In the summer of 2022, the Park County Health Department (PCHD) convened a group of stakeholders to create our community’s second Community Health Improvement Plan (CHIP). The plan outlines strategies to improve the health of all county residents over the next three years.

At the first CHIP stakeholder meeting, participants selected three priority areas based on the results of the Community Health Assessment (CHA): 1) Children and Families 2) Behavioral Health and 3) Housing and Income Inequality. CHIP participants also selected a number of cross-cutting issues that impact all priority areas. These include “Social Connection” and “Community Building Across the Lifespan”. Within each priority area, the plan outlines targeted strategies designed to improve the health of all county residents, with a focus on increasing social connection and a sense of community for all age groups.

The CHIP partners believe that implementing these strategies will help us achieve our vision for a healthy community.
The CHIP process was led by the Park County Health Department in the summer of 2022. A variety of community health partners including county officials, school staff, librarians, medical providers and non-profit staff were invited to attend. The first meeting was held virtually on June 7th, 2022. The purpose of the first CHIP meeting was “To provide an overview of the purpose of the Community Health Improvement Plan, review community health needs assessment data and begin to develop priorities for action.”

The second meeting was held in person on July 21st, 2022. The purpose of the second CHIP meeting was “To allow group members to explore the current services and gaps in the core areas of work selected for the CHIP and outline priority strategies.” In all, 26 individuals from 18 organizations participated in the process. A full list of participants is included on the following page.

The Health Impact Pyramid

As a framework for the plan, CHIP partners were introduced to the Health Impact Pyramid. Created by the Centers for Disease Control director Dr. Thomas Frieden, the Health Impact Pyramid is a five-tier pyramid that describes the impact of different types of public health interventions and provides a framework to improve health. At the base of the pyramid, indicating interventions with the greatest potential impact, are efforts to address social determinants of health. In ascending order are interventions that change the context to make individuals’ default decisions healthy, clinical interventions that require limited contact but confer long-term protection, ongoing direct clinical care, and health education and counseling. Interventions focusing on lower levels of the pyramid tend to be more effective because they reach broader segments of society and require less individual effort. Combining interventions at each of the levels can achieve the maximum possible sustained public health benefit.
## Participants

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Berg</td>
<td>Park County Commissioner</td>
</tr>
<tr>
<td>Chelsey Murphy</td>
<td>Park County Early Childhood Coordinator</td>
</tr>
<tr>
<td>Colleen Singer</td>
<td>Treatment Court Coordinator</td>
</tr>
<tr>
<td>Dean Williamson</td>
<td>Economic Development Director, HRDC</td>
</tr>
<tr>
<td>Dr. Laurel Desnick</td>
<td>Health Officer, Park County Health Department</td>
</tr>
<tr>
<td>Greg Coleman</td>
<td>Park County Emergency Management</td>
</tr>
<tr>
<td>Greg Holzman</td>
<td>Public Health Consultant</td>
</tr>
<tr>
<td>Holly Sienkiewicz</td>
<td>RN Livingston School Nurse</td>
</tr>
<tr>
<td>Jade Vandal</td>
<td>Loveland Consulting</td>
</tr>
<tr>
<td>Janella Johnson</td>
<td>Park County Human Trafficking Taskforce, L’esprit Community Outreach</td>
</tr>
<tr>
<td>Jena Davison</td>
<td>School Nurse Assistant, Livingston Public Schools</td>
</tr>
<tr>
<td>Jessie Wilcox</td>
<td>Community Heath Coordinator-Livingston Healthcare/LiveWell49</td>
</tr>
<tr>
<td>John Gregory</td>
<td>Program Director, Community Health Partners</td>
</tr>
<tr>
<td>Juanita Bueter</td>
<td>Public Health Nurse, Park County Public Health</td>
</tr>
<tr>
<td>Jude Waerig</td>
<td>Emergency Preparedness Coordinator, Livingston Healthcare</td>
</tr>
<tr>
<td>Katie Loveland</td>
<td>Loveland Consulting</td>
</tr>
<tr>
<td>Krista Dicomitis</td>
<td>Strategic Planning Officer, HRDC</td>
</tr>
<tr>
<td>Lacey England</td>
<td>Public Health Nurse, Park County Health Dept.</td>
</tr>
<tr>
<td>Lisa Harreld</td>
<td>Park County Human Resources, Senior Center Board</td>
</tr>
<tr>
<td>Lisa Sukut</td>
<td>Livingston Park County Public Library-Youth Services Librarian</td>
</tr>
<tr>
<td>Michele Boyd</td>
<td>Livingston Park County Library, Youth services librarian.</td>
</tr>
<tr>
<td>Mollie Waldum</td>
<td>Superintendent, Park County Rural Schools</td>
</tr>
<tr>
<td>Sarah Stands</td>
<td>Community Resilience PCEC</td>
</tr>
<tr>
<td>Shannan Piccolo</td>
<td>Park County Health Department Director</td>
</tr>
<tr>
<td>Steve Caldwell</td>
<td>Park County Commissioner</td>
</tr>
<tr>
<td>Tawnya Rupe</td>
<td>Arthur M. Blank Family Foundation</td>
</tr>
</tbody>
</table>
The CHIP Plan

