Eastern Jackson County Community Health Improvement Plan

Presented by
Jackson County Public Health

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A Letter to the Community

A COMMUNITY'S HEALTH IS GREATER THAN THE SUM OF ITS PARTS.
Most of us do our best to make healthy choices for ourselves and our families, but disparate resources and limited options can be barriers to our well-being. Social drivers of health, including access to quality healthcare, economic stability, education, community and social context, and the built environment, affect our physical and mental health throughout the lifespan. When we understand the complexity of health, we realize the necessity of using nuanced, adaptive tools to address the causes of poor health and well-being in our communities.

With this understanding, we are proud to present Year 1 of the Community Health Improvement Plan for Eastern Jackson County (EJC). This plan represents a shared vision for our community, built through cross-sector collaboration and innovation from organizations and community members from all walks of life. This vision began to take shape in June 2023 at the inaugural EJC Community Health Summit when community members and stakeholders identified mental and behavioral health and housing and economic stability as two of the most pressing community health challenges facing Eastern Jackson County. A community-led, systems-focused approach allows us to see the forest and the trees – the disparate health outcomes our neighbors experience and the barriers and bridges that get us closer or farther away from health, safety, and connection.

Together, we have identified a process that moves us towards systemic change where we can begin to address some of the root causes of poor mental health outcomes, and housing and economic instability in Eastern Jackson County. Based on community surveys, focus groups, and reliable data sources, three priority questions have emerged which drive the strategies of this CHIP.

- **How do we improve mental and behavioral health outcomes for EJC residents?**
- **How do we ensure access to safe, healthy, and affordable housing in EJC?**
- **How do we expand pathways to economic stability for EJC residents?**

To answer these questions, a diverse array of community partners have committed themselves to co-designing a systems approach, working in alignment toward a shared vision of the future in which all members of our community are able to live their healthiest lives. This report represents the beginning of an ambitious journey toward community health improvement for all. We hope you will join us.

Yours in partnership,

BRIDGETTE SHAFFER, MPH
JCPH HEALTH DIRECTOR

CHIP Timeline

MAPP PROCESS

MAR 2022 — Mobilizing for Action through Planning & Partnerships 2.0 pilot process begins

OCT 2022 — InCoLab established

JAN 2023 — Community Health Survey distributed to the public

FEB 2023 — First meeting of the InCoLab Innovators Network

MAR 2023 — Community Partner Survey distributed to regional organizations

COMMUNITY HEALTH IMPROVEMENT PLAN — PHASE I

JUN 2023 — Inaugural EJC Community Health Summit; Community Health Innovation Labs launched

SEP 2023 — First official meetings of the EJC Mental & Behavioral Health Lab and the EJC Housing & Economic Stability Lab

DEC 2023 — 2023 Community Health Assessment (CHA) report published

FEB 2024 — Community health focus group series begins

MAR 2024 — First iterations of the Mental & Behavioral Health and Housing & Economic Stability System Maps developed

MAY 2024 — Community health focus groups series is completed

JUN 2024 — Community health improvement leverage points identified

COMMUNITY HEALTH IMPROVEMENT PLAN — PHASE II

AUG 2024 — 2024 EJC Community Innovation Summit; Phase II partners and strategies identified

SEP 2024 — CHIP Phase II implementation plan finalized

OCT 2024 — CHIP Phase II implementation begins

Introduction to Community Health Improvement

WHAT IS A COMMUNITY HEALTH IMPROVEMENT PLAN?

Local public health agencies, including county and city health departments, are tasked with episodically conducting a broad assessment of their community's health and well-being and using the findings from that community health assessment (CHA) to inform a multi-year Community Health Improvement Plan (CHIP). Jackson County Public Health (JCPH) serves the Eastern Jackson County (EJC) community, which includes the cities of Blue Springs, Buckner, Grandview, Grain Valley, Greenwood, Lake Lotawana, Lake Tapawingo, Lee's Summit, Levasy, Lone Jack, Oak Grove, Raytown, River Bend, Sibley, and Sugar Creek, as well as unincorporated areas of Jackson County.

By carrying out a CHIP, JCPH assured the community that we adhere to the highest standards of public health practice as recognized by the Public Health Accreditation Board. A CHIP also has broader implications because it serves as a mechanism for community organizations to co-design strategic solutions in order to affect change. Therefore, JCPH is not the sole owner of this CHIP; rather, it will be owned by multiple groups with diverse perspectives, all seeking to enhance the health and well-being of EJC residents.

