

**Olmsted County, Minnesota
Community Health Improvement Plan (CHIP)
2021 Annual Report**

**A Collaborative Community Effort Led by: Olmsted County Public Health Services, Olmsted
Medical Center, and Mayo Clinic**

April 2022

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EXECUTIVE SUMMARY

The COVID-19 pandemic and the hiring process and orientation of a new Community Health Assessment and Planning (CHAP) Coordinator paused the CHAP process until fall 2020. This included postponing 2021 – 2023 CHIP strategy development until 2021.

This report highlights the work completed in 2021 to move from CHIP priority identification to strategy identification and development. The newly identified CHIP strategies for each CHIP priority are highlighted in their respective sections, as well.

2021 - 2023 CHIP Priorities

Financial Stress

- A condition that occurs whenever household income is less than desired outgo; the difficulty that a household may have in meeting basic financial commitments.

Mental Health

- Includes emotional, psychological, and social well-being.

Substance Use

- Individuals currently using alcohol, tobacco, or other drugs, including marijuana, opioids, and more.

2021 CHIP

COVID-19 Impact Survey

- This community survey helped reaffirm the CHIP priorities and understand the health impact of the pandemic on Olmsted County residents.

CHAP Data Review Session

- This session reviewed existing data to identify specific priority populations and topic focus areas within each CHIP priority.

Community Dialogues

- The purpose of the Community Dialogues were to further understand the impact of the three CHIP priorities on Olmsted County residents with lived experience.

Data Profiles

- The Data Profiles provide a deeper dive into each of the CHIP priorities, along with providing additional context to those working on these issues in the community.

Strategy Development Sessions

- Community residents and partners came together to recommend population-level strategies for the 2021 – 2023 CHIP.

CHIP Strategy Planning

- Planning for each CHIP strategy occurred, including identifying population indicators to measure progress, and developing an initial work plan.

ABOUT THE COMMUNITY HEALTH ASSESSMENT AND PLANNING PROCESS



The CHAP process is a collaborative community effort led by Olmsted County, Olmsted Medical Center (OMC), Mayo Clinic, and partnerships with multiple community organizations. It is a continuous, triennial cycle that assesses our community's health, prioritizes our top community health needs, and plans, implements, and monitors/evaluates strategies to improve our community's health.

The CHAP process has a set of values, developed in 2017, that guide the work:

- **Data Driven:** The CHAP process uses multiple valid, timely, qualitative, and quantitative data approaches to ensure there are no gaps in understanding our community's needs.
- **Community Focus:** The CHAP process brings together a broad community voice through deliberate and authentic community engagement and ensures that all efforts are being implemented with community input.
- **Collaboration:** The CHAP process aims to work with multiple partners across all sectors in our community in a deliberate and transparent way to achieve our shared goals.
- **Actionable and Sustainable:** The CHAP process fosters a culture of continuous improvement, and all efforts are adequately resourced and measurable.
- **Health Equity:** The CHAP process is committed to continuously understanding, identifying, and addressing inequities across our community, while also embedding equitable solutions throughout the process.

The CHIP works toward true community-centered planning, integration, and implementation of strategies to improve our community's health. Since the CHIP is truly the community's plan to improve health, stakeholders and partners are involved in every aspect.

The 2021 - 2023 CHIP:

- Describes the assessment and planning process, including partners involved.
- Provides guidance on improving the community health priorities for 2021 - 2023 (financial stress, mental health, and substance use).
- Shares community-level strategies with involvement across multiple sectors of the county.
- Provides measurable indicators and metrics.
- Describes future implementation, monitoring, and evaluation activities.

CHAP TEAMS INVOLVED IN THE CREATION OF THE 2021 – 2023 CHIP

CCHI

The Coalition of Community Health Integration's (CCHI) mission statement is *"Creating opportunities to coordinate and integrate efficient and effective services across organizations to improve the health and well-being of our community."* CCHI has three areas of focus: population health, coordinated care, and informatics. CCHI membership includes Olmsted County, Mayo Clinic, Olmsted Medical Center, Zumbro Valley Health Center, United Way of Olmsted County, Rochester Area Foundation, Rochester Public Schools, and health plans.

