



TY HELBACH PHOTOGRAPHY

# PORTAGE COUNTY COMMUNITY HEALTH IMPROVEMENT PROCESS & PLAN (CHIPP) 2024-2028



PORTAGE COUNTY  
HEALTH AND HUMAN SERVICES  
**Division of Public Health**



**HEALTHY PEOPLE**  
PORTAGE COUNTY

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## List of Acronyms

ADRC: Aging and Disability Resource Center

AODA: Alcohol and Other Drug Abuse

CHA: Community Health Assessment

CHIP: Community Health Improvement Plan

CHIPP: Community Health Improvement Process and Plan

CHNA: Community Health Needs Assessment

CPA: Community Partners Assessment

DPH: Department of Public Health

HPPC: Healthy People Portage County

HP 2030: Healthy People 2030

IRS: International Revenue Service

LIFE: Local Indicators for Excellence

MAPP: Mobilizing for Action through Planning and Partnerships

National Association of County and City Health Officials: NACCHO

PCHHS: Portage County Health and Human Services

RFP: Request for Proposal

RWJF: Robert Wood Johnson Foundation

SDoH: Social Determinants of Health

SHIP: State Health Improvement Plan

YRBS: Youth Risk Behavior Surveillance

# Executive Summary

The Community Health Improvement Plan (CHIP) outlines the health priorities for Portage County from 2024-2028, along with the specific goals and strategies that will be implemented to achieve them. The plan was developed by analyzing the results of the Community Health Assessment Survey (CHA), the State Health Improvement Plan (SHIP), Healthy People 2030 (HP 2030), and data assessments specific to Portage County.

## Why is this needed?

- Since 1993, Wisconsin State Statutes have required communities throughout Wisconsin to develop and implement local health plans to address health conditions impacting their residents.
- Assessment is a core function of public health. By evaluating health data and working with community partners, Healthy People Portage County (HPPC) can develop effective strategic plans to improve the community's overall health.
- Successful partnerships with community members allow for an ongoing planning process with the ability to identify and address emerging health needs in Portage County.
- The Internal Revenue Service (IRS) requires non-profit hospitals to complete community health needs assessments at least every three years, creating national linkages for partnering on community health in Portage County.

## What was the process?

In October 2023, HPPC re-convened with new community representatives to assess data from the Local Indicators for Excellence (LIFE) Report and other sources to determine health priorities. Meetings took place between October 2023 and February 2024 to determine the community health priorities for the next five years.

The Mobilizing for Action through Planning and Partnerships (MAPP) 2.0 process was utilized to identify community partners and stakeholders who have a vested interest in a particular project or initiative. MAPP 2.0 is a community-driven strategic planning process that aims to achieve health equity. It is a framework that allows communities to assess their most significant population health concerns and coordinate resources across various

sectors for effective implementation. To improve equal opportunities, it is important to engage a wide range of stakeholders from the community, examine the need for policy, environmental, and systems changes, and coordinate community resources towards shared objectives.



The Community Partners Assessment (CPA) survey was utilized to identify engaged stakeholders. This survey enables community partners to critically examine their own systems, processes, and abilities, as well as their collective ability as a network, to tackle health inequalities. The assessment provides each partner with a framework to reflect on their role in promoting community health and well-being, and to understand the extent to which they are addressing or perpetuating health inequalities on a spectrum of action that ranges from the individual to systemic and structural levels.

# About Healthy People Portage County

HPPC was launched in 1999 to identify and address health needs in Portage County. HPPC is a community-wide effort to establish a continuous process to enhance the community's health. The main objective of the HPPC is to provide oversight in the development of the CHIP, as participants in the process. HPPC comprises diverse community stakeholders from Portage County who analyze health data at the county and state levels. They also align the health priorities of Wisconsin and the national health objectives for 2030 and beyond. The mission, vision, and values that guide the HPPC initiative are essential to its activities and serve as the foundation of its operations.

- Mission: Promoting and working for community health and improvement through access to services and fostering healthier environments.
- Vision: Optimal wellbeing through safe and healthy environments in the Portage County community.
- Values: Wellbeing, Support, Community, and Collaboration.