UNDERSTANDING THE COMMUNITY'S HEALTH

To better understand the health status, perspectives, and needs of the community, JCPH conducted a Community Health Assessment (CHA), which included a community survey, an organizational partner survey, and individual interviews and focus group conversations. In 2022, JCPH received funding from the National Association of City and County Health Officials to pilot the Mobilizing for Action through Planning and Partnerships (MAPP) 2.0 process. The JCPH team transformed the MAPP Community Status Assessment tool into the EJC Community Health Survey, inviting residents to share perspectives on their individual, family, and community health experiences. In early 2023, the EJC Community Health Survey was distributed to thousands of randomly selected households throughout Eastern Jackson County communities using GIS mapping tools and unique numerical codes assigned to each recipient. Communities that were underrepresented in previous data gathering efforts received additional surveys in order to increase participation. Recipients were incentivized to complete the survey on paper or digitally and were eligible to receive gift cards after completion. At the close of the survey, JCPH received more than 1,500 responses.

The MAPP 2.0 process was designed to incorporate multiple data sources. In addition to the Community Health Survey, the JCPH Core Team adapted the MAPP Community Partner Assessment tool into a digital survey to gain insight into the priorities, capacities, and strategies of community-based organizations, social services providers, religious organizations, healthcare providers, and other community assets. Representatives from more than 50 community organizations serving Eastern Jackson County completed the digital Community Partner Assessment. Findings from the Community Health Survey and the Community Partner Assessment survey, along with secondary data and research, were synthesized and published in December 2023. Lastly, the JCPH team collaborated with the University of Kansas Center for Community Health and Development to complete the MAPP Community Context Assessment. Five focus groups addressing key priority health issues and engaging underrepresented community members were held in early 2024 in order to guide the strategic development of the CHIP.

THE INCEPTION OF INCOLAB: A CONTAINER FOR SYSTEMS-DRIVEN PROCESSES

Long before the launch of the 2022-2027 CHIP, JCPH leaders envisioned an innovative and holistic approach to addressing community health challenges in Eastern Jackson County. The beginning of the CHIP process provided an opportunity to establish this new way forward. The JCPH Core Team, a cross-divisional group of staff providing backbone support for the CHIP, conducted a power analysis of stakeholders in various sectors, from more conventional partners, such as hospitals, primary care providers, school districts, and municipal governments, to new community champions in social services, mental and behavioral health, media, public libraries, faith communities, legal services, affordable housing, and workforce development. This analysis yielded deeper understanding of influence, connectedness, and decision-making in Eastern Jackson County, a framework that would inform every aspect of the CHIP process.

Drawing from the work of national thought leaders and regional best practices, JCPH established InCoLab (innovation + community + lab), an emerging coalition that would serve as the container for an innovative CHIP process. As a "container," InCoLab provides structure, tools, and support to address systemic challenges impacting the health of the community. The JCPH Core Team serves as the backbone of InCoLab, engaging in learning, development, and research to sharpen their skills, as well as facilitating thoughtful relationship-building and community engagement.

The JCPH Core Team also used the findings from the power analysis to identify the inaugural members of the CHIP steering committee, the InCoLab Innovators Network. The Innovators Network convened for the first time in February 2023 and grew in number and responsibility through the first phase of the CHIP. The Innovators Network would also serve as the founding members of InCoLab, functioning as co-designers throughout the CHIP process.

WHAT IS THE INNOVATORS NETWORK?

In winter of 2022-23, the JCPH team recruited a group of multi-sector community leaders with stakes in addressing the pressing community health issues impacting the EJC community. This group of leaders would become the inaugural cohort of the Innovators Network, providing insight, leadership, and subject matter expertise to the Community Health Improvement Process as co-designers, collaborators, and early adopters of the systems approach. In addition to backbone support from JCPH, the 2023-24 Innovators Network consists of:

Emily Becker
Mid-Continent Public Library

Gabriela Flores, MSM
Metropolitan Community College

Edwin Kraemer, MD
UMKC School of Medicine/Lee's Summit Wellness Commission

Candace Ladd, MSW
*Heartland Center for Jobs & Freedom (*Housing & Economic Stability Lab Lead Agency)*

Jennifer Manuleleua
Community Services League

Bridget McCandless, MD
Community Member

Merideth Rose, MPA
*Cornerstones of Care (*Mental & Behavioral Health Lab Lead Agency)*

Jose Torres
Culture Journey, LLC

Rob Whitten, LPC
*Children's Services Fund of Jackson County (*Mental & Behavioral Health Lab Lead Agency)*

SELECTING CHIP PRIORITIES

Over the course of April and May 2023, members of the Innovators Network identified six essential criteria for determining CHIP priorities:

1. Adaptive challenge
2. Addresses disparities and promotes equity
3. Community identified
4. Evidence base
5. Health impact
6. Practicality

These criteria were then weighted using a prioritization matrix. Once weighted, the criteria were utilized at the first ever EJC Community Health Summit in June 2023. This two-day convening gathered members of the Innovators Network, prior CHIP partners, Community Partner Assessment survey respondents, representatives from previously uninvolved community organizations, and EJC residents for a deep-dive into the Community Health Assessment data and a robust conversation about innovative approaches to wicked, systemic issues.

