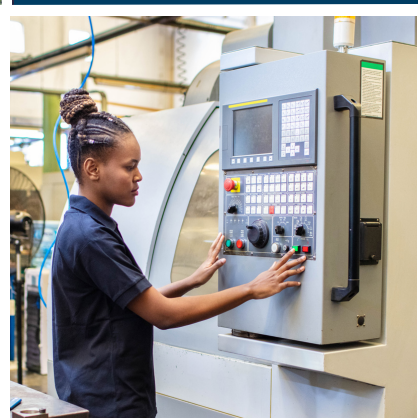
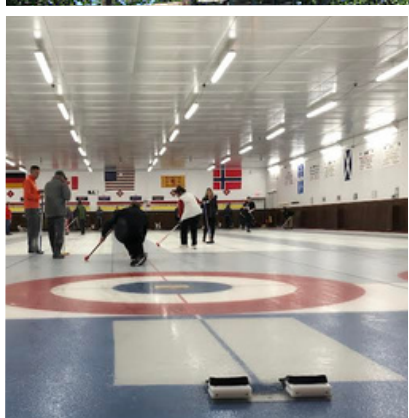
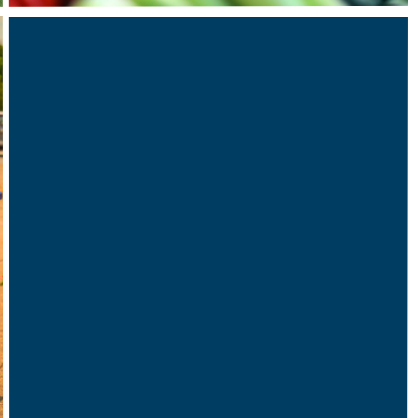
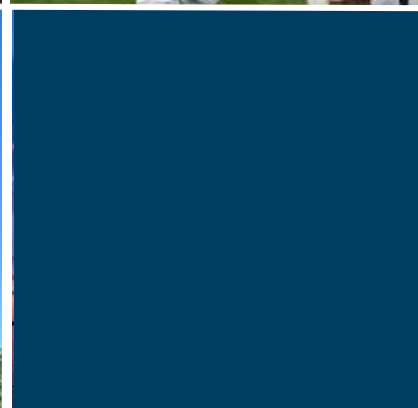
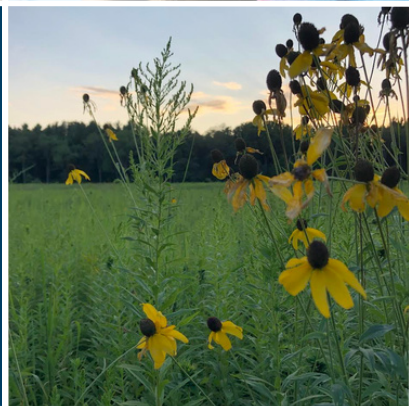




2nd
Healthiest
County in
Wisconsin!



Waukesha County

Community Health Assessment

2022



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What is a Community Health Assessment?

The Community Health Assessment (CHA) is a vital tool that Waukesha County utilizes to gain a comprehensive understanding of the health and well-being of our community. By gathering and analyzing relevant data, the CHA paints a vivid picture of the health needs, challenges, and strengths in Waukesha County.

The Community Health Assessment (CHA) marks the start of a five-year community health improvement cycle that includes the creation of the Community Health Assessment and the creation and implementation of the Community Health Improvement Plan (CHIP). Since 1993, [Wisconsin statutes](#) have required local health departments throughout Wisconsin to regularly assess community health and implement local health plans to address health conditions impacting their residents.

Leading these efforts is the Waukesha County CHIP Steering Committee. The Committee is a group of diverse and multidisciplinary leaders selected by the Waukesha County Department of Health and Human Services and the Division of Public Health to work collaboratively in identifying actionable priorities, minimizing disparities in health, and adapting to new and emerging health concerns. By leveraging the strengths of our community and working together towards a shared vision, we can create a healthier, more equitable, and vibrant place to live, work, and play.

Waukesha County CHA & CHIP Vision

An inclusive and well-connected community supporting all people, embracing diversity, ensuring equitable access to services, and creating social, physical, and economic environments that promote health, well-being and quality of life.



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Acknowledgements

The development of Waukesha County's Community Health Assessment and Improvement Plan is a collaborative effort with individuals and agencies from across the community. There are a number of specific groups of individuals that we would like to acknowledge: Community Health Improvement Plan (CHIP) Steering Committee; CHIP Data Subcommittee; community members; staff at the Waukesha County Department of HHS and Public Health Division.

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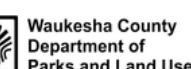
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Waukesha County's Community Health Assessment Timeline

To conduct the Community Health Assessment, Waukesha County used the Mobilizing for Action through Planning and Partnerships (MAPP) framework. The MAPP process is a community-wide strategic planning process that helps communities prioritize their public health issues, identify resources for addressing them, and implement strategies relevant to their unique community.

Organizing (January 2022)

Waukesha County's Community Health Improvement Plan (CHIP) effort began with the contracting of a facilitator and the identification of potential Steering Committee members. Potential members were contacted and each member received a job description and training to ensure their understanding of the commitment to the process. Careful consideration was given to ensure a cross-sector representation on the committee.

Visioning (February 2022)

The first Steering Committee meeting was held in February 2022. The goal of this meeting was to affirm the vision and values that were identified for a healthier Waukesha County. The first set of Steering Committee meetings focused primarily on identifying a vision for a healthier Waukesha County, as well as recognized values. As the process progressed, additional Steering Committee members were identified and invited.

Forces of Change Assessment (March 2022)

Prior to this meeting, the CHIP Steering Committee was asked to prepare and document information to participate in the Forces of Change Assessment. During this meeting, the committee participated in a workshop to achieve the outcome for this assessment.

Local Public Health System Assessment (April 2022)

This meeting focused on examining the local public health system. Discussions guided by hospital partners allowed team members to examine strengths, weaknesses, opportunities, and threats in Waukesha County.

(Mapp: Mobilizing for action through planning and Partnerships)

Community Themes and Strengths Assessment (May 2022)

In May 2022, the Steering Committee assessed community themes and strengths through conducting the Perception of Quality of Life in Waukesha County Survey. 898 residents responded to the survey.

Community Health Status Assessment (June 2022)

The data subcommittee began identifying key indicators and gathering national, state, and local secondary data between January 2022 - May 2022. They reported this information to the CHIP Steering Committee in June 2022. A focused conversation was facilitated to glean key implications from this data.

Initial Selection of Strategic Health Priorities (August 2022)

Utilizing the data from the four assessments and identifying initial selection criteria, the Steering Committee identified the three strategic health priorities.

Gathering Input on Priorities (September - November 2022)

The Steering Committee presented data at numerous organizations and surveyed 100 community partners to gather feedback on selected Strategic Health Priorities. The CHIP Steering Committee finalized the Strategic Health Priorities in November 2022 to include Substance Use, Mental Health, and Healthy Aging.

Action Team Development & Implementation (January 2023 - December 2026)

Three Community Health Action Teams (CHATs) will be created to address the identified health concerns in the community. During the development phase, each team will be tasked with defining specific goals and objectives, identifying strategies to achieve those goals, and developing action plans to implement the strategies. The teams will be made up of community members, healthcare providers, non-profit organizations, and more to ensure a collaborative approach to addressing the health needs of the community.

During the implementation phase, the action teams will work to put their plans into action, and monitor their progress to assess the effectiveness of their efforts. Through the combined efforts of the action teams and the community, it is hoped that a healthier and more equitable community will be created for all its residents.

About Waukesha County

Waukesha County, the state's 3rd largest county, is located in southeastern Wisconsin. It includes 37 municipalities within 576 square miles of suburban and rural areas.

Waukesha County is conveniently located 15 miles west of the city of Milwaukee, 60 miles east of the city of Madison, and 100 miles north-west of Chicago. Its location and proximity to I-94 and I-43 provide quick access to the outlying areas, business and retail opportunities, and numerous recreational opportunities.



(About Waukesha County)



Total population
408,756



Ethnicity
Hispanic or Latinx 5.3%



Sex*
Female: 50.4%
Male: 49.6%

*The ACS includes a question that intends to capture current sex; there are no questions about gender, sexual orientation, or sex at birth. Respondents should respond either "male" or "female" based on how they currently identify their sex. [Read more.](#)



Age
<18: 21%, 18-64: 59%,
65+: 20%



Veterans
19,955
(2017-2021)



Residents under age 65 with a Disability
5.3%



Race
White: 91.8% Black: 2.0%
AIAN: 0.3% Asian: 4.1%
NHPI: 0.1%
Two or More Races: 1.8%



Language other than English spoken at home
7.3%
(Spanish: 2.8%, Other Indo-European Languages: 2.6%, Asian and Pacific Island Languages: 1.8%, Other: 0.2%)

(S1601 | LANGUAGE SPOKEN AT HOME | 2021: ACS 5-Year Estimates Subject Tables), and (U.S. Census Bureau QuickFacts: Waukesha County, Wisconsin)



Waukesha County is getting older.