## Summary of the LIFE Report Process

Portage County Health and Human Services (PCHHS) - Division of Public Health, collaborates with community members and partners every five years in Portage County to create the LIFE Report. This comprehensive process involves identifying indicators that reflect the quality of life in Portage County. The first LIFE Report was published in 2007, and it is generated through a guided process that analyzes data collected through a randomized community assessment survey. The survey data is then reviewed by community stakeholders to identify local indicators for excellence (LIFE) that reflect community strengths, challenges, and priorities.

The LIFE Report has become a valuable resource for groups in the community, as it is used for decision-making, priority setting, grant writing, and recruitment purposes. The data provided by the LIFE Report is also used by local hospitals and public health to fulfill Community Health Need Assessments (CHNA) and Community Health Improvement Plans and Processes (CHIPP).

In 2023, there was a need for better data visualization to support the LIFE Report, and that led to the development of Portage County CONDUIT, which was launched in July of that year. Each LIFE Report identifies community "calls-to-action" that prompt community members to take action for the identified problems. The 2022-23 Portage County LIFE Report is the fourth report published.



# Community Health Improvement Process and Plan

Below is an overview of how the Portage County CHIPP, the United Way of Portage County’s LIFE Report, Aspirus’s CHNA, Marshfield Clinic Health Systems CHNA, the SHIP and HP 2030 have aligned their goals and objectives.

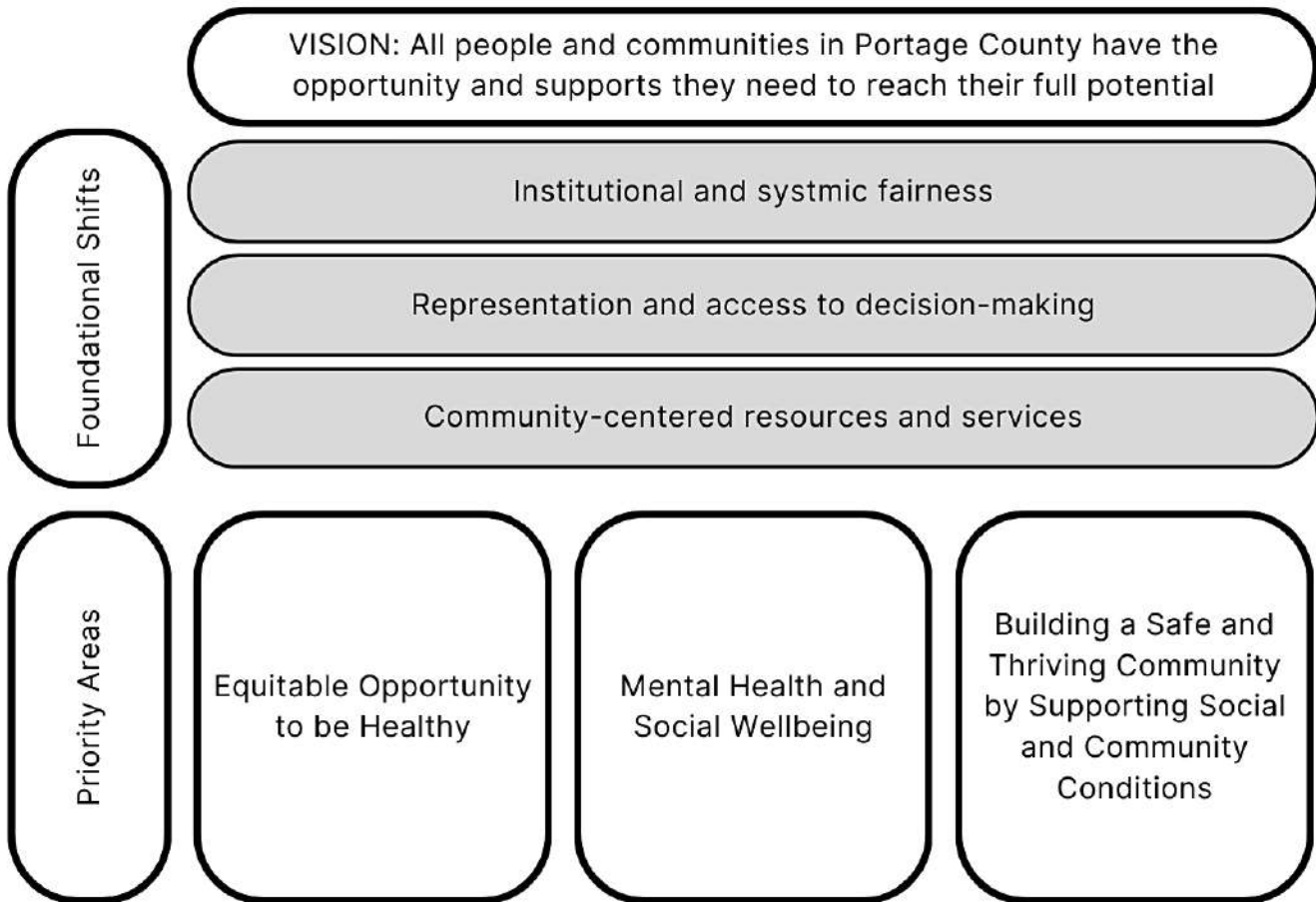
CHIPP PRIORITIES 2024-2028	OBJECTIVES	LIFE REPORT	ASPIRUS	MCHS	SHIP	HP 2030	POTENTIAL LEAD
Equitable Opportunity to be Healthy	Identify barriers to accessing and utilizing health and preventative services.	✓	✓	✓	✓	✓	Family Health La Clinica
	Expand school aged preventative health services.	✓	✓	✓	✓	✓	AODA Coalition
	Increase utilization of current public spaces for use by community members.				✓	✓	PCHHS
Mental Health and Social Wellbeing	Improve collaboration between support programs to increase utilization.	✓	✓	✓	✓	✓	CAP Services
	Increase knowledge and awareness of community-based services.	✓	✓	✓	✓	✓	CAP Services
	Increase access to mental health services.	✓	✓	✓	✓	✓	Family Health La Clinica
Building a Safe and Thriving Community by Supporting Social and Community Conditions	Advocate for greater presence of health in all policies.	✓	✓	✓	✓	✓	PCHHS
	Increase child health and wellbeing options for families.	✓	✓		✓	✓	United Way
	Collaborate with community partners to enhance the availability for healthy housing options.	✓			✓	✓	United Way
	Improve the quality of life for older adults to live independently.	✓			✓	✓	ADRC