What is Health?


Our Vision for a Healthy Community

We envision a resilient community in which everyone belongs and can access all they need to thrive.

CHIP members defined a health community as the following:

During the first CHIP meeting, stakeholders identified the following health assets, resources and barriers in Park County:

**Assets and Resources**
- Primary care access
- Philanthropy
- Engaged nonprofits
- Access to public land
- Engaged county leadership
- Active coalitions for behavioral health crisis and health
- Community partnerships

**Barriers**
- Lack of youth engagement and services
- Lack of affordable childcare and early childhood activities and education
- Income inequality and lack of affordable housing
- Lack of behavioral health services, including for crises
- Difficulty reaching underserved communities
- Erosion of trust and social cohesion
- Communities outside of Livingston lack many social services
Using the Health Impact Pyramid, participants were asked to create a map of the assets and resources that currently exist to support the health of children and families in our county.

**Children and Families Resources Map**

### Counseling and Education
- Livingston HeathCare (LHC) Counseling and Parenting Classes
- Southwest Chemical Dependency Program (SWCDP)
- Community Health Partners (CHP) Behavioral Health (must be CHP client)
- CHP/Learning Partners (LP) BH Intern
- CHP Circle of Security Parenting workshop
- Livingston Food Resource Center (LFRC) Counseling
- L’esprit in schools
- F2S Education
- City Sports Leagues
- CHP-Pathways
- TANF

### Clinical or Direct Intervention
- CHP home visiting
- HD First Visit-newborn visits
- Childhood Care Connections (CCC) Childcare grants
- Drug Court (gaps exist)
- Private counseling (gaps exist)

### Long Lasting Protective Interventions
- Peer support groups
- LINKS
- Library Early Childhood Programs
- HRDC Head Start
- Public School Pre-K
- Wiggly Wednesdays- Park County Early Childhood Coalition (PCECC)
- CHP-Book for Families Library and Promoting Reading
- Livingston active transportation coalition

### Changing the Context
- Early Childhood Coalition-Literacy and Reading with Kids
- Park County Housing Coalition
- Long lasting, protective interventions
- Growth Policies - Good plan but implementation may be a gap?

### Socioeconomic
- Wages reform
- School levies
- GAPS: Housing that is affordable and accessible, childcare access

### Social Connections
- Parks, trails, public spaces
- Farmers market
- Churches and bars
- Ag Fairs
- Rodeos
- Sporting events
After the assessment of current assets and resources, participants were asked to identify any gaps in the current system and consider how to improve our response to supporting the health of children and families in our community. Based on this in-depth assessment, which included a review of population level data, group members selected the following goals, strategies and leads for improving health outcomes for children and families in Park County.

**Overarching goal**
A community that supports equity, inclusiveness, diversity and recognizes the strength/value of each member (young, old, abled/disabled etc.), supported by effective programs and public spaces

**Priority populations**
- Eliminate financial and social barriers for all families
- Provide additional supports to underserved populations such as young families, low income and low education families, single parents and families with disabled members or high caregiver burdens

**Children and Families Priority Area #1**

Universal quality (affordable, accessible, inclusive) child care and education

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leads</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher support and education (K-12 and Early Childhood)</td>
<td>PCECC</td>
<td>Long term</td>
</tr>
<tr>
<td>• Increase salaries</td>
<td>Livingston Education Foundation</td>
<td>Housing ASAP</td>
</tr>
<tr>
<td>• Advocacy, regulation and taxes</td>
<td>NY Education Foundation</td>
<td></td>
</tr>
<tr>
<td>• Incentives to work in the industry (childcare for caretakers)</td>
<td>Nonprofits</td>
<td></td>
</tr>
<tr>
<td>• More autonomy</td>
<td>Civic Groups, School districts administration</td>
<td></td>
</tr>
<tr>
<td>• Affordable staff housing, possible stipends</td>
<td>Housing Coalition</td>
<td></td>
</tr>
<tr>
<td>• Improved relationships between employers and employees</td>
<td>PCHD (Park County Health Department)</td>
<td></td>
</tr>
<tr>
<td>• Improve health and wellness opportunities for staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Simplify and standardize social/emotional learning curriculum across grades and school districts countywide</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