Waukesha County's 60+ population is expected to grow through 2040. In 2020, people 60 and older made up 20% of the population and is expected to grow to 31% of the total population by 2040. Currently, 42.7% of Waukesha County households have at least one member who is 60+ years old.



31%

of Waukesha County's population will be 60+ by 2040

(County population projections through 2040 - Wisconsin Department of Health Services)

According to the 2022 Waukesha County Quality of Life Survey, 69% of respondents indicated that Waukesha County is a good place for older people to live.

However, when asked about specific services for seniors, less than 33% of survey respondents indicated that they were 'Very Satisfied' or greater with Adult Day Care, Social Support, Home Delivered Meals, Transportation, and Elder-Friendly Services in the County.

With an aging population, the demand for senior services will also increase. Areas of need will be expanded adult protective services, disability resources, fall prevention and care, dementia services and more.

(Waukesha County County Aging Plan FY 2022-2024), (Waukesha County Quality of Life Survey 2022), (Wish injury-related health outcomes 2021), (Wish query: Mortality module - broad groups 50 cause-of-death categories 2020)



27.5% of adults 65+ have a disability



Fall related hospitalization and mortality rate is higher in Waukesha County compared to the State of Wisconsin for people 65+

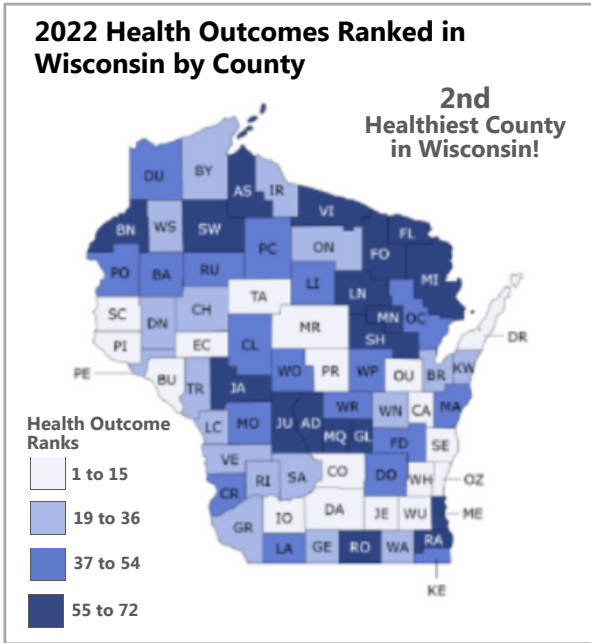


Alzheimer's Disease was the 5th leading cause of death in Waukesha County (2020)

Health Outcomes

Health Outcomes measure the well-being of a community by evaluating life expectancy and the quality of life of its residents. The ranking takes into account multiple factors that impact health, such as access to quality medical care, employment opportunities, clean water, and affordable housing.

In 2022, Waukesha County was recognized as the 2nd healthiest county in Wisconsin and the 22nd healthiest community in the United States, according to County Health Rankings & Roadmaps.



(Wisconsin Health Outcome Rankings 2022)

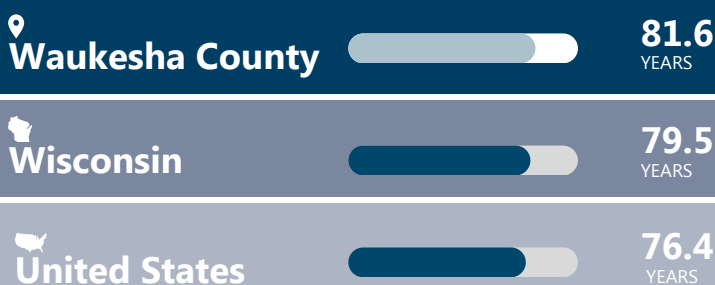
Health Outcomes Indicator	Waukesha County	WI	Rank in WI
Premature Death Years of potential life lost before age 75 per 100,000 population (age-adjusted)	4,900 years	6,600 years	7
Poor or fair health (% of total adult population)	11%	15%	2
Poor physical health days (average last 30 days, adults)	2.8	3.6	2
Poor mental health days (average last 30 days, adults)	3.7	4.4	1
Low birthweight (Percentage of live births with low birthweight < 2,500 grams)	6%	8%	24
Child mortality Deaths among residents under age 18 per 100,000 population	40	50	37
Diabetes prevalence (% of total adult population)	7%	7%	4
HIV prevalence (rate per 100,000)	46	132	31

(Salgado, Waukesha County ranks as one of the healthiest communities in the country, according to U.S News & World Report 2022), and (Waukesha Wisconsin County Health Rankings 2022)

Life Expectancy

In Waukesha County, Wisconsin, the average life expectancy in 2021 was 81.6 years.

2021 Life Expectancy

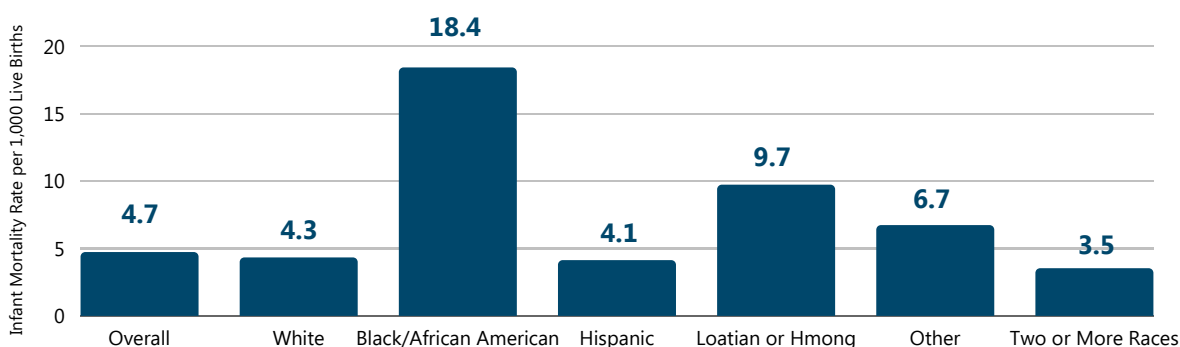


Life Expectancy is higher in Waukesha County compared to the State and the Country. However, within Waukesha County life expectancy also varies by race and ethnicity. In 2021, Black residents in Waukesha County had a lower life expectancy compared to all other races in the county. (Asian: 88.3, Black: 76.7, Hispanic: 86.7, White: 81.5)

(Mortality in the United States 2021)
(Waukesha Wisconsin County Health Rankings 2021)

Infant Mortality Rate

The overall infant mortality rate in Waukesha County is 4.7 per 1,000 live births. The infant mortality rate for Black/African American residents is 18.4 per 1,000 live births which is nearly four times higher than white residents.



Significant racial and ethnic disparities exist among birth outcomes for pregnant women and infants. For example, in Waukesha County non-Hispanic black infants have significantly higher rates of infant mortality compared to non-Hispanic white and Hispanic infants.

(Waukesha Wisconsin County Health Rankings 2022)

Health Behaviors

Health behaviors are actions individuals take that affect their health. Actions that lead to improved health may include eating well and being physically active. Actions that increase one's risk of disease may include smoking, excessive alcohol intake, and risky sexual behavior.

Leading Causes OF DEATH in Waukesha County in 2020

1. Heart Disease
2. Cancer
3. COVID-19

Note: This data is from County Health Rankings, Data in these categories spans several years and the most recent data is used.