On the first day of the Summit, participants were oriented to the Community Health Improvement Process and given both structured and unstructured space to analyze community health data and discuss with their colleagues. During the "Data Walk" sessions, facilitators presented sets of posters featuring data sets from the Community Health Assessment, visualizations, and narratives about health strengths and challenges to each group. Throughout four rounds of the Data Walk, participants encountered stories about the follwoing social determinants of health:

- Community connection and quality of life
- Violence and safety
- Access to healthcare
- Mental and behavioral health
- Education and childcare
- Transportation
- Economic stability
- Affordable housing

In groups, participants discussed what they learned from the posters and what aligned with or challenged their prior assumptions or beliefs, their professional expertise, and their lived experiences. Notetaking sheets prompted discussion with guiding questions about who is most impacted by the issue presented on the poster, where disparities emerge, and community perception of the issue. After robust discussion and reflection, participants had the opportunity to vote for the community health challenge that they believed should serve as a focus for the 2022-2027 EJC Community Health Improvement Process. Using the prioritization matrix criteria developed by the Innovators Network and a Menti virtual survey, Summit participants identified **affordable housing and economic stability** (tied), and **mental and behavioral health** as the most pressing community health concerns of the moment. Starting on the second day of the Summit, attendees participated in the first convening of the EJC Housing & Economic Stability Lab (HES) and the EJC Mental & Behavioral Health Lab (MBH). These attendees were the founding members of the community health innovation labs that would go on to lay the foundation for the Community Health Improvement Process.

CHIP Priorities

MENTAL & BEHAVIORAL HEALTH & **HOUSING & ECONOMIC STABILITY**

InCoLab
CORE VALUE STATEMENTS

INCLUSIVITY
All people who live, work, visit, and play here are important.

HEALTH EQUITY
All people have access to opportunities and support that enable them to be healthy.

COMMON GOOD
We share responsibility for improving health for all people.

THE ROLE OF THE INNOVATION LABS

Two community health innovations labs launched following the 2023 Summit. These labs serve as containers for the systems practice approaches that support root cause analysis, leverage point identification, and strategic planning and implementation to address inequitable and poor outcomes related to housing, poverty, mental health, and substance use.

The HES and MBH Labs convene monthly and work collaboratively through systems practice exercises to better understand the root causes of housing and socioeconomic inequities, as well as mental and behavioral health challenges and disparities in Eastern Jackson County. The innovation labs follow a phased approach. Phase I began in June 2023 with the official process kick-off and priority identification at the EJC Community Health Summit and will conclude in July 2024 with the development of strategies and objectives for each priority lab. Phase II will begin in August 2024 with the EJC Community Innovation Summit and will conclude in June 2025 after the first year of strategic implementation. Phase III will continue from July 2025 through the end of the Community Health Improvement Process in 2027.

JCPH staff provide backbone support to the innovation labs, facilitating systems practice exercises, leading participants through root cause analysis activities, and convening partners for collaboration. The JCPH Core Team utilizes tools and resources from a wide range of thought-leaders, including the Omidyar Group's Systems Practice workbook and course, Systems Design Lab, the Public Health Regenerative Leadership Synergy (PHEARLESS) Initiative, MAPP 2.0, IDEO U's Human-Centered Systems Thinking course, and publications by David Peter Stroh, Donella Meadows, and many others.

Mental & Behavioral Health

EJC MENTAL & BEHAVIORAL HEALTH LAB GUIDING STAR

In Jackson County, all systems are designed to uplift mental health as health. We envision a resilient community in which all residents are valued, belong, and have equitable, affordable, and timely access to appropriate, evidence-based, high-quality, and culturally responsive mental and behavioral health services. We commit to help heal past traumas, to help prevent future traumas, and to support and include people with diverse mental health experiences.