# Children and Families Priority Area #2

Increase family resources and engagement, particularly for underserved

## Strategy

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leads</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Community education to encourage use of social safety net programs</td>
<td>• PCHD</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Increase subsidized childcare for working families</td>
<td>• Non-profits, Community Foundations, LINKS,</td>
<td></td>
</tr>
<tr>
<td>• Fund LINKS and other after school programs to allow higher participation at low cost</td>
<td>Headstart, PCECC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Expand Headstart county wide, fund to allow families above poverty level to participate where possible</td>
<td>• Library</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Fund to expand Wiggly Wednesdays countywide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fund expansion of Library toddler/youth programs countywide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase participation in parenting and wellness events</td>
<td>• CHP</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Have childcare and meals available so parents can attend</td>
<td>• PCECC</td>
<td></td>
</tr>
<tr>
<td>• More frequent events to targeted audiences</td>
<td>• PCHD</td>
<td></td>
</tr>
<tr>
<td>• Simplify and standardize programming across grades school districts</td>
<td>• School districts administration</td>
<td></td>
</tr>
<tr>
<td>• Implement trails, active transportation plans, parks plans countywide, improve safe routes to schools and work as well as leisure</td>
<td>• Local government and advocacy- Active transportation coalition</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Adult/child mentorship</td>
<td>• Big Brothers, Big Sisters</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Create a family resources center to unite across income classes</td>
<td>• PCECC</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• PCHD</td>
<td></td>
</tr>
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</table>
Behavioral health assets and resources in Park County

As part of the CHIP process, participants were asked to create a map of the assets and resources that currently exist to address behavioral health in our county utilizing the Health Impact Pyramid.

### Counseling and Education
- Narcan training, outreach
- L’esprit
- SWCDP
- CHP
- LHC
- LiveWell49 (LW49)
- YGBR
- Youth Dynamics
- Rural Behavioral Health Institute (RBHI)
- Rise-SOS
- MSU Extension-YAM-9th grad
- LFRC-counseling
- ASPEN

### Clinical or Direct Intervention
- RBHI-screening and refer to treatment
- LHC-Integrated Behavioral Health
- CHP-Integrated Behavioral Health
- L’esprit
- Mobile crisis response
- Warming Center in Livingston
- ACES training in CHP/ Community Health Center (CHC)
- Child Protection Service (CPS)
- Meals on Wheels

### Long Lasting Protective Interventions
- Jed Foundation
- Learning partners
- Park County Early Childhood Coalition (PCECC)
  - (Big Brothers Big Sisters (BBS))
- Power up-speak out!
- LiveWell49
- Social-emotional learning curriculum simplified and standardized across grades and school districts
- Missing: Peer to peer health promotion/prevention youth/adult (ex. Hope Squad)
- Missing: substance abuse prevention and widespread treatment options
- School Districts
- Headstart
- Missing: violence prevention

### Changing the Context
- Harm reduction-Narcan
- PCRS 360
- Youth court services
- Into the wilderness therapy
- Human Trafficking Taskforce
- Head Start
- LINKS
- CIT

### Socioeconomic
- HRDC Programs
- Housing Coalition

### Social Connections
- Phoenix
- Movement Collaborative
- Family Nights-L’esprit
- Rec department
- Summer lunch (F25, LSD)
- Senior Center
- Loaves and fishes
- 4H, FFA
- Active transportation-parks and trails
After the assessment of current assets and resources, participants were asked to identify any gaps in the current system and consider how to improve our prevention, promotion and treatment of behavioral health concerns in our community. Based on this in-depth assessment, which included a review of the behavioral health population level data, group members selected the following goals and strategies for improving behavioral health outcomes in Park County.

**Overarching goal**

Park County as a great place to raise a family and grow old, that provides the full continuum of behavioral health prevention, treatment and recovery support to all.