(Waukesha Wisconsin County Health Rankings 2022)

(Wish query: Mortality module - broad groups 50 cause-of-death categories 2020)



Physical Inactivity: 19%

Adults reporting no physical activity (WI: 23%)

Adult Obesity: 30%

Percent of adults with BMI 30+ (WI: 30%)



Sexually Transmitted Infections Rate: 212.3

per 100,000 residents (WI: 161.8 per 100,000)

Teen Birth Rate: 4 per 1,000

Number of births per 1,000 female population ages 15-19 (WI:11 per 1,000)



Adult Smoking: 13%

Percent of adults who smoke (WI: 15%)

Alcohol Impaired Driving Deaths: 32%

Percentage of driving deaths with alcohol involvement. (WI: 10%)

Drug Overdose Deaths Rate: 19 per 100,000

Number of drug poisoning deaths per 100,000 population (WI: 22 per 100,000)

Excessive Drinking: 27%

Percent of adults binge drinking (WI: 25%)



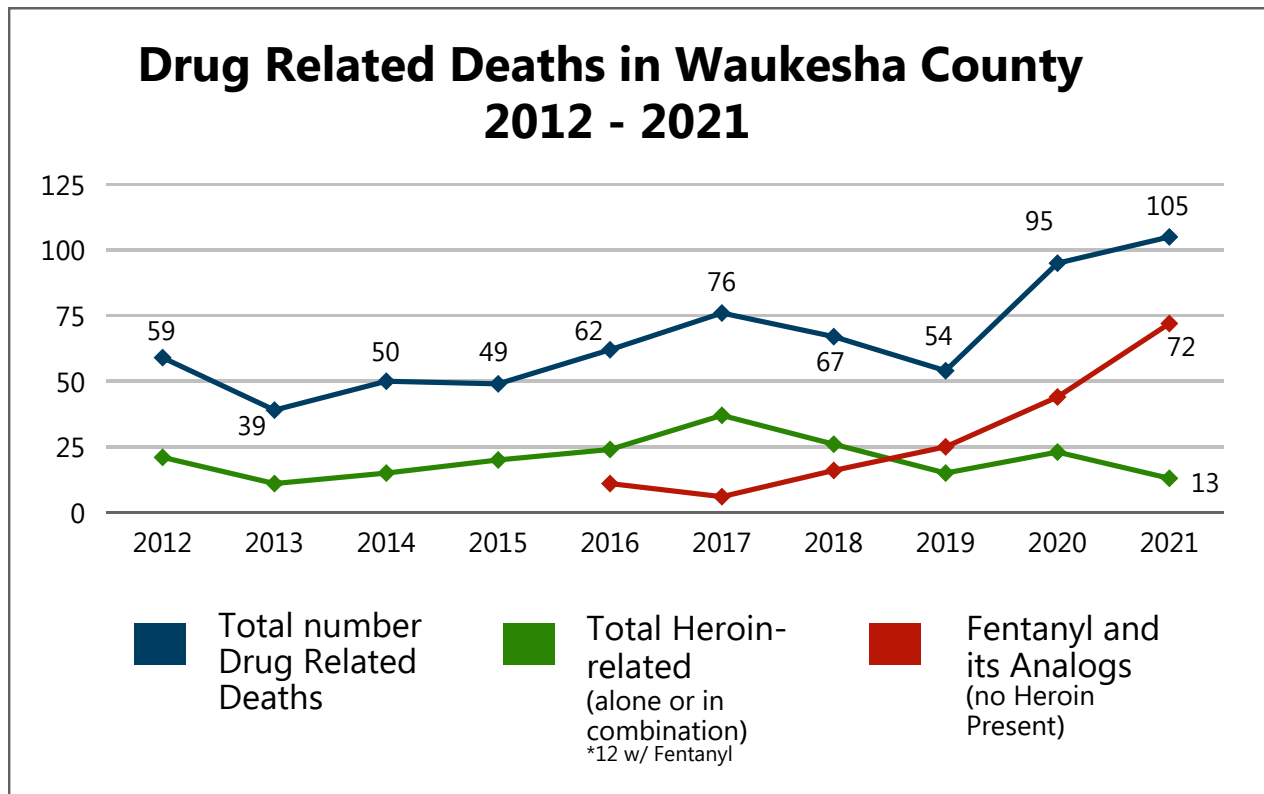
Motor Vehicle Crash Death Rate: 6 per 100,000

Number of motor vehicle crash deaths per 100,000 population (WI: 10 per 100,000)

Substance Use

Drug related deaths in Waukesha County nearly doubled from 2019 to 2021.

In 2019 there were 54 drug related deaths, in 2021 there were 105. Total annual drug related deaths have varied over time, however there was a sharp increase in deaths in 2020 due to Fentanyl overdoses, either alone or in combination with heroin. Of the drug-related fatalities in 2021, fentanyl is associated with 80%.



(Drug Related Deaths - Waukesha County Medical Examiner 2012 - 2021)

“

"I'm declaring Fentanyl a community health crisis in Waukesha County,"

*- Waukesha County Executive, Paul Farrow
(08/01/2022)*

”

(Lemoine, 2022)

”

“We have to act now, we need to elevate the awareness about a drug [fentanyl] that is on our streets and claiming far too many lives.”

- Waukesha County Executive Paul Farrow

(Faith Rae - Conley Media Staff, Waukesha, Washington counties share efforts to fight fentanyl crisis 2022).

From 2014 to 2021, most opioid deaths in Waukesha County were white males between the ages of 18 and 44 years old. 68% of the opioid deaths in Waukesha County were males, 72% were between 18 - 44 years old, and 98% were White.

(Dose of reality: Opioid deaths by county dashboard)

In 2007 the number of opioid overdose related emergency room visits was 51 and in 2021 it soared to 151. From 2007 to 2021, the rate of emergency room visits for opioid overdoses was 27.3 visits per 100,000 residents. 63% of the opioid overdose hospitalizations during this time were males and 80% were between 18 - 44 years old.

3X

From 2007 to 2021, opioid overdose emergency room visits in Waukesha County tripled

(Dose of reality: Opioid Hospital Visit dashboard 2022)

Fentanyl is a synthetic opioid that is up to 50x stronger than heroin and 100x stronger than morphine

(Fentanyl Facts 2022)



Alcohol continues to be the most used substance in Waukesha County.

In 2020, 32% of Waukesha County Community Health Survey respondents indicated binge drinking in the past month. Binge drinking is defined as 4+ drinks for females and 5+ drinks for males per occasion.

From 2009 to 2020 there was no statistical change in the overall percent of respondents who reported binge drinking in the past month, however the number is slowly increasing over time.

There was a statistical decrease in the overall percent of respondents who were current tobacco cigarette smokers.

(Waukesha County Community Health Survey Summary 2020)

2020 Waukesha County Community Health Survey		
Substance Use in Past Month	Waukesha 2020	WI 2019
Alcohol (Binge Drinking) (21+)	32%	22%
Cigarette Smoker (18+)	11%	15%
Electronic Vaping	4%	4% (2017)
Smokeless Tobacco	7%	3%
Cigars/Cigarillos	3%	NA
Cocaine/Street Drugs	2%	NA
Misuse of Prescription Pain Medication	<1%	4.7%
Heroin	0	0.5%

High School Students Substance Use & Sexual Activity

Teen substance use is dangerous because it can cause physical and mental harm, disrupt normal development, damage relationships, and raise the risk of addiction and overdose.



10%
of students have misused **over-the-counter or prescription pain medicine**



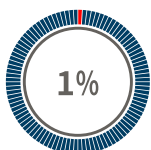
8%
of students currently use **marijuana**. 17% have tried marijuana



23%
of students currently use **alcohol**. 44% report they have tried drinking



16%
of students are sexually active. Of those students, 65% used a **condom** during their last sexual intercourse



1%
of students have used **heroin** in the past 12 months and 1% of students have used **methamphetamines** in the past 12 months



11%
of students **currently vape**. 25% report that they have tried vaping

**The responses are student self-reports of medical or psychological conditions, rather than professionally verified diagnoses.*

(Wisconsin Youth Risk Behavior Survey 2021)

What is the YRBS?

The Youth Risk Behavior Survey (YRBS) is a comprehensive health and wellness surveillance tool developed by the Centers for Disease Control and Prevention (CDC) and administered by states and municipalities.

The responses are student self-reports of medical or psychological conditions, rather than professionally verified diagnoses.

In the 2020-21 school year, 10827 usable responses were collected from the 16 participating schools in Waukesha County. This represented 53% of public high school students in the county.

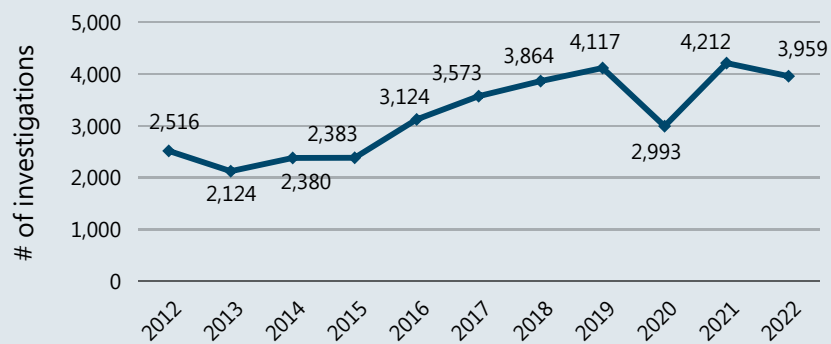
Communicable disease

Even without considering the novel coronavirus disease, communicable disease investigations have increased steadily since 2013 in Waukesha County. A slight dip occurred in 2020, which can be attributed to the pandemic since behaviors changed and access to care was severely impacted. In 2021, communicable disease continued its upward trend.