CORE GROUP

The Core Group provides direction and oversight of implementation of the CHAP process. This group meets monthly, and members include Olmsted County Public Health Services (OCPHS), Mayo Clinic, and Olmsted Medical Center (OMC). The purpose statement of the Core Group is: *"To collaboratively design, implement, and continuously improve the Community Health Assessment and Planning process to support and foster opportunities to improve the health of Olmsted County's population."*

HEALTH ASSESSMENT AND PLANNING PARTNERSHIP (HAPP)

The Health Assessment and Planning Partnership is a group of 20 plus organizations that meet quarterly to ensure the community is aware of the efforts of the CHAP process and enhance community collaboration. The purpose statement of HAPP is: *"To engage and inspire all sectors of the community to continually improve our community's health through assessment, planning, and implementation efforts."*

DATA SUBGROUP

The goal of the Data Subgroup is: *"To enhance the assessment and planning process through an integrated approach to identify, monitor, and evaluate community indicators to determine Olmsted County's community health priorities."* The group brings together individuals representing organizations that have expertise in community health indicators, community demographics, program evaluation, and presenting data.

COMMUNITY ENGAGEMENT (CE) WORKGROUP

The CE Workgroup supports the entire CHAP process through designing, implementing, and evaluating all efforts focused on community engagement. Some of these efforts include listening sessions, community dialogues, and the prioritization process. Membership includes OMC, OCPHS, Mayo Clinic, Diversity Council, United Way of Olmsted County, and other key community organizations.

COMMUNITY HEALTH ASSESSMENT AND PLANNING (CHAP) COORDINATOR

The CHAP Coordinator provides structure and clarity to the workgroups. This position is jointly funded by OCPHS, Mayo Clinic, OMC, United Way of Olmsted County, Rochester Area Foundation, and Zumbro Valley Health Center. The Coordinator also serves as a CHAP liaison to the Data Subgroup, CE Workgroup, HAPP, Core Group, and CCHI.

2021 - 2023 CHIP STRATEGY WORKGROUPS

The 2021 -2023 CHIP Strategy Workgroups were formed to carry out strategies and initiatives to tackle the three 2021 - 2023 CHIP priorities identified through community prioritization. In 2019, financial stress, mental health, and substance use were identified as the top community health priorities. The priorities were reaffirmed in early 2021 through Olmsted County COVID-19 Impact Survey data. Workgroups are made up of both community members and organizations.

PURPOSE OF THE ANNUAL REPORT

NOTE ABOUT THE 2021 - 2023 CHIP IMPLEMENTATION PLAN

Like many programs across the county, the COVID-19 pandemic caused the CHAP process to pause and priorities to shift. The CHAP process was on hold between March and July 2020. Additionally, a new CHAP Coordinator was hired in late July 2020 and their orientation stretched several months beyond their start date. These two occurrences resulted in the need to delay the identification of CHIP strategies until 2021. Thus, the first year of the three-year implementation plan was focused on identifying and planning community-level strategies, while the last two years of the plan, 2022 and 2023, will be focused on implementing and evaluating the plan.

The purpose of the Annual Report is to narrate the work completed in 2021. This report will describe both the work completed in 2021 to identify and plan for strategies, along with outlining the work and evaluation plans for each strategy.

The 2021 - 2023 CHIP is a dynamic plan that is updated as needed. A formal review occurs annually along with the creation of the Annual Report. Changes and revisions are driven by the CHIP Strategy Workgroup members and are approved by Core Group.

ABOUT MONITORING AND EVALUATION OF THE 2021 - 2023 CHIP

Monitoring and evaluation considerations were developed in tandem with action plans for the 2021 - 2023 CHIP priorities. Like the action plans, the monitoring and evaluation plans are meant to be flexible and dynamic and capture the resources needed to conduct monitoring and evaluation activities. The monitoring and evaluation plans use concepts from Results Based Accountability (RBA) to simplify the terminology.

2021 – 2023 CHIP PRIORITIES

The 2021 – 2023 CHIP priorities are:

- Mental Health.
- Financial Stress.
- Substance Use.



2021 TIMELINE

The first year of the 2021 – 2023 CHIP allowed the CHAP process, its partners, and community residents to strategically turn data and information into action.

2021 WORKPLAN

In 2021, the CHAP process implemented several activities to move toward CHIP strategy development. The 2021 - 2023 CHIP released in January 2021 shared a workplan for each CHIP priority that would move toward identifying and developing strategies by the end of the calendar year. This narrative describes each of those activities outlined in the 2021 workplan.

By the end of 2021, the CHAP process will conduct a further assessment of the current state of financial stress, mental health, and substance use in Olmsted County.

