November 2023 Community Partnership for Children Child Care Facility Survey](#)

(2) [2023 Community Input Survey Report](#)

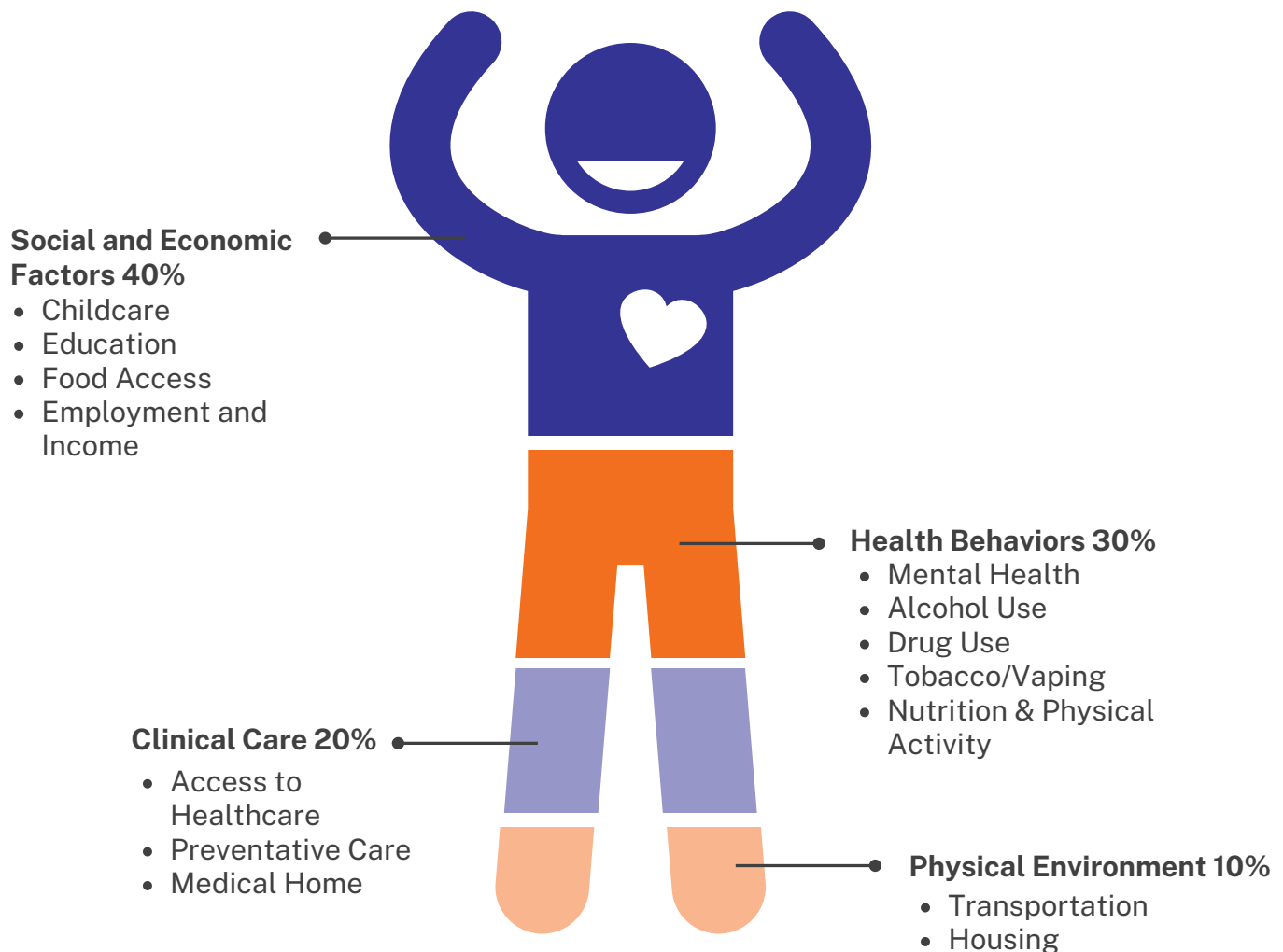
Broader Framework

To address the priority health needs identified, HSC and HSC stakeholders – local non-profits, healthcare systems, the Division of Public Health, schools, law enforcement partners, and community members, to name a few – met to develop potential strategies during the CHIP process. Concepts taken into consideration included:

- **Known evidence-based strategies:** What has been proven to work?
- **Community priorities:** What are community members saying is important to them?
- **Assets and resources available:** Do we have funding, partnerships, etc. available?
- **Work already underway:** Are there organizations already doing this work?
- **Health equity:** Can the strategy be implemented equitably in the community?

What are the social determinants of health (SDoH)?

The social determinants of health acknowledge that health is more than health care – it starts where we live, learn, work, and play. Our physical environment (10%), health behaviors (30%), clinical care (20%), and social and economic conditions (40%) all come together to create our health.



Broader Framework

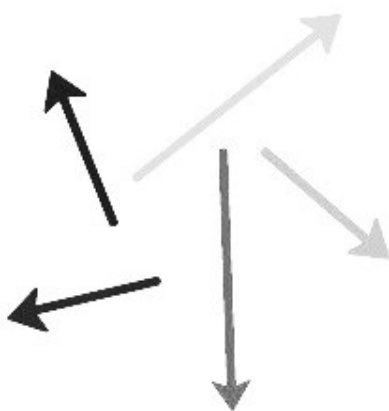
What is health equity?

The [Robert Wood Johnson Foundation](#) defines health equity as “...everyone [having] a fair and just opportunity to be as healthy as possible.” The ultimate goal of equitable public health work is to reduce the disparities in the factors that negatively impact people’s health. Disparities in health are caused by the fact that some people gain more than others because they have better access to resources and opportunities. This discrimination is usually not conscious, intentional, or personal; rather it is built into the systems and institutions that are part of our communities. This means communities can experience inequitable outcomes no matter what anyone’s intentions are. To achieve health equity we must work together as a community to eliminate the root causes of health disparities like racism and discrimination, while also improving social, economic, and environmental opportunities.

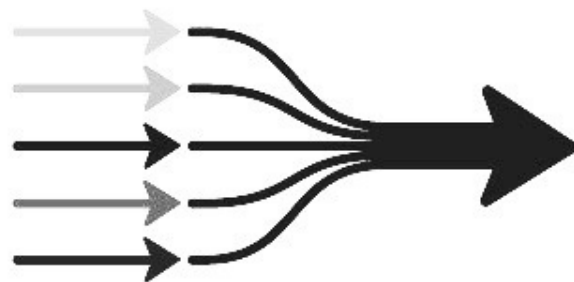
What is collective impact?

A [collective impact model](#) was utilized throughout the CHIP process. Collective Impact has five conditions that bring together organizations from different sectors to discuss and set common goals to solve complex issues within the community.

- **Common Agenda:** Coming together to collectively define the problem and create a shared vision to solve it
- **Shared Measurement:** Tracking progress in the same way, allowing for continuous learning and accountability
- **Mutually Reinforcing Activities:** Integrating the organizations’ many different activities to maximize the end result
- **Continuous Communication:** Building trust and strengthening relationships
- **Backbone Support:** Having a team dedicated to aligning and coordinating the work of the group



BEFORE COLLECTIVE IMPACT



AFTER COLLECTIVE IMPACT

The 2024–2028 Community Health Improvement Plan should continue to build on the work accomplished by the Action Teams:

Health Equity and Resilient Communities

Collective Impact and Policy Alignment

Access and Navigation

Positive Mental Health	Responsible Substance Use	Activity and Nutrition	Access to Safe and Affordable Housing	Access to Affordable High-Quality Child Care
Improve access to mental health providers and programs	Decrease stigma related to accessing substance use resources and treatment options	Increase education and awareness of physical activity opportunities	Increase community awareness of homelessness and renting barriers	Increase public education and awareness of benefits and barriers to child care to ALL
Enhance community knowledge of positive mental health practices and resources	Enhance access to substance use resources and treatment options	Increase education on healthy eating habits	Enhance housing (buying and renting) navigation resources	Advance the child care industry by supporting, enhancing, and sustaining existing child care efforts in Sheboygan County.
Reduce stigma surrounding mental health	Decrease the number of fatal overdose cases	Enhance access, availability, and affordability to safe spaces for physical activity	Promote housing regulations that support renters' rights	
Enhance collaboration on mental health initiatives	Decrease the number of youth who engage in substance use	Enhance access, availability, and affordability to healthy foods	Enhance resources for persons experiencing homelessness	

Cross-Cutting Strategies

While all five of the identified priority areas are vital to improving the health of Sheboygan County residents, it is also important to identify cross-cutting themes that connect all five priority areas through social drivers of health.

Health Equity & Resilient Communities

Removing barriers for community members and embracing diversity so everyone can access the community resources they need to be healthy, and providing community members the tools to cope with challenges.

Collective Impact & Policy Alignment

Working across different sectors to discuss and set common goals to solve complex issues within the community that includes aligning organizational policies and moving towards positive policy changes.

Access and Navigation

Ensuring all community members can access and navigate local resources. Access and navigation resources helps build resiliency through increasing community social connections and collaboration.⁽¹⁾

The Healthy Sheboygan County leadership council has created an Access and Navigation team to address this cross-cutting need in a streamlined way throughout Sheboygan County.

GOAL: Improve access and system navigation within Sheboygan County

OBJECTIVE 1: Align access and navigation efforts occurring across action teams

- **Strategy 1:** Work with action teams to coordinate any access or navigation tools developed and streamline dissemination

OBJECTIVE 2: Streamline system navigation efforts across sectors

- **Strategy 1:** Ensure local partners have current information within the 211 system
- **Strategy 2:** Increase the use of 211 as a tool to navigate and identify local resources

OBJECTIVE 3: Increase education and build local workforce to assist with system navigation

- **Strategy 1:** Promote participation in the Access and Navigation Certificate Program
- **Strategy 2:** Facilitate opportunities for system navigators to connect and network

OBJECTIVE 4: Streamline referrals and service coordination efforts across systems

- **Strategy 1:** Explore the interoperability of “Find Help/UniteUs” through the WIRE and promote their use

Positive Mental Health

Positive mental health is a state of mental well-being that enables people to cope with the stressors of life, relate to others, make healthy choices, and learn and work well. Unaddressed mental health problems can have a negative influence on the local economy, homelessness, poverty, workplace performance, safety, and interrupt the ability of children and youth to succeed in school. Communities prosper when the mental health needs of community members are met. To promote positive mental health for all Sheboygan County community members, the Healthy Sheboygan County Positive Mental Health Action Team (HSC-PMHAT) will focus on community-wide strategies to broaden access, decrease stigma, and increase collaboration.

GOAL: Improve utilization of positive mental health practices in Sheboygan County

OBJECTIVE 1: Improve access to mental health providers and programs

- **Strategy 1:** Develop a mentorship program for high school students interested in pursuing a mental health profession
- **Strategy 2:** Explore the need for a county-wide intermediate crisis response program
- **Strategy 3:** Explore feasibility of creating incentivized peer support opportunities for adults/youth

OBJECTIVE 2: Enhance community knowledge of positive mental health practices and resources

- **Strategy 1:** Promote existing training and educational information to community members
- **Strategy 2:** Identify and promote a toolkit for local businesses to expand mental health programs and support for employees
- **Strategy 3:** Re-establish and promote a suicide prevention program across the county