In 2022 there was 3,959 disease investigations. Disease investigation in Waukesha County has increased since 2012

(Wisconsin Public Health Network: Public Health Analysis Visualization and Reporting (PHAVER))

Waukesha County Communicable Disease Investigations
(COVID-19 data not included)

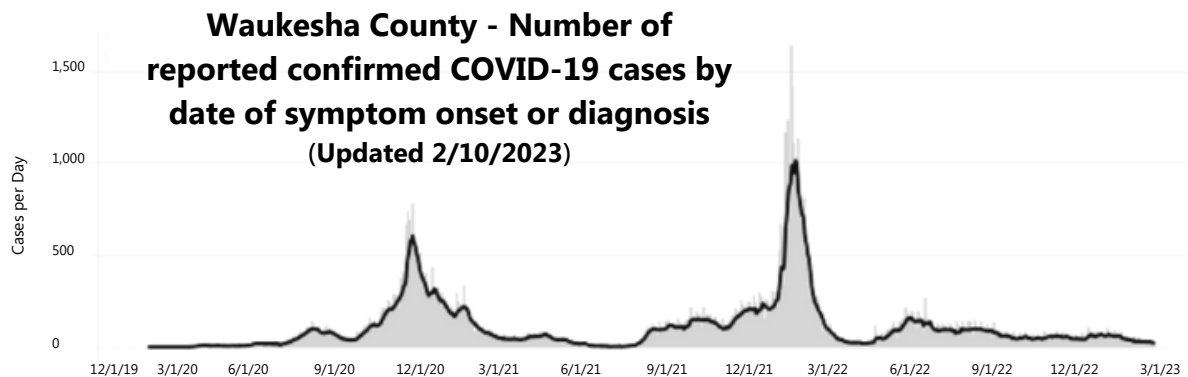


*COVID-19 investigations not included in this graph

**Flu investigations were excluded from 2020 and 2021 during the pandemic due to inflated values in the WEDSS surveillance system

The COVID-19 Pandemic

The World Health Organization declared the COVID-19 outbreak a pandemic on March 11, 2020. On the same day, Waukesha County received its first case of COVID-19. After nearly three years living with COVID-19, Waukesha County is focused on recovery.



(Covid-19: Wisconsin cases 2022)

Throughout the pandemic, COVID-19 caused hospitalizations and fatalities in all age groups, however older adults were impacted the most.

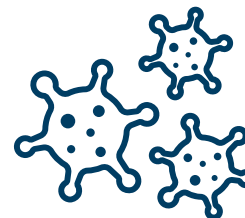
Throughout the past three years, Waukesha County has engaged in a robust public health response to the COVID-19 pandemic. The county has continued to monitor and assess health in Waukesha County, and partnered whenever possible to ensure that community members have the tools and resources needed to stay healthy. This has all taken place in the midst of unprecedented barriers to health.



COVID-19 Cases Trends

- March 2020 - Summer 2020: Cases slowly increased until summer
- September - November 2020: Cases started growing more rapidly. The first peak of disease was in November 2020, which culminated in close to 900 cases in one day and over 13,000 for the month.
- November 2020 - June of 2021: Steady decline in cases and a low of only 3 cases per day by the end of June.
- July 2021: The Delta variant started to spread, rapid increase of cases.
- August 2021 - December 2021: Cases steadily increased through the fall and plateaued mid-December at around 250 cases a day. The rise of the Omicron variant in late December redefined a new level of illness
- January 2022: By early January 2022, Waukesha County was averaging 1,300 cases a day, and the month of January alone recorded over 22,000 cases, which accounted for 20% of the entire pandemic.

(Waukesha, Fond du Lac Counties have first coronavirus cases in Southeastern Wisconsin 2020)



COVID-19 and Students

The COVID-19 pandemic has had a significant impact on students and their health, both physically and mentally. Students have been forced to adapt to new and often challenging learning environments leading to increased levels of stress, anxiety, and depression, as students face the uncertainty and isolation that comes with the pandemic.

In addition to the mental health impacts, the pandemic has also disrupted access to healthcare services, making it harder for students to receive routine check-ups, vaccinations, and other medical treatments they may need.

Overall, the COVID-19 pandemic has had a profound impact on the health and well-being of students, highlighting the importance of continued support and resources to help students manage the challenges they face during these unprecedented times.



1 in 5 students (18%) high school students had a parent or caregiver [lose their job](#) during COVID-19. American Indian Students were more like to experience an adult or caregiver losing a job during the COVID-19 pandemic.



Half (49%) of high school students knew at least one person who [got very sick or died](#) from COVID-19. ("Very sick" was defined as "having to spend one or more nights at the hospital")

(Wisconsin Youth Risk Behavior Survey 2021)

Social Determinants of Health & Health Equity

Addressing the Social Determinants of Health (SDoH) plays a crucial role in improving health equity in Waukesha County. The SDoH are the non-medical factors that affect a person's overall health and well-being, such as access to healthy food, safe housing, and quality education. Addressing these underlying social and economic factors is key to improving the health of the population and reducing health disparities.

By addressing the SDoH and promoting health equity, Waukesha County can improve population health and reduce health disparities.

The remainder of this document is organized by Social Determinants of Health to further emphasize the importance each of these factors have on health.

(Social Determinants of Health)



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Health Care and Quality

Health Care and Quality represents the connection between people’s **access** to and **understanding** of health services related to their own health. Factors that improve access and understanding of health care in the community are having enough medical providers, health insurance coverage, health literacy and more.

Waukesha County has a large number of health care providers and ranks highly in Population to Provider ratios in primary care, dentistry, and mental health when compared to other Wisconsin counties. Having enough providers where people live, work, and play is one of many factors that improve access to healthcare.



Ratio of Population to Primary Care **Physicians**

714 residents to 1 Physician (WI, 1,255:1)



Ratio of Population to **Dentists**

1,044 residents to 1 Dentist (WI, 1,399:1)



Ratio of Population to **Mental Health Providers**

390 residents to 1 Mental Health Provider (WI, 440:1)

In 2019, Waukesha County had more than 560 Primary Care Physicians, one Primary Care Physician for every 714 residents. In Wisconsin, this Population to Primary Care Physician ratio is behind only Ashland, Wood, and La Crosse Counties.



89%

of Residents
have a Primary
Care Physician

(WI: 82%)

90%

of Residents
Received a
Routine Checkup

(WI: 87%)

(Waukesha Wisconsin County Health Rankings 2022), and (Social Determinants of Health)

Medical Labor Shortage

The national medical labor shortage is a growing concern as demand for healthcare rises while the supply of healthcare professionals falls short. The COVID-19 pandemic has only highlighted the need to address this shortage.

"I believe we are starting to notice the shortage in doctors and nurses. Although we have to choose a Primary Care Physician, when you are ill you are directed to urgent care for faster service which involves traveling to other places and being treated by strangers."

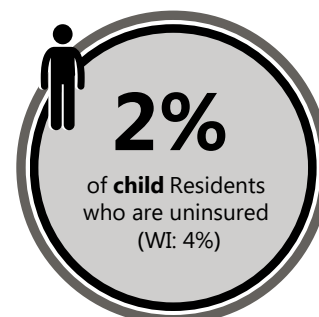
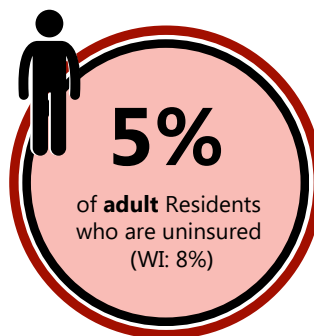
(Waukesha County Quality of Life Survey 2022)



Health Insurance

Waukesha County is a state leader in percentage of people who have health insurance, yet even with coverage, accessing health care can be costly and difficult to navigate.

(Waukesha Wisconsin County Health Rankings 2022)

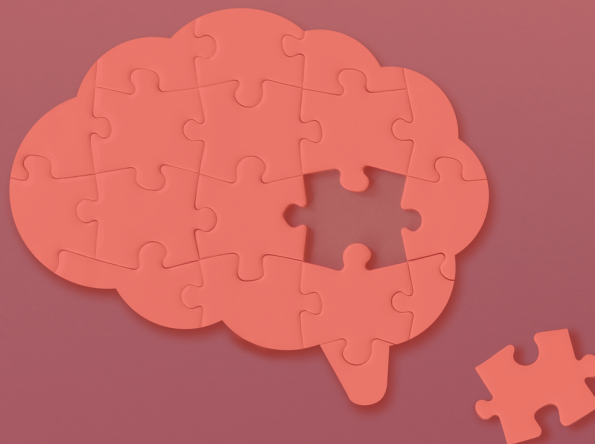


Our system does not allow for equitable health care for citizens. The cost of health insurance and co-pays and medication is unreasonable for half of American families. Too often, people delay or limit health care because of cost. Having access to health care is bad enough for low and middle income Americans, mental health care access is even worse.