- *By Q3 2021:*
 - *Implement strategies to collect data on communities' input and lived experiences on financial stress, mental health, and substance use in Olmsted County.*
 - ***See: "Community Dialogues" section below.***
 - *Complete data profiles for each CHIP priority that encompasses quantitative and qualitative data analysis, gap analysis, and asset inventory.*
 - ***See: "Data Profiles" section below.***
 - *Update the forces of change work in context of COVID-19 in Olmsted County.*
 - ***The information from the forces of change sessions are included in the data profiles.***
- *By Q4 2021:*
 - *CHIP strategies will be chosen and a workplan will be developed.*
 - ***See: "CHIP Priority: Financial Stress," "CHIP Priority: Mental Health," and "CHIP Priority: Substance Use" sections below.***

FEBRUARY AND MARCH 2021: COVID-19 IMPACT SURVEY

In early 2021, the CHAP process and community partners administered a COVID-19 Impact Survey. The survey assessed the impacts of COVID-19, focusing on the three CHIP priorities. The surveys were conducted similar to previously completed Community Health Needs Assessments (CHNAs) to ensure trending data could be collected and analyzed. The Olmsted County COVID-19 Impact Survey provided a glimpse of the pandemic's toll on Olmsted County residents.

Much like the entire nation, more adults reported being financially stressed and having poorer mental health during the pandemic. Here in Olmsted County, the CHAP process found these changes connected to an increase in substance use, particularly around alcohol. Additionally, the survey data provided insight into disparities that the pandemic has exacerbated. More information about the COVID-19 Impact Survey is found on the [**Olmsted County website.**](#)

APRIL 2021: CHAP DATA REVIEW SESSION

In April 2021, CHAP process partners from the Core Group, Community Engagement Workgroup, and Data Subgroup met to move the CHIP process forward. Through virtual group discussion, partners reviewed data, including trending data from the CHNA and COVID-19 Impact Survey, data from CHIP data profiles, and other community data.

After reviewing the data, partners used a data driven approach to identify specific priority populations and topic focus areas within each CHIP priority. These populations and focus areas were what the data identified as the highest need areas within each priority for Olmsted County. Additionally, the participants outlined gaps to discuss further at the upcoming Community Dialogues. For more information about the outcomes of the Data Review Session, please see the [**2021 – 2023 CHIP Supplemental Document.**](#)

By the end of the session, the following outcomes were met:

1. Priority populations identified.
2. Target health areas identified.

3. Gaps to discuss at Community Dialogues identified.

SUMMER 2021: COMMUNITY DIALOGUES

CHAP Community Dialogues were implemented in June and July 2021. The purpose of the CHAP Community Dialogues was to further understand the impact of the three CHIP priorities on Olmsted County residents, particularly those with lived experience. These comprehensive dialogues provided an essential qualitative data lens and helped CHAP partners and residents as they worked collaboratively to identify 2021 – 2023 CHIP strategies.

The Community Dialogues provided next steps for the CHAP process and for our community. The findings, solutions, and ideas offered helped CHAP partners identify organizations and residents to have around the table for CHIP strategy selection and helped them recommend specific population-level strategies that will most impact all Olmsted County residents. Additionally, the Community Dialogues outlined viable solutions that organizations throughout Olmsted County can implement to make a difference in residents' lives.

More information about the Community Dialogues is found in the report on the [***Olmsted County website.***](#)

SUMMER 2021: DATA PROFILES

Data profiles were started to be created in early 2020 and were finalized in summer 2021. They were developed for every priority to provide a deeper dive into each of the CHIP priorities to assist with strategy selection and action planning. The profiles include both quantitative and qualitative data that was collected through various sources to better understand each priority in Olmsted County. Each profile also includes contributing factors and an asset map.

Data Profiles for each CHIP priority are found on the [***Olmsted County website.***](#)

AUGUST AND SEPTEMBER 2021: STRATEGY DEVELOPMENT SESSIONS

In August and September 2021, community partners and residents came together to recommend population-level strategies for the 2021 – 2023 CHIP. One Strategy Development Session occurred for each CHIP priority. Through a virtual environment, participants of each session reviewed resident ideas from the Community Dialogues, along with a few, complementary evidence-based practices, to recommend and justify potential strategies for the CHIP. The recommended strategies embedded the CHAP Process Core Values of *data driven, community focus, actionable and sustainable, collaboration, and health equity.*

After these sessions in late September, the CHAP process Core Group reviewed each recommended strategy and identified specific strategies to plan, implement, and evaluate.

NOVEMBER AND DECEMBER 2021: CHIP STRATEGY PLANNING

Workplans for each strategy, which were developed during late 2021, are highlighted in each CHIP priority's section of this report. Full workplans are included in the 2021 – 2023 CHIP Implementation Plan, which will be updated in early 2022.