OBJECTIVE 3: Reduce stigma surrounding mental health

- **Strategy 1:** Explore the feasibility of establishing and integrating a program to regularly share lived experience with the community
- **Strategy 2:** Enhance partnership with public libraries to increase youth engagement in positive mental health activities
- **Strategy 3:** Explore the feasibility of running public service announcements (PSAs) related to positive mental health at local movie theaters/host an annual film screening and panel discussion related to positive mental health

OBJECTIVE 4: Enhance collaboration on mental health initiatives

- **Strategy 1:** Identify key stakeholders and partners
- **Strategy 2:** Identify annual collaborative project and report out at annual partner meeting

Responsible Substance Use

Substance use disorders can make daily activities difficult and impair a person's ability to work, interact with family, and fulfill other major life functions. To promote a culture of responsible substance use in Sheboygan County, the Healthy Sheboygan County Responsible Substance Use (RSU) Action Team will focus on a community-wide approach that supports connection, resiliency, and equity.

GOAL: To encourage responsible substance use through prevention of the misuse of all substances such as alcohol, tobacco, and other drugs

OBJECTIVE 1: Decrease stigma related to accessing substance use resources and treatment options

- **Strategy 1:** Promote and support stigma reduction events
- **Strategy 2:** Launch an anti-stigma campaign highlighting those with lived experience
- **Strategy 3:** Host an EMS and law enforcement appreciation event put on by those in recovery

OBJECTIVE 2: Enhance access to substance use resources and treatment options

- **Strategy 1:** Encourage community partners to participate in Sheboygan County Access & Navigation Training
- **Strategy 2:** Support and participate in the Recovery Resource Network in order to advance education and advocacy related to enhancing access to substance use resources and treatment options

OBJECTIVE 3: Decrease the number of fatal overdose cases

- **Strategy 1:** Explore community support of a harm reduction vending machine
- **Strategy 2:** Explore the feasibility of an EMS naloxone leave behind program
- **Strategy 3:** Increase awareness in the community about rising overdose rates related to fentanyl use
- **Strategy 4:** Support and promote efforts led by the Overdose Fatality Review Team

OBJECTIVE 4: Decrease the number of youth who engage in substance use

- **Strategy 1:** Enhance partnership with public and private schools in order to identify strategies to engage youth in substance use prevention efforts
- **Strategy 2:** Explore feasibility of alcohol age compliance checks
- **Strategy 3:** Finalize the festival toolkit and begin promoting it around the county to event planners

Activity and Nutrition

Healthy eating habits and physical activity are crucial elements of good physical and mental health. Individuals lacking a balanced diet of nutrient-dense foods and adequate exercise are more at risk for chronic diseases and other poor health outcomes.

When people don't have consistent access to affordable and nutritious foods, it can lead to an increased risk of poor mental health and chronic diseases. The Healthy Sheboygan County Activity and Nutrition (SCAN) Action Team will focus on community level interventions supporting education and access to physical activity and nutritious foods.

GOAL: Increase physical activity and healthy eating in Sheboygan County

OBJECTIVE 1: Increase education and awareness of physical activity opportunities

- **Strategy 1:** Conduct an interest survey to learn more about the opportunities, needs, and gaps of physical activity for families and individuals
- **Strategy 2:** Explore ways to coordinate physical activity opportunities at community events
- **Strategy 3:** Explore ways to widely promote physical activity events as a coalition
- **Strategy 4:** Explore implementing a county-wide program that encourages community members of all ages to explore local parks
- **Strategy 5:** Explore creating a summer physical activity program in partnership with local libraries

OBJECTIVE 2: Increase education on healthy eating habits

- **Strategy 1:** Partner with agencies currently underserved to expand educational opportunities related to healthy eating
- **Strategy 2:** Bring community organizations together to host family cooking classes

OBJECTIVE 3: Enhance access, availability, and affordability to safe spaces for physical activity

- **Strategy 1:** Conduct an interest survey to learn more about the opportunities, needs, and gaps of physical activity for families and individuals
- **Strategy 2:** Partner with County Planning Commission to identify ways to improve walkability/rideability across the county