(Waukesha County Quality of Life Survey 2022)

"As mental health goes widely unchecked until folks are in crisis, the cost to treat people skyrockets. If we were able to help folks with mental health issues more directly, we might see a decrease in crime, homelessness, and illicit drug use."

(Waukesha County Quality of Life Survey 2022)



Waukesha County needs better mental health care.

In the 2022 Quality of Life survey, only 25% of respondents were satisfied with the county's mental health services due to barriers like cost, availability, transportation, and provider accessibility for certain populations.

- ➔ 19% of Waukesha County adults reported having **a mental health condition** in the past 3 years (anxiety, bipolar disorder, depression)
- ➔ 4% of Waukesha County adult residents **felt sad, blue, or depressed always/nearly always** (Past Month) in 2020
- ➔ 3% of Waukesha County adult residents **considered suicide** in 2020
- ➔ 6% of Waukesha County adult residents **seldom find meaning & purpose in daily life** in 2020

(Waukesha County Community Health Survey Summary 2020), (Mental health: County services dashboard), and (Waukesha County Quality of Life Survey)

Top 5 Most Used Public Mental Health Services in Waukesha County for All Ages in 2021

Outpatient Counseling 1,809
Crisis 957
Inpatient 371
Intake and Assessment 323
Medication Management 297

"It is very difficult to get an appointment with mental health professionals."

(Waukesha County Quality of Life Survey 2022)

56% of Waukesha County High School students said they experienced anxiety, depression, or intentionally self-harmed themselves in the last 12 months.

(Wisconsin Youth Risk Behavior Survey 2021)

In the 2021 Youth Behavior Risk Survey, Waukesha County high school students were asked about their mental wellbeing over the past year, as well as any experiences harming themselves or considering or attempting suicide.

High School Mental Health	Total	Female	Male
Self-Reported Anxiety	50%	65%	36%
Self-Reported Depression	30%	40%	21%
Self-Harm	19%	28%	11%
Considered Suicide	15%	20%	11%
Had a Suicide Plan	12%	15%	8%

**The responses are student self-reports of medical or psychological conditions, rather than professionally verified diagnoses.*

"Trying to get my child into mental health professional is nearly impossible. It took months to get in and we had almost no options. I ended up doing telehealth with a provider out of Wausau, so that she could see someone within a few weeks rather than months. It's terrible."

(Waukesha County Quality of Life Survey 2022)

"I believe there is a greater need for mental health identification and treatments - especially for adolescents."

(Waukesha County Quality of Life Survey 2022)

Community members have great concern around the increasing need for more child and adolescent mental health resources in Waukesha County.

Data shows that over half of Waukesha County high school students (56%) have experienced self reported anxiety, depression, or intentionally self harmed themselves within the last 12 months.

Additionally, only 22% of Waukesha County High School Students report they "get help when needed" when in emotional distress.

(Wisconsin Youth Risk Behavior Survey 2021)



Literacy & Numeracy

Waukesha County has higher levels of literacy and numeracy compared to the state of Wisconsin.

Literacy, which refers to the ability to effectively communicate, read, comprehend, and apply complex information in various settings, such as the workplace, educational institutions, and healthcare systems. Numeracy is the ability to understand and use numbers effectively.

In Waukesha County, 63% of adults are proficient in health literacy and 53% are proficient in numeracy, compared to the statewide averages of 51% and 40%, respectively. This means that a higher percentage of adults in Waukesha County are equipped with the skills necessary to navigate the healthcare system, understand health information, and make informed decisions about their health.

However, according to the 2022 Waukesha County Quality of Life survey, there are still gaps in literacy in Waukesha County, particularly when it comes to coordinating care. Respondents noted that accessing and understanding the healthcare system can be challenging, and this is even more difficult for non-native English speakers.

As one survey respondent put it, "There are not enough Spanish speaking or culturally competent mental health care providers.", when asked about health services available in Waukesha County.

63%

Adults
(16-74)

At or Above
Proficient for
Adult
LITERACY

53%

Adults
(16-74)

At or Above
Proficient for
Adult
NUMERACY

*(U.S. Skills Map: State
and County Indicators of
Adult Literacy and
Numeracy)*



Neighborhood and Built Environment

Neighborhood and Built Environment represents the connection between where a person lives – housing, neighborhood, and environment – and their health and wellbeing. Factors that improve a person's neighborhood and built environment include quality of housing, access to transportation, availability of healthy foods, air and water quality, and neighborhood crime and violence.



Severe Housing Problems: 11% (WI: 14%)

Percentage of households with at least 1 of 4 housing problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities.



Driving Alone to Work: 83% (WI: 80%)

Percentage of the workforce that drives alone to work. The choices for commuting to work can include walking, biking, taking public transit, carpooling, or individuals driving alone.



Broadband access: 91% (WI: 85%)

Percentage of households with broadband internet connection. Reliable, high-speed broadband internet improves access to education, employment, health care opportunities and increased economic development.



Food Environment Index: 9.2 (WI: 8.7) out of 10

Scale is from 0 (worst) to 10 (best)

Food Environment Index measures the factors that contribute to a healthy food environment, from 0 (worst) to 10 (best) that account for both proximity to healthy foods and income. There is strong evidence that food deserts are correlated with high prevalence of overweight, obesity, and premature death as supermarkets traditionally provide healthier options than convenience stores or smaller grocery stores.



Access to Exercise Opportunities: 91% (WI: 78%)

Percentage of population with adequate access to locations for physical activity. Increased physical activity is associated with lower risks of type 2 diabetes, cancer, stroke, hypertension, cardiovascular disease, and premature mortality, independent of obesity. The role of the built environment is important for encouraging physical activity. Individuals who live closer to sidewalks, parks, and gyms are more likely to exercise.

(Waukesha Wisconsin County Health Rankings 2022)



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The Waukesha County Park System is one of the most cherished resources in Waukesha County.

The Waukesha County Park System is an 8,500-acre, natural resources-based system with diverse landscapes, high-quality natural areas, a variety of trails, and beautiful lakes, ponds, and waterways.



"Waukesha County has beautiful natural places and wonderful recreational opportunities."

(Waukesha County Quality of Life Survey 2022)

78%

of 2022 Quality of Life Survey Respondents are extremely satisfied or very satisfied

with parks and playgrounds

in Waukesha County

(Waukesha County Quality of Life Survey 2022)

Farmers Markets

Waukesha County has several farmers markets and farm stands throughout Waukesha County. Farmers Markets support healthy communities, increase access to nutritious food, stimulate local economies, promote sustainability, and preserve rural livelihoods and farmland. Listed below are some of the regularly occurring farmers markets in the County.

(The benefits of Farmers Markets 2022)

Brookfield Farmers Market	Mukwonago Farmers Market
Delafield Farmers Market	New Berlin Farmers Market
Dousman Farmers Market	Oconomowoc Farmers Market
Hartland Farmers Market	Sussex Farmers Market
Menomonee Falls Farmers Market	Waukesha Farmers Market



Click on each market to learn more.

"Access to public transportation outside of the City of Waukesha is almost non-existent."

(Waukesha County Quality of Life Survey 2022)

The built environment touches all aspects of our lives, encompassing the buildings we live in, the distribution systems that provide us with water and electricity, and the roads, bridges, and transportation systems we use to get from place to place.

It can generally be described as the man-made or modified structures that provide people with living, working, and recreational spaces.

Transportation

More than 40 percent of older and disabled adults rely on family, friends and neighbors for rides, and around three-quarters of caregivers list providing or arranging transport as one of their primary duties, according to a 2021 survey by the National Aging and Disability Transportation Center.

(Transportation Resources Caregivers Need To Know)

"It is difficult to live in Waukesha County as a senior since all transportation is auto based for the most part, unless you live in the city of Waukesha. And the high traffic loads on the local roads makes it difficult for some seniors to get out to safely drive to a store."

(Waukesha County Quality of Life Survey 2022)

"Transportation options are extremely limited for elderly throughout the County. "

(Waukesha County Quality of Life Survey 2022)



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Air & Water Quality

Maintaining clean air and safe water is crucial for optimal health. Air pollution has been linked to elevated asthma and lung disease rates, as well as an increased risk of premature death from heart or lung disease. Contaminated water, polluted with chemicals, pesticides, or other harmful substances, can cause sickness, infection, and heighten the likelihood of developing cancer.

Air pollution - particulate matter: 9.2 µg/m³

Waukesha County's average amount of dust, dirt, smoke in the air is higher than the statewide average (WI: 7.5 µg/m³), but still within the EPA standard of 12.0 µg/m³.