CHIP PRIORITY: FINANCIAL STRESS

ABOUT THIS STRATEGY

| | |
|----------------------------------|--|
| Issue Statement | There is a need to increase financial security, in particular, to those identified populations who are facing highest inequities, including people of color, those who rent their homes, those who make less than \$35,000 a year, and residents 18-34 years old. |
| Goals | Increase financial security for adults who face inequities related to financial stress. |
| Indicators | <p>Headline Indicators</p> <ul style="list-style-type: none"> ▪ Spending greater than 30% of income on housing. ▪ Livability wage (still in development for 2022 CHNA). ▪ Education level. <p>Secondary Indicators</p> <ul style="list-style-type: none"> ▪ Cost of rent in Olmsted County. ▪ Income levels. ▪ Financial stress due to rent and mortgage. ▪ Homelessness. |
| Strategies and Objectives | <ol style="list-style-type: none"> 1. By the end of 2023, the CHAP process will assess housing policies that influence homeownership for communities of color. <ul style="list-style-type: none"> • By Q1 2022 <ul style="list-style-type: none"> • Workgroup members and comprehensive workplan are finalized. • By Q1 2023 <ul style="list-style-type: none"> • Policy assessment is completed. • By Q4 2023 <ul style="list-style-type: none"> • Policy assessment is shared widely among partners. • Action plans are in place on how to utilize the policy assessment. 2. By the end of 2023, the CHAP process will educate the community around housing as a social determinant of health. <ul style="list-style-type: none"> • By Q1 2022 <ul style="list-style-type: none"> • Workgroup members and comprehensive workplan are finalized. • By Q4 2022 <ul style="list-style-type: none"> • Education campaign is developed. • By Q4 2023 <ul style="list-style-type: none"> • Education campaign is implemented and evaluated. |

PROGRESS, SUCCESSES, AND CHALLENGES

In 2021, the following progress was made for the CHIP strategies:

- Strategies were recommended by community residents and CHAP partners.
- Strategies were approved by the CHAP Core Group.
- Initial CHIP workgroup members were identified.
- Preliminary planning for strategies occurred, including identifying population-level indicators to measure short and long-term success, and development of a work plan.

There were also a few challenges the CHAP process faced in moving the CHIP forward in 2021.

To begin, it was critical to reaffirm the CHIP priorities' need due to the pandemic. After the completion of the COVID-19 Impact Survey in March 2021, work needed to be done to further understand the context behind each priority and identify specific strategies that would benefit Olmsted County residents the most. In the meantime, work moved

forward with preparations for the 2022 CHNA. Despite all of the work needing to be done in 2021, strategies were identified.

Second, it takes time to move from data to strategy development to planning and implementation. While it may feel like it slows down the process, these conversations and activities are necessary in order to develop the most effective, worthwhile population-level strategies.

Lastly, capacity was a concern among internal CHAP partners and the greater community. 2021 was an incredibly busy year, not only with the CHAP process, but with Olmsted County partners advancing other programs and working on the COVID-19 pandemic.

NEXT STEPS (2021 AND BEYOND)

Financial stress will continue to be a community health priority for at least the next two years. In 2022,

- Population-level indicators will be finalized.
- Work and evaluation plans will be created and approved.
- CHIP Strategy Workgroup’s membership will expand to greater community residents and partners.
- Strategies will start to be implemented and evaluated.

CHIP PRIORITY: MENTAL HEALTH

ABOUT THIS STRATEGY

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|------------------------|--|
| Issue Statement | Improving mental health in the community must address these core dimensions of mental wellness that are negatively impacting mental health: stigma around mental health issues, access to affordable mental health care, and suicide contemplation and attempts. |
| Goal | Olmsted County residents are able to achieve optimal mental health. |
| Indicators | <p>Indicators will be finalized by the end of Q1 2022. They will include:</p> <p>Headline Indicators</p> <ul style="list-style-type: none"> • Reduction in adolescent suicide attempts and contemplation. • Reduction in deaths by suicide. • Increase in access to mental healthcare for adults and adolescents. <p>Secondary Indicators</p> <ul style="list-style-type: none"> • Improving social connectedness/relationships. • Reducing isolation. |
| Strategy | <p>By the end of 2023, the CHAP process will work with school districts in Olmsted County to assess and expand student supports around mental health.</p> <ul style="list-style-type: none"> • By Q1 2022 <ul style="list-style-type: none"> • Workgroup members and comprehensive workplan are finalized. • Begin building relationships with school districts. • By Q4 2022 <ul style="list-style-type: none"> • Assessment is conducted around mental health needs for students. • By Q4 2023 <ul style="list-style-type: none"> • Student supports around mental health are expanded based on the 2022 assessment. |

PROGRESS, SUCCESSES, AND CHALLENGES

In 2021, the following progress was made for the mental health CHIP strategy:

- Strategy was recommended by community residents and CHAP partners.
- Strategy was approved by the CHAP Core Group.
- Initial CHIP workgroup members were identified.
- Preliminary planning for strategy occurred, including identifying population-level indicators to measure short and long-term success, and development of a work plan.