# Foundational Shift

The 2023-2028 CHIP has identified health priorities that aim to address the population-level issues faced by the residents of Portage County and strive to positively impact their health. As no single organization can bring about change at the population level alone, the Division of Public Health (DPH) and HPPC is going to pursue the implementation of Collective Impact. This approach offers the best chance of achieving the goals supporting each health priority.

## Steps to Implement Collective Impact:

- Assess readiness to implement a Collective Impact initiative
- Establish backbone organization of Collective Impact
- Implement 5 Conditions of Collective Impact: Common Agenda, Shared Measurement, Mutually Reinforcing Activities, Continuous Communications, Strong Backbone
- Collective Impact Workshop for key community partners



# Soul of Collective Impact

To attain our goals through concerted impact, we must instill a sense of purpose and significance in our work. Such a sense of purpose gives us the direction and focus necessary to succeed. Therefore, we must embrace a collective sense of purpose to guide our efforts toward a common objective. We need to be mindful of how our thoughts, emotions, and actions can influence the people and situations around us and the outcomes we achieve. Developing specific competencies can help us achieve this, such as mastering the following:

- **A point of view linked to action.** Develop a sophisticated yet practical perspective on crafting solutions commensurate with the complexity and scale of the social and economic challenges at hand. Achieving results at a population level is no longer optional for results-based leaders. It is the work of our time.
- **Skill at achieving equity.** Master an evidence-based and disciplined approach to moving from talk to action. Results-based accountability (RBA) is an intelligent approach to change and decision-making. Using RBA, leaders define results and disaggregate data to craft equity-focused strategies that eliminate disparities and eradicate their root causes. They engage partners to achieve results and use data for learning, continuous improvement, and shared accountability.
- **Use yourself as an instrument of change.** Leaders must hold themselves accountable for population-level results regardless of their position and be catalysts for partnering with others to implement the right mix of solutions.
- **Address race, class, and culture.** Race, class, and culture impact life options for people experiencing poverty. Leaders must master the ability to talk about these issues. They must work with others to dismantle systems and policies that restrict access to opportunity and, thus, social and economic mobility.
- **Adaptive leadership.** Understand that deep system and policy reform happens only when leaders employ skills to impact stakeholders' attitudes, values, beliefs, and habits.