This can lead to an increased risk of heart disease, asthma, and other respiratory conditions



33% of Waukesha County has Non- Fluoridated water

Adding fluoride to water systems is one of the most effective ways to prevent tooth decay because it helps re-mineralize tooth surfaces and prevent cavities from forming.



1% of children tested for lead have Blood Poisoning in Waukesha County

This percentage represents only children tested for lead.

Lead poisoning slows growth and development in children. Lead poisoning is associated with problems later in life, such as poor academic outcomes and increased incarceration.



38% of Tested Homes had Elevated Radon Levels ≥ 4pCi/L

Waukesha County homes tested for radon have slightly higher rates of homes over 4pCi/L compared to the State of Wisconsin (35%).

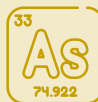
Radon is a naturally occurring gas that is radioactive and can cause lung cancer. Radon can leak into homes through cracks in the foundation. It is common in Wisconsin.



7.3% of Tested Homes had Elevated Arsenic Levels ≥ 10µg/L

Waukesha County homes tested for arsenic in water have higher rates of homes over 10µg/L of arsenic compared to the State of Wisconsin (5.4%).

Arsenic can be from natural sources in rock formations or from sources such as pesticides or treated wood. It can cause rashes, stomach problems, and may increase risk for certain cancers.



1.8% of Tested Homes had Elevated Nitrate Levels ≥ 10µg/L

Waukesha County homes tested for nitrate in water have lower rates homes over 10µg/L of nitrate compared to the State of Wisconsin (10.1%).

Nitrate is a common groundwater pollutant from natural or human sources like fertilizers and waste. It can lead to birth defects and Blue Baby Syndrome.



([Waukesha County 2021 County Environmental Health Profile](#)),
and ([Waukesha Wisconsin County Health Rankings 2022](#))



Neighborhood and Built Environment

Violence & Crime

High levels of violent crime compromise physical safety and psychological well-being. High crime rates can also deter residents from pursuing healthy behaviors, such as exercising outdoors. Additionally, exposure to crime and violence has been shown to increase stress, which may exacerbate hypertension and other stress-related disorders and may contribute to obesity prevalence.



"Crime seems to be rising at a very alarming rate. While I feel safe at home for the most part I am always a bit on edge in public, especially when my kids are with me. So much crime and acts of violence happening everywhere, it's scary."

(Waukesha County Quality of Life Survey 2022)

Violence & Safety Indicator	Waukesha County	Wisconsin	Rank in WI
Violent Crime Rate (per 100,000)	68	298	18
Homicides Rate (per 100,000)	2	4	59
Firearm Fatalities Rate (per 100,000)	8	11	25
Juvenile Arrests Rate (per 1,000)	3	NA	4

(Waukesha Wisconsin County Health Rankings 2022)

Despite concerns of rising rates of violence and crime, the majority of 2022 Waukesha County Quality of Life Respondents (66.22%) were very satisfied or extremely satisfied with the sense of safety in Waukesha County.

(Waukesha County Quality of Life Survey 2022)



Economic Stability

Economic Stability is the connection between the financial resources people have – income, cost of living, and socioeconomic status – and their health. Factors that improve economic stability include employment, food security, and housing stability.

65% of Waukesha County Quality of Life Survey respondents indicated that they were very satisfied or moderately satisfied with economic opportunities in Waukesha County. However, there was concern regarding affordable housing, job training opportunities, and locally owned businesses after the COVID-19 pandemic.

(Waukesha County Quality of Life Survey 2022)

Poverty



5.0%

Total People
in Poverty
WI: 10.8%



5.1%

People 65+
in Poverty
WI: 8.5%



4.9%

Children in
Poverty (<18)
WI: 13.6%



"Locally owned business have suffered due to the pandemic. Housing is becoming less and less affordable due to demand. The affordability of apartments no longer work for those on a fixed income. High-end apartments are being built instead."

(Waukesha County Quality of Life Survey 2022)

(Small Area Income and Poverty Estimates (SAIPE) 2021), (B17001) POVERTY STATUS IN THE PAST 12 MONTHS BY SEX BY AGE 2021), and (Waukesha County County Aging Plan FY 2022-2024)



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The cost of living is high in Waukesha County.

When families have to spend a large part of their income on housing, they may not have enough money to pay for things like healthy food or health care.

This is linked to increased stress, mental health problems, and an increased risk of disease. Expanding policies that make housing more affordable can help reduce the proportion of families that have a severe housing cost burden.



\$368,950

Median House price in
Waukesha County in
2021
(WI: \$240,000)



10%

Percent of households
that spend 50%+ of their
household income on
housing, 2016-2020
(WI: 11%)



\$1,078

Median gross rent,
2016-2020
(WI: \$872)



76.2%

Percent of Occupied
Housing Units owned
(WI: 67.1%)

(Waukesha Wisconsin County Health Rankings 2022)



Overall, there is not affordable housing in Waukesha County. The county is a great place to live, but there is not enough housing stock or affordable options for renting. It makes it very difficult to set down roots in the community.

(Waukesha County Quality of Life Survey 2022)



In Waukesha County the Median Household Income is \$92,400, the highest in the State of Wisconsin. However, this changes significantly when categorized by race and ethnicity.

Median Household Income by Race & Ethnicity

- *AIAN \$68,900
- Asian \$127,100
- Black \$55,300
- Hispanic \$70,300
- White \$89,400

*AIAN: American Indian/ Alaska Native
([Waukesha, Wisconsin County Health Rankings 2022](#))

1 in 5 people in Waukesha County are financially struggling

21% of Waukesha County residents live in ALICE households. ALICE is an acronym for Asset Limited, Income Constrained, Employed. ALICE households earn more than the Federal Poverty Level, but less than the basic cost of living for the county. ALICE households often struggle with the cost of essentials including housing, child care, food, transportation, health care, and a basic smartphone plan.

([ALICE in Waukesha County 2018](#))



In Waukesha County, the **Living Wage** is \$41.44 per hour needed to cover basic household expenses plus all relevant taxes for a household of one adult and two children (\$86,195/year).

([Waukesha Wisconsin County Health Rankings 2022](#))

\$ Economic Stability

The 2021 unemployment rate in Waukesha County was 3.1%, down from 5.6% in 2020.

People with steady employment are less likely to live in poverty and more likely to be healthy. Still, many people have steady work but don't earn enough to afford the things they need to stay healthy.

Employment programs, career counseling, and high-quality child care opportunities can help more people find and keep jobs. Policies to help people pay for food, housing, health care, and education can reduce poverty and improve health outcomes.

3.1%

**Annual
Unemployment
Rate (WI: 3.8%)**



*(U.S. Census Bureau QuickFacts:
Waukesha County Wisconsin)*

4.1

(WI: 4.2)

Income Inequality

Income Inequality is a ratio of household income at the 80th percentile to income at the 20th percentile.

A higher inequality ratio indicates greater division between the top and bottom ends of the income spectrum.

Waukesha County ranks 47th in Wisconsin.

0.75

(WI: 0.80)

Gender Pay Gap

The Gender Pay Gap is a ratio of women's median earnings to men's median earnings for all full-time, year-round workers, presented as "cents on the dollar."

Waukesha County ranks 10th in Wisconsin.

25%

(WI: 26%)

Childcare Cost Burden

Child care burden is the cost for a household with two children as a percent of median household income.

When much of a paycheck goes toward child care expenses, households face difficult trade-offs in meeting other basic needs such as paying rent or mortgage, affording doctor visits, healthy foods, utility bills, and reliable transportation to work or school.

Waukesha County ranks 25th in Wisconsin.

(Waukesha Wisconsin County Health Rankings 2022)

“

The cost of childcare is overwhelming.

(Waukesha County Quality of Life Survey 2022)

”



Education Access and Quality

Education access and quality is the connection of education to health and wellbeing. Factors that improve education access and quality include graduating from high school, enrollment in higher education, educational attainment in general, language and literacy, and early childhood education and development.

96% (WI: 90%) High School Completion

96% of adults ages 25 and over in Waukesha County have a high school diploma or equivalent. The relationship between education and improved health outcomes is well known, with a high school degree correlating strongly with higher life expectancies and improved quality of life. Waukesha County is highly educated population with 44.8% of residents having a bachelor's degree or higher, the third highest in the State.

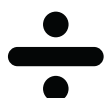
"The schools are filled with staff who want to see academic, social, physical, and emotional growth among our young community members. However, budget cuts due to enrollment funding, will make growth of the whole child more challenging."

(Waukesha County Quality of Life Survey 2022)



Reading scores: 3.4 (WI: 3.0)

In Waukesha County, Wisconsin, third grade students scored, on average, 3.4 on a standardized test for English language arts. A score of 3.0 indicates students performed at grade-level.



Math scores: 3.6 (WI: 3.0)

In Waukesha County, Wisconsin, third grade students scored, on average, 3.6 on a standardized test for math. A score of 3.0 indicates students performed at grade-level.