There were also a few challenges the CHAP process faced in moving the CHIP forward in 2021.

To begin, it was critical to reaffirm the CHIP priorities' need due to the pandemic. After the completion of the COVID-19 Impact Survey in March 2021, work needed to be done to further understand the context behind each priority and identify specific strategies that would benefit Olmsted County residents the most. In the meantime, work moved forward with preparations for the 2022 CHNA. Despite all of the work needing to be done in 2021, strategies were identified.

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NEXT STEPS (2021 AND BEYOND)

Mental Health will continue to be a community health priority for at least the next two years. In 2022:

- Population-level indicators will be finalized.
- Work and evaluation plans will be created and approved.
- CHIP Strategy Workgroup's membership will expand to greater community residents and partners.
- Strategy will start to be implemented and evaluated.

CHIP PRIORITY: SUBSTANCE USE

ABOUT THIS STRATEGY

| | |
|------------------------|---|
| Issue Statement | A collaborative approach should be taken to address adult binge drinking and youth prescription drug misuse in Olmsted County. |
| Goal | Reduce substance use among Olmsted County adults and youth. |
| Indicators | Headline Indicators <ul style="list-style-type: none">• Adult binge drinking rates.• Adolescent prescription misuse rates.• Emergency department rates related to alcohol use. Secondary Indicators <ul style="list-style-type: none">• Prevalence of binge drinking and mental health disorder among adults.• Prevalence of prescription misuse and mental health disorder among adolescents. |
| Strategy | By the end of 2023, the CHAP process will build of a substance use prevention system in Olmsted County. <ul style="list-style-type: none">• By Q1 2022 |

- A comprehensive workplan is finalized.
- By Q4 2022
 - Prevention collaborative structure is in place.
 - Prevention collaborative members identify community assets and gaps in substance use resources.
 - Based on the asset/gaps assessment, next steps are identified by the prevention collaborative.
- By Q4 2023
 - Next steps are completed by the collaborative.
 - Sustainability plan of the collaborative is established.

PROGRESS, SUCCESSES, AND CHALLENGES

In 2021, the following progress was made for the substance use CHIP strategy:

- Strategy was recommended by community residents and CHAP partners.
- Strategy was approved by the CHAP Core Group.
- Initial CHIP workgroup members were identified.
- Preliminary planning for strategy occurred, including identifying population-level indicators to measure short and long-term success, and development of a work plan.

There were also a few challenges the CHAP process faced in moving the CHIP forward in 2021.

To begin, it was critical to reaffirm the CHIP priorities' need due to the pandemic. After the completion of the COVID-19 Impact Survey in March 2021, work needed to be done to further understand the context behind each priority and identify specific strategies that would benefit Olmsted County residents the most. In the meantime, work moved forward with preparations for the 2022 CHNA. Despite all of the work needing to be done in 2021, strategies were identified.

Second, it takes time to move from data to strategy development to planning and implementation. While it may feel like it slows down the process, these conversations and activities are necessary in order to develop the most effective, worthwhile population-level strategies.

Lastly, capacity was a concern among internal CHAP partners and the greater community. 2021 was an incredibly busy year, not only with the CHAP process, but with Olmsted County partners advancing other programs and working on the COVID-19 pandemic.

NEXT STEPS (2021 AND BEYOND)

Substance use will continue to be a community health priority for at least the next two years. In 2022:

- Population-level indicators will be finalized.
- Work and evaluation plans will be created and approved.
- CHIP Strategy Workgroup's membership will expand to greater community residents and partners.
- Strategy will start to be implemented and evaluated.

CONCLUSIONS AND NEXT STEPS

Despite the COVID-19 pandemic's best effort to slow the CHAP process down, work moved forward and 2022 will bring continued additions to the process, including the start of implementing and evaluating each CHIP strategy. The Olmsted County CHAP Process is poised for 2022 to have increased community involvement, meaningful community-based work, and continued community integration.

RECORD OF CHANGES AND UPDATES

| Date | Change/Updates Summary | Responsible Person(s) |
|------|------------------------|-----------------------|
| | | |
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