**Priority populations**

- Low socioeconomic status
- < 18 years old
- Seniors

**Behavioral Health Priority Area #1**

**Collaboration and community connections**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leads</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Encourage more local, low cost, consistent activities for all ages with a relationship building agenda (e.g. National Night Out)</td>
<td>• PCHD, LW49</td>
<td>1 Year</td>
</tr>
<tr>
<td>• Create neighborhood connections and build community leaders in neighborhoods</td>
<td>• PCHD, LW49</td>
<td>1 Year</td>
</tr>
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</table>
### Behavioral Health Priority Area #2

#### Access to BH services across the continuum of care

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leads</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strengthen and resource crisis response coalitions</td>
<td>• Park County Crisis Coalition</td>
<td>Current</td>
</tr>
<tr>
<td>• Assist LAC Drop-in Center project</td>
<td>• Local Advisory Council (LAC)</td>
<td>Current</td>
</tr>
<tr>
<td>• Social-emotional learning curriculum simplified and standardized across grades and school districts, addition of peer to peer health promotion/prevention</td>
<td>• JED, PCHD, LW49, PC360, school district administration, private</td>
<td>Current</td>
</tr>
<tr>
<td>• Support sober living (non-alcohol, SUD based)</td>
<td>• Phoenix, SWCD, L’esprit</td>
<td>Current</td>
</tr>
</tbody>
</table>
Housing and Income Inequality assets and resources in Park County

As part of the CHIP process, participants were asked to create a map of the assets and resources that currently exist to address housing affordability and combat income inequality using the Health Impact Pyramid.

**Counseling and Education**
- **Existing resources**
  - HRDC-mortgage management, budgeting, financial management
- **Missing resources**
  - Job service
  - Quality of education

**Changing the Context**
- **Existing resources**
  - Governor’s Task Force
- **Missing resources**
  - Land trust could be an opportunity
  - Lack of veteran’s housing
  - Lack of Habitat for Humanity
  - Mental health Housing
  - Housing for individuals with a felony record
  - Vacation rentals reduce available long term rentals

**Long Lasting Protective Interventions**
- **Existing resources**
  - HRDC-Sherwood, Gardiner project, little houses, old hospital, Miles Building
  - NYEF-Teacher housing in Gardiner
  - View Vista-CDBG
  - Park County Housing Coalition
  - Senior Center apartments

**Clinical or Direct Intervention**
- **Existing resources**
  - HRDC-rental assistance
  - Sober living, short term
  - Warming center-October-March
  - Counterpoint-Group Homes
  - SNAP-state and federal benefits
  - Free and Reduced Lunch Program
  - Loaves and fishes
  - Gardiner food bank, LFRC
  - Meals on Wheels

**Socioeconomic**
- **HRDC Programs**
- **Housing Coalition**

**Social Connections**
- **Missing resources/gaps**
  - Wage gap
  - Federal Poverty Level not keeping pace with local economy
  - Seasonal economy
  - Supply problem
  - Government incentives
  - Reckoning with the real estate market?
  - Broadband gap
After the assessment of current assets and resources, participants were asked to identify any gaps in the current system and consider how to improve our system for helping Park County residents find and maintain affordable housing and afford to meet their basic needs. Based on this in-depth assessment, which included a review of the available population level data, group members selected the following goals and strategies for improving housing access and income inequality outcomes in Park County.

**Overarching goal**

All Park County residents have the opportunity to have safe and stable housing along with the ability to work and earn a living wage.

**Priority populations**

- Low to medium income

### Housing and Income Inequality Priority Area #1

**Increase Affordable Housing**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Leads</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Land trust</td>
<td>• HRDC, Housing Coalition</td>
<td>Not started</td>
</tr>
<tr>
<td>• Regulations-state and local level</td>
<td>• Local Governments, developers, realtors</td>
<td>Not started</td>
</tr>
<tr>
<td>• Vacation rentals</td>
<td></td>
<td></td>
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<tr>
<td>• Zoning</td>
<td></td>
<td></td>
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<tr>
<td>• Development of affordable housing requirements</td>
<td></td>
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<tr>
<td>• Continue to leverage community resources-HRDC, Habitat for Humanity and other nonprofits</td>
<td></td>
<td>Started</td>
</tr>
<tr>
<td>• Data-collection to define problem and possible solutions</td>
<td>• Park County Housing Coalition</td>
<td>Started</td>
</tr>
</tbody>
</table>
### Economic Inequality

#### Strategy
- Bring back public services
- Job service
- Office of public assistance
- Create emergency fund for individuals, specifically emergency transportation, temporary housing
- Philanthropist summit. Share CHIP information, community demographics with intention to align priorities for funding and countywide program development

#### Leads
- Local government, local representatives, state
- County government and community leaders
- County government and community foundations and leaders
- PCHD

#### Timeline
- Not started
- Not started
- Not started