KEY MENTAL & BEHAVIORAL HEALTH PARTNERS

Organizations participating in the EJC Mental & Behavioral Health Lab during Phase I include:

- Children's Services Fund of Jackson County *(Lead Agency Partner)*
- Cornerstones of Care (Lead Agency Partner)
- AcruxKC
- Child Abuse Prevention Association
- Child Protection Center
- Community Services League
- Comprehensive Mental Health Services
- Culture Journey
- Health Forward Foundation
- Jackson County Community Mental Health Fund
- Kansas City Health Collaborative
- Kansas City VA Hospital
- Lee's Summit CARES
- Lee's Summit Wellness Commission
- Metropolitan Community College
- Oak Grove R-6 School District
- ReDiscover Mental Health
- Swope Behavioral Health
- University of Missouri Extension

How do we improve mental and behavioral health outcomes for EJC residents?

Housing & Economic Stability

EJC HOUSING & ECONOMIC STABILITY LAB GUIDING STAR

All individuals, families, and communities in Eastern Jackson County are able to meet their basic needs sustainably and with dignity, including access to healthcare, nutritious food, safe shelter, clothing and hygiene, education, access to information, and transportation. When these needs are fulfilled, economic stability creates a pathway to improved health and well-being, personal growth, and investment in the future.

KEY HOUSING & ECONOMIC STABILITY PARTNERS

Organizations participating in the EJC Housing & Economic Stability Lab during Phase I include:

- Heartland Center for Jobs & Freedom *(Lead Agency Partner)*
- Alive & Well Communities
- BestyBnB
- Bishop Sullivan Center
- City of Sugar Creek
- Community Services League
- Full Employment Council
- Greater Kansas City Coalition to End Homelessness
- Hillcrest Transitional Housing
- Hope House
- KC Tenants
- Lee's Summit Christian Church
- Lee's Summit Wellness Commission
- Mid-America Regional Council
- Mid-Continent Public Library
- Pawsperity
- Sisters in Christ
- Truman Heritage Habitat for Humanity

How do we expand pathways to economic stability for EJC residents?

How do we ensure access to safe, healthy, and affordable housing in EJC?

Phase I Strategies

Phase I of the EJC CHIP began in June 2023 with the convening of the EJC Community Health Summit and ended in July 2024 with the development of a strategic agenda for implementation in 2024-2025. This phase of work focused on the launch and development of two community health innovation labs, the EJC Mental & Behavioral Health Lab, and the EJC Housing & Economic Stability Labs. These Labs convened monthly between September 2023 and July 2024. At every meeting, JCPH Core Team staff facilitated discussions and activities to support root cause analysis of systemic community health challenges, as well as container- and relationship-building activities to strengthen the working relationships between members and the larger group.

The strategies implemented during Phase I generated significant work products, including two comprehensive system maps, although much of the strategic intervention was focused on the internal work of the groups. The work created in Phase I will scaffold Phases II and III and build a strong foundation for the CHIP's community-facing strategies.

Phase I goals, objectives, strategies, tactics, and outcomes were tracked and updated in a digital work plan maintained by JCPH's Community Initiatives Coordinator. Updates, outcomes, and action steps were shared with Lab members and the Innovators Network at each monthly meeting, as well as in post-meeting emails, and in shared Dropbox folders that all Lab members can access.

PHASE 1 GOAL

Using a system-thinking approach, identify root causes, themes and patterns within the mental and behavioral health system and the housing and economic stability system in Eastern Jackson County.

GOAL	OBJECTIVE	BASELINE		OUTCOME	
		MBH	**HES**	**MBH**	**HES**
Using a system-thinking approach, identify root causes, themes and patterns within the mental and behavioral health system and the housing and economic stability system in Eastern Jackson County.	Enumerate the key forces that contribute to current outcomes in the MBH and HES systems.	0 key forces identified	0 key forces identified	67 key forces identified	106 key forces identified
		0 system patterns identified	0 system patterns identified	12 system patterns identified	14 system patterns identified
	Identify the upstream causes and downstream effects of each key system pattern.	0 cause & effect analyses completed	0 cause & effect analyses completed	12 cause & effect analyses completed	14 cause & effect analyses completed
	Develop visual representations of cause and effect relationships to describe systemic cycles contributing to current outcomes.	0 visual representations	0 visual representations	24 causal loops generated	23 causal loops generated
	Connect causal loops to create visual representations of current systems.	0 visual representations	0 visual representations	1 system map generated	1 system map generated
	Identify opportunities for leverage to improve community health outcomes.	0 opportunities for leverage	0 opportunities for leverage	• 2 opportunities for leverage identified • 7 strategic pathways identified	• 3 opportunities for leverage identified • 10 strategic pathways identified

Enumerate the key forces that contribute to outcomes in the current mental and behavioral health, and housing and economic stability systems in Eastern Jackson County.