Activity and Nutrition

OBJECTIVE 4: Enhance access, availability, and affordability to healthy foods

- **Strategy 1:** Conduct an assessment to better understand the needs of food insecure individuals in Sheboygan County
- **Strategy 2:** Create and distribute broadly a comprehensive, easy-to-use, community resource guide with information about how to access food
- **Strategy 3:** Continue to promote and expand the Produce for Pantries Program at the SCIO Sheboygan farmers market
- **Strategy 4:** Enhance promotion and collaboration around state farmer's market voucher programs, such as seniors and WIC
- **Strategy 5:** Explore additional funding opportunities to expand the meal kit partnership through Nourish and the Food Bank
- **Strategy 6:** Explore developing a "Grow a Garden/Give a Garden" toolkit for community members
- **Strategy 7:** Provide education and resources to convenience stores and businesses with vending machines related to offering healthier food choices



Access to Safe and Affordable Housing

Having adequate, stable, affordable, and safe housing is foundational to health. Unaffordable housing forces trade-offs between essential expenses, like food, heating, and transportation. Studies show that households that cannot access affordable housing are less likely to seek regular medical care, more likely to postpone necessary medical treatments, and more likely to use the emergency department for treatment.⁽¹⁾ People should not have to choose between one basic necessity (housing) and another (healthcare or food).

A lack of access to affordable housing also limits the choices people have about where they live. Those experiencing a housing crisis or housing instability are often forced to live in substandard housing units in neighborhoods with increased rates of poverty and fewer resources for health promotion.⁽¹⁾ This means that these households live in unsafe housing conditions where they may be exposed to environmental hazards like mold, while also lacking access to health-promoting outdoor spaces like parks.

In collaboration with the [Sheboygan County Housing Coalition](#), Healthy Sheboygan County will support efforts to improve access to safe and stable housing within the community and to increase resources for those who are experiencing homelessness.

GOAL: Improve access to safe, stable, and affordable housing in Sheboygan County

OBJECTIVE 1: Increase community awareness of homelessness and renting barriers

- **Strategy 1:** Develop and execute an outreach plan for key stakeholders to educate them about homelessness and renting barriers
- **Strategy 2:** Identify local lived experience experts and create opportunities for them to share their stories

OBJECTIVE 2: Enhance housing (buying and renting) navigation resources

- **Strategy 1:** Create a toolkit specific to housing resources to provide education on advocacy
- **Strategy 2:** Work with Access and Navigation Action Team to refine and distribute housing navigation resources
- **Strategy 3:** Increase the number of agencies that participate with Coordinated Entry

Access to Safe and Affordable Housing

OBJECTIVE 3: Promote housing regulations that support renters' rights

- **Strategy 1:** Advocate for local eviction laws and policy change
- **Strategy 2:** Launch the Renters' Association
- **Strategy 3:** Facilitate ongoing conversations between Renters' and Landlords' Associations

OBJECTIVE 4: Enhance resources for persons experiencing homelessness

- **Strategy 1:** Adopt common/shared vocabulary and definitions
- **Strategy 2:** Advocate for creation of holistic case management and wrap around services
- **Strategy 3:** Develop out-of-the-box training and education to support businesses/organizations on how they can interact with and serve those experiencing homelessness with dignity, empathy, and compassion



Access to Affordable High-Quality Child Care

Access to affordable, high-quality child care in Sheboygan County impacts all community members, not just those with children. The Community Partnership for Children surveyed Sheboygan County residents and found that child care needs can be a source of significant stress for families and their finances, the lack of access negatively impacts the local economy, and highlighted how local employers and stakeholders can have a meaningful impact toward accessing high-quality, affordable child care. The child care crisis Sheboygan County faces is multifaceted and complex, requiring a diverse array of solutions to meet the unique needs of each family.

Healthy Sheboygan County will support the [Community Partnership for Children](#) in increasing awareness around child care issues and enhancing local access to quality, affordable child care.