Institutions and systems must reasonably support and address the needs of Portage County's diverse individuals and communities. For health care to be genuinely person- and community-centered, all groups must be represented and have access to the spaces where decisions affecting their health are made. Foundational shifts are difficult to define and measure but should be prioritized regardless to ensure a strong base upon which sustainable downstream improvements can be made.

The framework highlights several essential areas that public health agencies need to address. These areas include housing, childcare, community resources, and the systems that impact access to decision-making. Although other sectors generally handle these issues, the direct connections between them and health outcomes have become more apparent in recent years. The framework emphasizes the significance of these factors and the need for collaboration across sectors to improve public health.

It is crucial to have a sustainable model for community improvement efforts. According to the Robert Wood Johnson Foundation (RWJF), good health is a collective responsibility. Improving community health requires partnerships, time, and commitment. To make this plan successful, we must work towards a shared goal by building more collaborative partnerships in the community; this includes individuals from public health, government, healthcare, business, education, community members, people with lived experiences, and more. Positive change in the Portage County community is achievable; working together can increase the chances of success.

A designated backbone organization supports each health priority to achieve a collective impact in healthcare. This organization manages and plans initiatives, facilitates stakeholder collaboration, collects necessary data, and provides other essential means to help achieve goals and objectives. The backbone organization's infrastructure ensures collaboration within each health priority, ultimately leading to positive changes in the community.



# Social Determinants of Health

In this plan, Social Determinants of Health (SDoH) are addressed by focusing on health equity. According to the RWJF, “Health equity means that everyone has a fair and just opportunity to be healthier. This requires removing obstacles to health such as poverty and discrimination and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.”

This plan aims to identify the social determinants that impact health equity. It sets specific goals and objectives for each health priority, as part of the Public Health 3.0 initiative. To support this model, it's essential to understand the key influences of SDoH. Research indicates that a person's zip code often plays a more significant role in determining their health than their genetic code. Therefore, investing in safe and healthy communities is vital, especially for disadvantaged individuals. Achieving equitable goals requires addressing social and physical environments where people live, work, and age. While this is a complex issue, Portage County is working hard to achieve health equity for its citizens. The plan includes strategies such as increasing the number of mental health providers and establishing shared-use agreements between schools and Portage County residents to achieve these goals. ensure each Portage County resident has the proper access to health care and resources to be well.

## Ongoing Data Collection and Analysis

Continuous data collection and analysis from lived experiences help determine factors that may improve the community's health. This approach can also provide insights into what factors can help community members live healthier and longer lives and what might impact their health in the future.

The development of the Portage County Conduit website will help with ongoing data collection throughout this plan. Its purpose is to raise knowledge and awareness in our community about quality-of-life issues and monitor trends as underlying causes. It is also an effective tool for identifying community strengths, challenges, and priorities that help guide and mobilize action to improve life in Portage County.

Data helps monitor progress and determine whether the goals and objectives outlined in this plan have a desired effect on health priorities.



# 2019-2023 Accomplishments

The following are recognized accomplishments from the 2019-2023 CHIPP.

## Alcohol & Other Drug Use



- LifePoint Syring Service Program implemented in September 2021.
- Overdose Fatality Review Team implemented in March 2021.
- Increased AODA educational resources throughout the community.
- Partnered with local EMS to create HOPE Kits as a resource when responding to an overdose call.
- Naloxone boxes were installed on UWSP's campus (17), Stevens Point Police Department's office (1) and the Portage County's Sheriff's office (1).
- Portage County Health and Human Services became a Narcan Direct Program site in June 2022 and a Fentanyl Test Strip Direct Program site in September 2022.

## Healthy Weight



- The Healthy Eating, Active Living (HEAL) Coalition was formed in 2021.
- Continue to participate in the Community Weight Race.
- Awarded grant funding for EBT at Farmers Markets through USDA.
- Developed the Stock Box Program to offer healthy foods to community members 60+ years of age.
- Established indoor walking opportunities for the community.
- Development and implementation of PC Conduit data platform.