(Waukesha Wisconsin County Health Rankings 2022), and (Social Determinants of Health)

Students who feel connected, included, and engaged at school generally do better academically and socially.

Strong school connectedness can buffer young people against anxiety, depression, and peer pressure. While higher risk groups often report a lower sense of belonging, teachers, administrators, and classmates within a school can have a tremendous impact on how included or excluded such students feel.

Being engaged in sports, drama, or other extracurricular activities can play a positive role in students' mental and physical health, as well as academic outcomes. At the same time, such activities are often out of reach for students with the greatest needs. Students from economic disadvantage, as well as those with trauma, face greater barriers to such participation.



2 of 3 students feel like they belong at school



70% of students have a teacher they can confide in



71% of students participate in an extracurricular

(Wisconsin Youth Risk Behavior Survey 2021)

School Funding Adequacy

\$6,254

WI: \$2,509

In Waukesha County, WI, public school districts spend an average of \$6,254 more per pupil than the estimated amount needed to achieve average US test scores.

(Waukesha Wisconsin County Health Rankings 2022), and (Social Determinants of Health)

Waukesha County is home to the some of the best public schools in the State of Wisconsin.

In the 2021-2022 school year, there were 24 high schools in Wisconsin (out of 500 rated) who received an accountability rating of 'Significantly Exceeds Expectations' (83.0+) from the Wisconsin Department of Public Instruction. Of the 24 schools, seven Waukesha County schools earned this designation including the top rated high school in the State of Wisconsin, the Kettle Moraine High School of Health Sciences.

The next generation of leaders are learning valuable skills in Waukesha County classrooms.

Many area high schools have dedicated career pathway programs in healthcare, STEM, manufacturing, global leadership and more!

Here are just a few of the opportunities Waukesha County students have:

Menomonee Falls Healthcare Academy



Kettle Moraine School for Arts & Performance



District	High School	Accountability Score
Kettle Moraine	High School of Health Sciences	96.8
Whitefish Bay	Whitefish Bay High	96.1
Elmbrook	Brookfield Central High	93.9
Kohler	Kohler High	93.5
Elmbrook	Brookfield East High	90.8
Appleton Area	Tesla Engineering Charter School	89.3
New Berlin	Eisenhower Middle/High	89.2
Gibraltar Area	Gibraltar High	88.7
Wauzeka-Steuben	Wauzeka High	88.3
Waukesha	Waukesha Engineering Preparatory Academy	87.9
Kettle Moraine	Kettle Moraine Global School for Global Leadership	87.3
Cedarburg	Cedarburg High	87
Williams Bay	Williams Bay High	86.8
Mequon-Thiensville	Homestead High	86.5
Pewaukee	Pewaukee High	86.1
Wisconsin Heights	Wisconsin Heights High	85.4
Cedar Grove-Belgium Area	Cedar Grove-Belgium High	85.2
Westfield	Westfield Area High	84.4
Suring Public	Suring High	84.2
Shorewood	Shorewood High	83.9
Franklin Public	Franklin High	83.6
Divine Savior Holy Angels High	Divine Savior Holy Angels High	83.5
Mayville	Mayville High	83.4
Grafton	Grafton High	83.1

(Report cards home 2022).



Social and Community Context

Social and community context is the connection between where people live, learn, work, and play, and their health and wellbeing. Factors that improve social and community context include cohesion within a community, civic participation, discrimination, conditions in the workplace, and incarceration.

(Waukesha Wisconsin County Health Rankings 2022), and (Social Determinants of Health)



Social associations: 11.2

(WI: 11.4)

Number of membership associations per 10,000 population.



Disconnected Youth: 3%

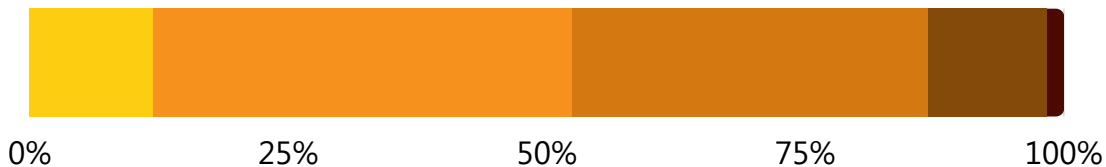
(WI: 5%)

Percentage of teens ages 16-19 who are neither working nor in school.

According to the 2022 Waukesha County Perception of Quality of Life Survey, 52% of residents said that they have adequate networks of support in Waukesha County. Survey takers noted that in certain circumstances, like the Waukesha County Parade Tragedy, there was a lot of community support, where in other challenging times, like the COVID-19 pandemic, they felt less supported.

During times of stress and need, there are adequate networks of support for individuals and families in Waukesha County

■ Strongly Agree ■ Agree ■ Neither Agree Nor Disagree
■ Disagree ■ Strongly Disagree



(Waukesha County Quality of Life Survey 2022)



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Waukesha County libraries provide programs for people in many stages of life to find community.

One way the Bridges Library System provides support and socialization for individuals is through the Living Memory Project.

The Living Memory Project offers rotating monthly social opportunities for those with memory loss and their caregivers. Individuals living with memory loss and their care partners can count on finding warm companionship, acceptance to be who they are, and enjoyable discussions and engagement in music, art, theater, poetry, and more!

In 2022, Bridges received national recognition for their Living Memory Project receiving the Innovations in Alzheimer's Caregiving Award.

The Bridges Library System is a consortium of 24 public libraries in Waukesha County, Wisconsin and Jefferson County.

(Bridges Library System receives national award)



Waukesha County Business Alliance creates opportunities for young professionals to network.



The Young Professionals of Waukesha County join together young professionals to get to know each other, access professional development opportunities, and build lasting connections with each other and the community. The group aims to help people build their network and enrich their career and personal life for years to come.



A recurring theme was that while many people knew there was a lot of resources and places to find support in Waukesha County...

...during a time of need they would not know how to access them.



Many people in need find it difficult to access support. When you are really in need, you are in so deep that it's difficult to carve out the time to find the help that is available. The available help isn't often very accessible.

(Waukesha County Quality of Life Survey 2022)



Community Support During Waukesha Christmas Parade Tragedy

However, in the aftermath of the devastating 2021 Waukesha Christmas Parade, the community came together to bridge the gap between those in need and the resources available to them. The community's response to the tragedy was a testament to the compassion and generosity of the people of Waukesha County. Neighborhoods, faith-based organizations, government, and local businesses all played a critical role in providing comfort, care, and aid to those who were struggling.

By coming together and supporting one another, the Waukesha community was able to begin the process of recovery. The "Waukesha Strong" motto became a symbol of the community's solidarity and their commitment to supporting each other through difficult times.



After the parade tragedy, folks of all walks of life came together to unite as one. The event shocked our community but we came together for one another.

(Waukesha County Quality of Life Survey 2022)



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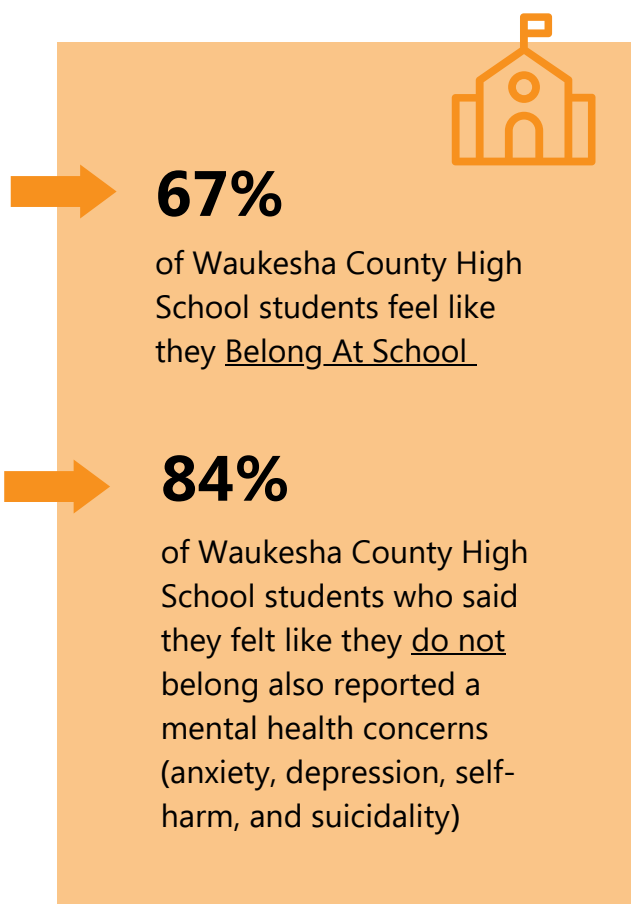


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Social and community support is important because minimal contact with others and limited involvement in community life are associated with increased morbidity and early mortality.