GOAL: Improve access to affordable high-quality child care for ALL in Sheboygan County

OBJECTIVE 1: Increase public education and awareness of benefits and barriers to child care to ALL

- **Strategy 1:** Establish a Child Care Advocacy Committee that includes representatives from the child care field, educators, decision makers from local industries, employers, parents, and policy makers
- **Strategy 2:** Create focused messaging with data, stories, and hard asks for target populations
- **Strategy 3:** Develop a public education and awareness campaign focusing on how child care affects our community in Sheboygan County
- **Strategy 4:** Develop an ongoing process for collecting up-to-date relevant child care data

OBJECTIVE 2: Advance the child care industry by supporting, enhancing, and sustaining existing child care efforts in Sheboygan County

- **Strategy 1:** Develop a sustainability plan for child care efforts in Sheboygan County
- **Strategy 2:** Provide on-site child care coaching and technical assistance to child care providers
- **Strategy 3:** Provide free and reduced certification courses to meet child care licensing requirements
- **Strategy 4:** Provide opportunities for continuing education for child care providers, including workshops, conferences, and more
- **Strategy 5:** Provide start-up and expansion grants to child care programs

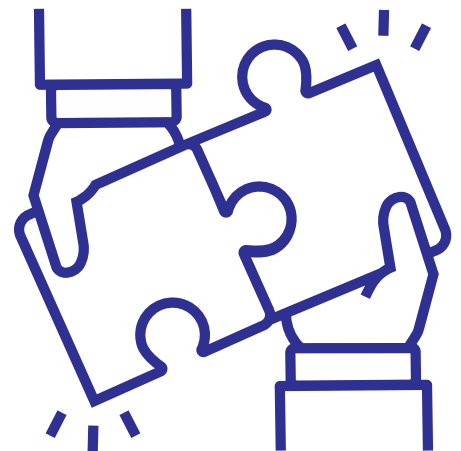
Key Partners

**Thank you for your commitment to community health
— your partnership in this work makes a difference.**

- Advocacy Organizations
- Child Care Providers
- Community Members
- Cultural Organizations
- Disability/Special Needs Organizations
- Emergency Medical Services (EMS)
- Faith-Based Organizations
- Governmental Representatives
- Health Care Providers
- Individuals with Lived Experience
- Judicial Systems
- Landlords/Property Managers
- Law Enforcement
- Manufacturers/Food Industry
- Non-Profit Organizations
- Private Organizations
- Probation and Parole
- Public Health Agencies
- Realtors
- Recovery Community
- School and Education Systems
- Service Organizations
- Social Service Agencies
- Substance Use Treatment Centers
- Veterans Services

Alignment with Partners

The Healthy Sheboygan County Community Health Improvement Plan aligns with work being completed by local hospital systems [Aurora Medical Center Sheboygan County](#) and [HSHS St. Nicholas Hospital](#), the [Wisconsin State Health Improvement Plan](#), and [Healthy People 2030](#).



Get Involved

The Healthy Sheboygan County CHIP is the **COMMUNITY**'s plan.

This CHIP is...

Driven by the community

Developed for the community

Implemented with the community

This work cannot be accomplished without community members and partner organizations supporting the important work occurring in our community.

Individuals

Sheboygan County community members are key to the success of moving these efforts forward. Individuals can support this important work to improve the health of our community in many ways:

- Join an Action Team
- Engage in activities that support the goals
- Attend events and bring a friend

Organizations

Our collective efforts are enhanced through the support of community organizations, and there are several ways your organization can get involved:

- Endorse the CHIP
- Engage in activities that support the goals
- Identify a representative from your organization to be an active member of an action team(s)
- Provide financial or in-kind support

If you would like to learn more about [Healthy Sheboygan County](#), sign up for the [Healthy Sheboygan County Quarterly Newsletter](#) by clicking [here](#) or join an Action Team by sending an email to hsc@sheboygancounty.com