## Mental Health



- Development and launch of the mental health navigation website Peace of Mind Portage County.
- Events such as Celebrate Plover, Point Pride Fest, Project Fresh Start, Holiday Parade, Enchanted Forest, and University of Wisconsin Stevens Point Women's Hockey Game were organized to decrease stigma associated with mental health in the community.
- Community outreach events were held to reduce mental health stigma. Events included Celebrate Plover, Point Pride Fest, Project Fresh Start, Holiday Parade, Enchanted Forest, and University of Wisconsin Stevens Point Women's Hockey Game.

# Social Determinants of Health

HPPC identified the following priority areas during the MAPP 2.0 process in collaboration with community members and stakeholders in Portage County. These priority areas are essential to improving the community's health and well-being. Some of these priorities fall outside the traditional scope of public health. However, they impact health outcomes and support Public Health 3.0. The COVID-19 pandemic has highlighted the significance of housing, employment, and social support in how individuals, families, and communities responded to and protected themselves from the virus and its considerable societal impact. Priority areas are more specific and downstream than foundational shifts, but they still require collective improvement efforts.

Although the goals and objectives in this document are static, each health priority has an action plan managed and reviewed annually by the health priority action teams and HPPC. Specific objectives have been established for each of the three main priorities mentioned below to monitor progress toward the common goals of the Portage County Community Health Improvement Plan (CHIP). These overarching objectives serve as a roadmap for executing the Portage County CHIP, and various community partners work towards individual initiatives within each strategy.



## Equitable Opportunity to be Healthy

**Objective 1:** By 2025, identify barriers to accessing and utilizing health and preventative services.

**Objective 2:** By 2028, expand school-aged preventative health services.

**Objective 3:** By 2028, increase the utilization of current public spaces for use by community members.



## Mental Health and Social Wellbeing

**Objective 1:** By 2028, improve collaboration between support programs to increase utilization.

**Objective 2:** By 2028, increase knowledge and awareness of community-based services.

**Objective 3:** By 2028, increase access to mental health services.



## Building a Safe and Thriving Community by Supporting Social and Community Conditions

**Objective 1:** By 2028, advocate for greater presence of health in all policies.

**Objective 2:** By 2028, increase child health and well-being options for families.

**Objective 3:** By 2028, collaborate with community partners to enhance the availability for healthy housing options.

**Objective 4:** By 2028, improve the quality of life for older adults to live independently.

# Equitable Opportunity to be Healthy

## Background Data:

- Although 91% of Community Assessment survey respondents felt health care was available, only 33% of respondents felt that health care was affordable.
- 42% of households without coverage or insurance indicated that it was due to cost, 28% indicated that it was because they were unemployed, 25% indicated that it was not offered by their employer and another 22% stated they were not eligible for health coverage or insurance.
- 23% of respondents to the Community Assessment survey indicated they did not see a dentist when needed during the last year citing affordability and lack of dental insurance as the top reasons, as well as a lack of available dental appointments was an issue, while senior residents indicated they did not have the means to pay for dental care or had no dental insurance as primary reasons for not accessing care.
- Among high school students who drank, 42% had engaged in binge drinking and 38% had their first drink before the age of 13.
- 11% of high school students report using a prescription painkiller without a doctor's prescription and 5% reporting use of an over-the-counter drug to get high.
- In 2021, 33% of high school students who completed the YRBS survey indicated they had felt so sad or hopeless for two or more weeks that they stopped doing some usual activities.
- 50% of overall students, (68% female and 34% male) indicated they had experienced significant problems with anxiety in the last 12 months (2021).
- 13% of students have planned how they would attempt suicide, with 7% that have attempted suicide.

## **Objective 1: By 2025, identify barriers to accessing and utilizing health and preventative services.**

### Strategies:

- Create an action team to identify needs and barriers through already compiled data.
- Produce an executive summary of findings and needs.
- Develop recommendations and action items from the summary.
- Implement action items from recommendations.
- Facilitate collaboration between online resource guides.

## **Objective 2: By 2028, expand school-aged preventative health services.**

### Strategies:

- Identify key community partners in schools to identify preventative health services.
- Access the current curriculum then produce an executive summary of findings/needs.
- Expand preventative health to increase mental health and substance use services in schools and other community settings that serve youth.