Strategy 1.1

By October 31, 2023, the MBH Lab and the HES Lab will participate in workshops facilitated by JCPH Core Team staff to identify the key forces contributing to the current outcomes in the mental and behavioral health and housing and economic stability systems.

Owner
Jackson County Public Health

Tactics

JCPH Core Team staff designed and facilitated key forces workshop, adapted from Omidyar Group's System Practice Workbook.

JCPH Core Team synthesized key forces to identify influential themes and patterns in each system.

Mental & Behavioral Health Outcomes

Key Forces workshop was implemented with the MBH Lab on Tuesday, Oct. 10, 2023. MBH Lab members identified **41 inhibiting factors and 26 enabling factors (67 total)**. These forces were clustered into **12 key systemic themes/patterns**.

MBH System Patterns

- **Lack of diverse and culturally response workforce**
- Social exclusion of youth and adults with mental illness
- **Barriers to accessing mental health services**
- Lasting impacts of oppressive policies and practices
- Negative perceptions of mental health and mental illness
- Unmet basic needs
- Inadequate investment in mental health
- Growing awareness of trauma-informed school practices
- **Reducing barriers to mental and behavioral health services**
- **Community-embedded support services**
- **Opportunities to grow and diversify the mental health provider pipeline**
- Normalizing mental health

Housing & Economic Stability Outcomes

Key forces workshop was implemented with the HES Lab on Wednesday, Oct. 11, 2024. HES Lab members identified **72 inhibiting factors and 34 enabling factors (106 total)**. These forces were clustered into **14 key systemic themes/patterns**.

HES System Patterns

- Barriers to accessing services
- **Lack of political will to address the affordable housing crisis**
- Lack of quality and affordable childcare and transportation
- Systemic oppression and marginalization
- Lack of diverse representation in leadership roles
- Vicious cycle of poverty
- Institutional criminalization of poverty
- **Obstacles to safe and healthy housing for all**
- **Opportunities for economic stability**
- Changing public discourse
- Resources meeting basic needs
- **Social investment driving development**
- **Policies for healthy communities**
- **Opportunities for regional collaboration**

Identify the upstream causes and downstream effects of each key theme/pattern in the MBH and HES systems.

Strategy 2.1

By November 30, 2023, the MBH Lab and the HES Lab will participate in workshops facilitated by JCPH Core Team staff to generate upstream causes and downstream effects of current system patterns/themes, including policies, organizational and individual practices, and cultural norms, beliefs, and mental models.

Owner

Jackson County Public Health

Tactics

- JCPH Core Team staff designed and facilitated cause and effect workshops, adapted from the Omidyar Group's System Practice Workbook.
- Lab members work in small groups to create charts demonstrating the upstream causes (e.g. policies, mental models, cultural practices) and downstream effects (e.g. individual behaviors, service utilization).
- JCPH Core Team staff conducted additional cause and effect exercises to further identify the root causes and impacts of each theme/pattern.

Mental & Behavioral Health

Cause and effect workshop was implemented with the MBH Lab on Tuesday, Nov. 14, 2024 over Zoom.

Outcomes

MBH Lab members utilized Canva whiteboard tools over Zoom to generate **structural, attitudinal, and interactional causes of the 12 identified MBH system patterns**, as well as structural, attitudinal, and interactional effects of these patterns.

Housing & Economic Stability

Cause and effect workshop was implemented with the HES Lab on Wednesday, Nov. 15, 2023 over Zoom.

Outcomes

HES Lab members utilized Canva whiteboard tools over Zoom to generate **structural, attitudinal, and interactional causes of the 14 identified HES system patterns**, as well as structural, attitudinal, and interaction effects of these patterns.

OBJECTIVE 3

Develop visual representations of cause and effect relationships to describe systemic cycles contributing to the current outcomes.

Strategy 3.1

By February 29, 2024, the MBH Lab and the HES Lab will participate in causal loop activities facilitated by JCPH Core Team staff to draft visual representations of each system's cause and effect relationships and outcomes.