## **Objective 3: By 2028, increase the utilization of current public spaces for use by community members.**

### Strategies:

- Analyze and access current community spaces and barriers to usage.
- Explore community efforts that can be used to increase the utilization of public spaces.
- Identify and support community partners to drive initiatives.
- Identify barriers through MAPP community context assessment.

# Mental Health and Social Wellbeing

## Background Data:

- About 14% of residents indicated that they did not seek a mental health provider when needed. This proportion has increased over time and the unavailability of appointments was the main reason identified by respondents.
- 41% of residents stated that the major reason for not seeing mental health providers is the lack of appointments and another 25% indicated that affordability or not knowing how to find providers were impediments.
- According to the 2022 County Health Rankings, Portage County has a Mental Health Provider Rate of only 133 providers per 100,000 population, which is significantly lower than the Wisconsin rate of 236 providers per 100,000 population. Mental health providers may include psychiatrists, psychologists, licensed clinical social workers, counselors, and advanced practice nurses who specialize in mental health care.
- Respondents to the Community Assessment survey felt the top health issues were binge drinking (81%), Prescription (Rx) drug use (80%), and vaping (77%).
- About 14% of residents indicated that they do not have access to internet services at home. The primary reason being the cost of internet services.

## Objective 1: By 2028, improve collaboration between support programs to increase utilization.

### Strategies:

- Identify mental health and social well-being programs that are currently available in Portage County.
- Increase access to mental health and substance use treatment across the continuum of care.
- Expand health, wellness, and safety services to include an AODA navigator in Portage County to help identify support programs.

## Objective 2: By 2028, increase knowledge and awareness of community-based services.

### Strategies:

- Increase resources to expand healthcare navigator services.
- Increase knowledge of community health workers.

## Objective 3: By 2028, increase access to mental health services.

### Strategies:

- Expand access to rural/underserved areas.
- Access local health systems data to determine telehealth service utilization.
- Support efforts to increase the availability and affordability of high-speed internet.
- Use telehealth to relieve capacity or wait time issues.
- Explore the feasibility of a mobile health unit.
- Identify outpatient settings where broadband internet is available.
- Explore the use of an RFP to create contracts for telehealth services.

# Building a Safe and Thriving Community by Supporting Social and Community Conditions

## Background Data:

- In the Community Assessment survey, 80% of respondents felt childcare was available but over half (60%) felt childcare was not affordable.
- Affordable care is defined by the federal government as spending no more than 7% of yearly income on childcare. Unfortunately, in Portage County, families spend an average of 19.4% of their income on childcare.
- Issues cited that contribute to homelessness include lack of affordable housing, physical and/or mental illness, domestic violence, divorce, unemployment, poverty, and low wages.
- In the Community Assessment Survey 59% of respondents spend 30% or more of their income on housing.
- According to the Community Assessment survey, when asked in the open-ended comments section what change they would make, if they could change anything in Portage County to improve their quality of life over the next 5 years, 13% of respondents commented on the quality, availability, and affordability of housing in Portage County for seniors, low income, and the homeless population.
- Overall leading causes of Emergency Department visits for all ages from 2016-2021 in Portage County were: (1) falls, (2) struck by or against object or person (3) motor vehicle, (4) cutting or piercing object, or (5) overexertion (Wisconsin WISH Injury Module).

## Objective 1: By 2028, advocate for a greater presence of health in all policies.

### Strategies:

- Promote health policy that considers health in all policies by establishing effective communication channels. This requires a comprehensive approach that includes access to healthcare, environmental impact, and social determinants of health.

## Objective 2: By 2028, increase child health and well-being options for families.

### Strategies:

- Improve policies that support the affordability of early care and education.
- Increase accessibility of various types of early care and educational opportunities.

## Objective 3: By 2028, collaborate with community partners to enhance the availability for healthy housing options.

### Strategies:

- Increase the number of partners that collect coordinated entry data to support application for Continuum of Care Grant funding.
- Secure Continuum of Care Grant funding to establish more transitional housing.
- Expand case management services for people experiencing or at risk for homelessness.

## Objective 4: By 2028, improve the quality of life for older adults to live independently.

### Strategies:

- Increase participation in Falls Prevention programming including home assessments and Stepping On program.
- Increase cross-promotion of Healthy Aging Programs.
- Increase Falls Prevention programming to decrease the number of ambulance calls.

# Healthy People Portage County Community Members

Alexa Schultz	Stevens Point Area Public School District
Amber Garner	Aspirus Inc.
Amy Fox	Stevens Point YMCA
Andrea Starr	Portage County Justice Program
Angela Roltgen	Portage County Health and Human Services - Division of Public Health
Angela Voss	Boys & Girls Club of Portage County
Annie Wetter	University of Wisconsin Stevens Point
Bob Smith	Aspirus Inc.
Bryar Drexler	Portage County Health and Human Services - Division of Public Health
Carrie Jarosinski	Mid-State Technical College
Chris Klesmith	City of Stevens Point
Chris Weisgram	Portage County Health and Human Services - Division of Public Health
Cindy Piotrowski	Aging and Disability Resource Center
Colin Mitchell	Family Health La Clinica
Gary Garske	Portage County Health and Human Services - Division of Public Health
Holly Fox	Portage County Business Council
Jenny Resch	University of Wisconsin Stevens Point
Jenny Riggerbach	Community Foundation Central Wisconsin
Julie Koontz	Childrens Hospital of Wisconsin
Kelly Borhardt	Childcaring Inc.
Kim Vagueiro	Portage County Health and Human Services
Laura Zelenak	Marshfield Clinic Health Services
Lynn Frost	Portage County Health and Human Services - Division of Public Health
Mae Nachman	United Way of Portage County
Mallory McGivern	University of Wisconsin Extension
Michelle Nelson	Aspirus Inc.
Michelle Van Krey	University of Wisconsin
Penny Schmitt	University of Wisconsin Extension
Ray Przekurat	Pacelli Catholic Schools
Rob Manzke	University of Wisconsin Stevens Point
Ryan Zietlow	Stevens Point YMCA
Sarah Agena	Portage County Health and Human Services - Division of Public Health
Sarah Beversdorf	Aspirus, Inc.
Trina Bierman	CAP Services Inc.
Trina Daniels	Aspirus Inc.

# Resources

## **2022-2023 Portage County LIFE Report**

[https://www.unitedwaypoco.org/sites/unitedwaypoco/files/LIFE Report Final .pdf](https://www.unitedwaypoco.org/sites/unitedwaypoco/files/LIFE%20Report%20Final.pdf)

## **Aspirus Health Community Health Implementation Strategy**

[https://www.aspirus.org/Uploads/Public/Documents/CHNAs/2023/Nov23/2023\\_Merrill\\_Plan.pdf](https://www.aspirus.org/Uploads/Public/Documents/CHNAs/2023/Nov23/2023_Merrill_Plan.pdf)

## **County Health Rankings and Roadmaps What Works for Health**

<https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health>

## **Healthy People 2030**

<https://health.gov/healthypeople>

## **Marshfield Clinic Systems River Region Implementation Strategy**

<https://marshfieldclinic.org/ClinicLocations/Documents/MMC-River-Region-IS-2023.pdf>

## **NACCHO – MAPP 2.0**

<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp>

## **Portage County Conduit**

<https://www.pcconduit.org>

## **Public Health 3.0**

<https://www.naccho.org/programs/public-health-infrastructure/public-health-3-0>

## **Robert Wood Johnson Foundation – Health Equity**

<https://www.rwjf.org/en/library/research/2017/05/what-is-health-equity-.html>

## **Stanford Social Innovation Review – Bringing Soul to the Work of Collective Impact**

[https://ssir.org/articles/entry/bringing\\_soul\\_to\\_work\\_of\\_collective\\_impact](https://ssir.org/articles/entry/bringing_soul_to_work_of_collective_impact)

## **Stanford Social Innovation Review – Collective Impact**

<https://doi.org/10.48558/5900-KN19>

## **Stanford Social Innovation Review for the Collective Impact Forum**

<http://stanford.ebookhost.net/ssir/digital/29/ebook/1/download.pdf>

## **Wisconsin State Health Improvement Plan 2023-2027 Implementation Guide**

<https://www.dhs.wisconsin.gov/publications/p01791c-2023.pdf>

## **Wisconsin State Health Improvement Plan 2023-2027 Summary**

<https://www.dhs.wisconsin.gov/publications/p01791-2023.pdf>