Owner
Jackson County Public Health

Tactics

- JCPH Core Team staff designed and facilitated causal loop workshops, adapted from the Omidyar Group's System Practice Workbook and David Peter Stroh's *Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results*.
- Using Canva whiteboards for the virtual workshop and index cards labeled with cause and effect factors and the "sticky wall" in-person, Lab members worked in small groups to create visual representations of the cause and effect relationships they elucidated during the cause and effect workshops in November 2023.
- JCPH Core Team members conducted additional causal loop activities to create additional representations.
- JCPH Core Team members began the process of linking and combining causal loops to develop visual maps of each system.

Mental & Behavioral Health

Causal loop workshops were implemented with the MBH Lab on Tuesday, Jan. 9, 2024 over Zoom and Tuesday, Feb. 13, 2024 in-person.

Outcomes

MBH Lab members generated **24 causal loops**.

Housing & Economic Stability

Causal loop workshops were implemented with the HES Lab on Wednesday, Jan. 10, 2024 over Zoom and Wednesday, Feb. 21, 2024 in-person.

Outcomes

HES Lab members created **23 causal loops** representing the systemic patterns and themes.

OBJECTIVE 4

Connect causal loops to create visual representations of the current mental and behavioral health and housing and economic stability systems.

Strategy 4.1

By April 30, 2024, the MBH Lab and the HES Lab will develop system maps through activities facilitated by JCPH Core Team staff.

Owner

Jackson County Public Health

Tactics

- JCPH Core Team staff designed and facilitated systems mapping workshops, adapted from the Omidyar Group's System Practice Workbook, the IDEO U Human-Centered Systems Thinking curriculum, and David Peter Stroh's *Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results*.
- During the initial exploration of the system maps, Lab members used sticky notes and markers to edit and iterate on draft system maps broken into quadrants, moving to each quadrant in small groups like a gallery walk.
- In the next iteration, Lab members worked individually and in small groups using system maps and a set of guiding questions to identify the "deep structure" or overarching narrative of each system, as it currently exists.

Mental & Behavioral Health

Initial system mapping workshops were implemented with the MBH Lab on Tuesday, March 12, 2024.

Outcomes

Lab members generated dozens of edits and recommendations, which were incorporated into the next iteration of the EJC MBH System Map.

The next system mapping workshops, as well as the Systemic Problem Statement activity, were implemented with the MBH Lab on Tuesday, April 9, 2024. **49 responses** to five guiding questions were analyzed and synthesized into the following **MBH Systemic Problem Statement**:

- We are trying to move from a system that is outdated, embedded with oppression and racism, that sustains the status quo, fails to prioritize early intervention, and relies on individual responsibility, toward a system that is designed collaboratively to uplift mental health as health.

Housing & Economic Stability

Initial system mapping workshops were implemented with the HES Lab on Wednesday, March 13, 2024.

Outcomes

Lab members generated a large number of edits and recommend -ations for the system map, which were incorporated into the next iteration of the EJC HES System Map by JCPH Core Team staff.

The next system mapping workshops, as well as the Systemic Problem Statement activity, were implemented with the HES Lab on Wednesday, April 10, 2024. **56 responses** to five guiding questions, plus 20 additional remarks, were analyzed and synthesized into the following **HES Systemic Problem Statement**:

- We are trying to move from a system that maintains the status quo through wealth disparities, disconnected decision-makers, and limited access to the pathway to financial security toward a system that supports all individuals, families, and communities to meet their basic needs sustainably and with dignity.

OBJECTIVE 5

Using in-depth knowledge of the system and the visual representations, identify opportunities for leverage to improve community health outcomes in the mental and behavioral health and housing and economic stability systems.

Strategy 5.1

By June 30, 2024, the MBH Lab and the HES Lab will participate in leverage point workshops facilitated by JCPH Core Team staff to generate opportunities for leverage and potential strategic pathways for intervention in each system.

Owner

Jackson County Public Health

Tactics

JCPH Core Team developed a set of prioritization criteria, based on the scope of the CHIP efforts, the criteria used in June 2023 to identify CHIP health priority areas, and the goals and values of InCoLab, including:

- **Starting point**: A leverage point is a starting place. Is this factor a starting place or does it make more sense as a strategy, tactic, or long-term ripple effect?
- **Regional scope**: Can this factor be addressed at a regional level in Eastern Jackson County (e.g. will not require state or federal level intervention)?
- **Timeframe**: Can this factor reasonably be impacted within 3-5 years?
- **Systemic change**: Would impacting this factor make a change to the entire system? Or would it be limited to one organization or community?
- **Multiple interventions**: Could this factor be impacted at multiple levels through various types of interventions (e.g. policy change, organizational collaboration, programmatic change)?

At the initial leverage point workshop, Lab members worked in small groups utilizing the prioritization criteria to identify locations on the system maps in which there was energy or potential for change and interventions that would have significant systemic impact.

At the next leverage point workshop, Lab members collaborated to generate potential strategic pathways and prioritized them by level of impact and level of effort.

Mental & Behavioral Health

Leverage point workshops were implemented with the MBH Lab on Tuesday, May 14, 2024 and June 11, 2014.

Outcomes

Lab members identified potential opportunities for leverage in two key areas and the following strategic pathways:

- **Retention, support, and development of a diverse mental and behavioral health workforce**
  - Diverse provider pipeline
  - Culturally responsive mental and behavioral health providers
  - Institutional readiness to address racism and systemic oppression
- Expanded access to high-quality mental health services.
  - Services embedded in the community
  - High quality of care
  - Inclusive and restorative (non-punitive) approach to challenging behaviors and trauma responses
  - Investment in treatment and prevention

OBJECTIVE 5

Using in-depth knowledge of the system and the visual representations, identify opportunities for leverage to improve community health outcomes in the mental and behavioral health and housing and economic stability systems.

Housing & Economic Stability

Leverage point workshops were implemented with the HES Lab on Wednesday, May 15, 2024 and Wednesday, June 12, 2024.

Outcomes

Lab members identified the potential opportunities for leverage in three key areas and the following strategic pathways:

- Legal protections to keep tenants safe healthy and housed
  - Eviction prevention and tenants' right to counsel policy
  - Proactive rental inspection policy
  - Source of income discrimination prohibition policy
  - Status and identity protection policies
- More safe, affordable housing
  - Local zoning policies and practices
  - Creative financing, incentives, and capital for new affordable housing development
  - Mitigating the effects of investor ownership on the housing market
- Communities that work for everyone
  - Access to and availability of living wage employment
  - Access to benefits and paid sick leave
  - Understanding of need, demand, and support for public transportation in Eastern Jackson County

Phase II

Phase II of the EJC CHIP will begin in August 2024 at the EJC Community Innovation Summit and close at the end of July 2025, following the first year of strategic implementation. InCoLab members, EJC residents, and other community stakeholders will finalize the 2024-25 strategic agenda at the Community Innovation Summit. Strategies will include data gathering and shared data analysis, literature and case reviews, policy recommendations, and strategic partnerships and collective impact initiatives. JCPH will continue providing backbone support to InCoLab and the CHIP initiatives, although Lab Lead Agency partners and other organizations will be responsible for completing and enacting specific strategies.

REVIEW & REVISION PROCESS

In order to ensure the relevance of the EJC CHIP priorities and the effectiveness of the strategies and interventions, the CHIP will be reviewed regularly by JCPH Core Team staff and InCoLab leaders. Throughout the year, JCPH Core Team staff will be responsible for coordinating with CHIP partners and Lead Agencies to collect data, track outcomes, and provide quarterly progress updates. At the end of each fiscal year/implementation cycle, JCPH Core Team staff will conduct an in-depth review and provide annual reports and presentations, including descriptions of progress toward objectives, barriers encountered, successes, and other key events or contextual information (e.g. staffing turnover, new or changed funding).

TRANSPARENCY & ACCOUNTABILITY

CHIP data and progress will be tracked and made available on the JCPH website using dashboards and reports. This information will be readily available to community members, elected officials, and other stakeholders.

REVIEW COMPONENTS

During the review process, JCPH Core Team staff will evaluate CHIP progress and outcomes and identified considerations will be assessed on a regular basis. Considerations may include:

1. **Relevance**: Has there been a significant change in the conditions surrounding this strategy (e.g. a new law or ordinance was passed)?

2. **Resource availability**: Has there been a significant change in the available resources required or designated to implement this strategy (e.g. new funding is available, funding source has ended, a key organizational partner has changed priorities)?

3. **Emergence**: Has a new or unexpected community health challenge emerged (e.g. COVID-19 pandemic, natural disaster)? Has a new innovative strategy or pathway to improvement emerged?

4. **Stagnation**: Do the CHIP measures and indicators demonstrate sufficient progress on this strategy? Are the measures and indicators accurately assessing change or improvement?

5. **Impact**: Have the strategies generated significant impact on the needs, interests, and health and well-being of the EJC community?

The annual review will be conducted by JCPH Core Team staff and approved by JCPH leadership. These findings, including any changes or concerns regarding relevance, resource availability, issue emergence, stagnation, and impact, will be presented to the Innovators Network for additional review and revision recommendations. Findings and recommendations will then be presented to all InCoLab members and made available to the community through the JCPH website.

REVIEW WORKSHEET

JCPH Core Team staff and the Innovators Network will utilize the Review Worksheet (Appendix B) to track progress, revisions, and explanation for revisions. This tool was adapted from the Minnesota Department of Health Center for Public Health Practice's "Monitoring and Revision of the Community Health Improvement Plan: Process Guide and Worksheet."

Acknowledgements

Jackson County Public Health and InCoLab would like to thank the following organizations for participating in the Community Partner Survey, 2023 EJC Community Health Summit, the EJC Mental & Behavioral Health Lab, the EJC Housing & Economic Stability Lab, or otherwise contributing to the development and implementation of the Community Health Improvement Plan.

AbilityKC

AcruxKC

American Heart Association

American Medical Response

BikeWalkKC

BestyBnB

Bishop Sullivan Center

Blue Springs Police Department

Care Beyond the Boulevard

Child Abuse Prevention Association

Child Protection Center

Children's Division of Jackson County

Children's Services Fund of Jackson County

Central Jackson County Emergency Medical Services

City of Grandview

City of Lee's Summit

City of Sugar Creek

Community Services League

Comprehensive Mental Health Services

Cornerstones of Care

Culture Journey LLC

Drumm Center for Children

Easterseals Midwest

Eitas / Developmental Disability Services of Jackson County

Englewood Arts

Full Employment Council

Giving the Basics

Grandview C-4 School District

Grandview Fire Department

Grandview Parks & Recreation

Greater Kansas City Coalition to End Homelessness

Guadalupe Centers

Habitat for Humanity of Kansas City

Happy Bottoms

Health Forward Foundation

Heartland Center for Jobs & Freedom

Hillcrest Transitional Housing

Hope House

Independence Housing Authority JobsPlus

Jackson County Community Mental Health Fund

Jackson County Government

Journey to New Life

Kanbe's Markets

Kansas City Community Gardens

Kansas City Health Collaborative

Kansas City Indian Center

Kansas City Medical Society Foundation

Kansas City VA Medical Center

KC Tenants

Latinx Education Collaborative

Lee's Summit CARES

Lee's Summit Christian Church

Lee's Summit R-7 School District and Head Start

Lee's Summit Wellness Commission

Mattie Rhodes Center

Mid-America Regional Council

Mid-Continent Public Library

Metropolitan Community College

Metropolitan Organization to Counter Sexual Assault (MOCSA)

MORE2

Nurture KC

Oak Grove R-6 School District

One Spirit United Methodist Church

Pawsperity

Pet Resource Center of Kansas City

Preferred Family Healthcare

Pro Deo Youth Center

Raytown Fire & Emergency Medical Services

REACH Healthcare Foundation

Reconciliation Services

ReDiscover Mental Health

Regal Health & Wellness

River of Refuge

Sisters in Christ

St. Luke's East Hospital

Steppingstones / Every Child's Hope

Swope Health

Sunrise Movement KC

Systems Design Lab

The Family Conservancy

The Whole Person

Truman Heritage Habitat for Humanity

University Health Behavioral Health

University Health Lakewood Medical Center

University of Missouri Extension

Urban League of Greater Kansas City

West Independence Connection & WiNc Inclusion Center

Assets & Resources

The collaborative CHIP is made possible through partnership, skill-building, and the strengths of our Eastern Jackson County communities. All of the organizations identified in the Acknowledgements section represent essential resources in the journey toward community health improvement. In addition, the CHIP has benefitted from the following community assets and resources:

Clay County Health Department

EJC Mental & Behavioral Health Labs

EJC Housing & Economic Security Labs

Empower Missouri Affordable Housing Coalition

Grandview Chamber of Commerce

InCoLab Innovators Network

Jackson County Public Health Communications Division

Jackson County Public Health Community Engagement & Policy Division

Jackson County Public Health Data Analytics & Epidemiology Division

Jackson County Public Health Strategic Initiatives Division

Kansas City Healthy Lifestyles Collaborative

National Association of Social Workers – Missouri's Diversity, Equity, Inclusion & Belonging Committee

Network for Public Health Law

Northland Health Alliance

Raytown Chamber of Commerce

Safer + Simpler Missouri

Systems Design Lab

University of Kansas Center for Community Health and Development

CHIP Review & Revision Worksheet

CHIP PRIORITY AREA 1						
CHIP OBJECTIVE	STRATEGY	BASELINE	GOAL	PROGRESS	REVISION DESCRIPTION	REVISION EXPLANATION
Objective 1:						
Objective 2:						
Objective 3:						