Social support networks have been identified as powerful predictors of health behaviors, suggesting that individuals without a strong social network are less likely to make healthy lifestyle choices than individuals with a strong network.

Social and community support is also important for youth and adolescents. Students who feel connected, included, and engaged at school generally do better academically and socially. Strong school connectedness can also buffer young people against anxiety, depression, and peer pressure.



(Wisconsin Youth Risk Behavior Survey 2021)

★ Strategic Health Priorities

Selecting Waukesha County's Health Priorities

After reviewing data from all four MAPP assessments, the CHIP Steering Committee identified three Strategic Health Priorities in Waukesha County.

These priorities were undeniably important to the current and future health of Waukesha County.

2022 - 2026 Strategic Health Priorities

- Mental Health
- Health Aging
- Substance Use

Additionally, the CHIP Steering Committee identified 10 **unique health factors** that influence health in Waukesha County. The identified health factors are root causes of health outcomes over a person's lifetime.

- Economic Stability
- Reliable Transportation
- Food Security
- Affordable Housing
- Affordable Childcare
- Social Connectedness
- Health Social Interactions
- Communication
- Accessibility of resources
- Workforce Challenges

Formal Feedback from Community Partners and Stakeholders



After all four MAPP assessments were complete, the CHIP Steering Committee identified three preliminary Strategic Health Priorities.

The Steering Committee then solicited feedback from 100 community partners and stakeholders via a survey to educate, validate, and solidify chosen priorities.

Partners from across the county including non-profit boards, hospital staff, advisory committees, and even Carroll University students provided input on the selected health priorities and identified health factors identified through the Community Health Assessment.

2022-2027 Strategic Health Priorities

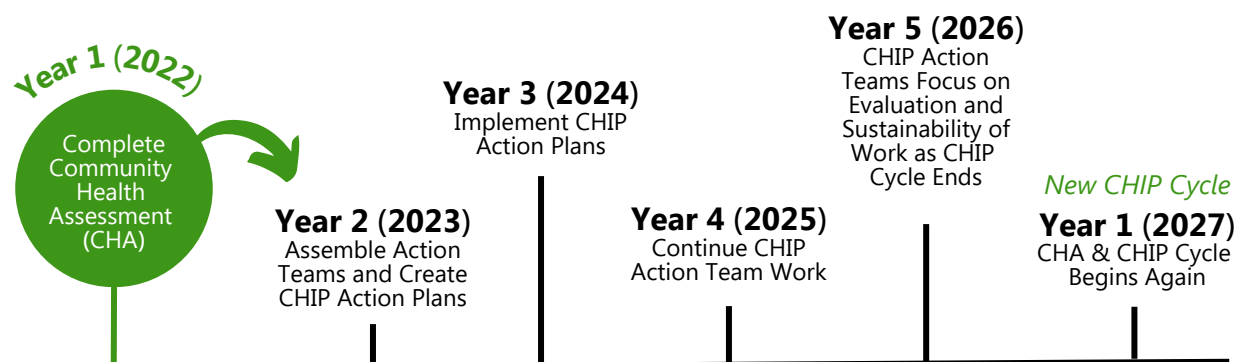


Community Health Action Team (CHAT) Participation

The Community Health Action Teams (CHATs) objective is to mobilize their communities to become civically engaged in a strategic health priority, discover ways to elevate levels of awareness in these priority areas, and put actions into place while building collective power that will continue to improve health outcomes. Each CHAT is led by a CHIP Steering Committee member, a Health and Human Services employee, and a community stakeholder who lives or works in Waukesha County.

(Public health 3.0: A call to action for public health to meet the challenges of the 21st Century.2017)

Next Steps



Community Health Improvement Plan (CHIP)

After the completion of the Community Health Assessment and the selection of the Strategic Health Priorities, the CHIP Steering Committee and Design Team begin to assemble Community Health Action Teams (CHATs).

In Year 2 (2023), action teams will assemble and develop specific action plans for each health priority (Mental Health, Healthy Aging, Substance Use). By the end of Year 2, the three action plans together will create the Waukesha County Community Health Improvement Plan (CHIP).

In Years 3 - 5 (2024 to 2026), Community Health Action Teams will work towards implementation, and evaluation of their respective action plans.





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A Appendices

The following sections detail the methodology and assessments used to collect data for the Waukesha County Community Health Assessment.

Click letter to open each of the following:

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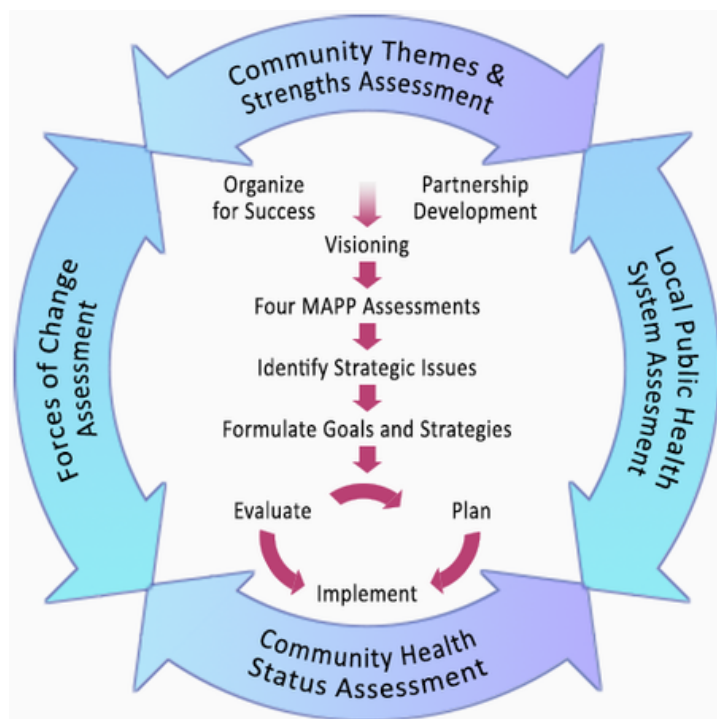
Appendix A | Assessment Methodology

Mobilizing Action through Planning and Partnership (MAPP)

Waukesha County utilized the Mobilizing for Action through Planning and Partnerships (MAPP) framework to complete the Community Health Assessment. MAPP is a community-driven strategic planning process for improving community health. Facilitated by public health leaders, this framework helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. MAPP is not an agency-focused assessment process; rather, it is an interactive process that can improve the efficiency, effectiveness, and ultimately the performance of local public health systems.

MAPP's specific framework includes:

- Organizing & Partnership Development – Structure a planning process that builds commitment, engages participants as active partners, uses participants' time well, and results in a plan that can be realistically implemented
- Visioning – Visioning Guide the community through a collaborative and creative process that leads to the development of a shared community vision and common values
- Assessments – There are four MAPP Assessments that drive the identification of strategic issues and activities for the local public health system and community
- Identify Strategic Issues – Participants determine which issues are critical to the success of the local public health system and its vision of improved community health
- Formulate Goals & Strategies – Developed for each of the strategic issues identified in the previous phase
- Action Cycle – The action cycle includes planning, implementation and evaluation



(Mapp: Mobilizing for action through planning and Partnerships)

Health Assessments Conducted

The Community Health Assessment includes four MAPP assessments. Each assessment is designed to yield important information for improving community health, but the value of the four assessments is multiplied by considering the findings as a whole.

Community Health Status Assessment	The Community Health Status Assessment identifies priority community health and quality of life issues. Questions answered include: "How healthy are our residents?" and "What does the health status of our community look like?" Because the Community Health Status Assessment is so comprehensive, a Data Subcommittee of the Steering Committee was created. The subcommittee gathers secondary data including but not limited to the US Census, Waukesha County Community Health Survey, Waukesha County Health and Human Services data, and the County Health Rankings. Information is then reviewed and aggregated on to identify trends, recurring health determinants, and major health issues.
Community Themes and Strengths	The Community Themes and Strengths Assessment provides a deep understanding of the issues that residents feel are important by answering the questions: "What is important to our community?" "How is quality of life perceived in our community?" and "What assets do we have that can be used to improve community health? In 2022, the Waukesha County Quality of Life Survey identifying Community Themes and Strengths had 898 participants.
Forces of Change	The Forces of Change Assessment focuses on identifying forces such as legislation, technology, and other impending changes that affect the context in which the community and its public health system operate. This answers the questions: "What is occurring or might occur that affects the health of our community or the local public health system?" and "What specific threats or opportunities are generated by these occurrences?"
Local Public Health System Assessment	The Local Public Health System Assessment (LPHSA) focuses on all of the organizations and entities that contribute to the public's health. The LPHSA answers the questions: "What are the components, activities, competencies, and capacities of our local public health system?" and "How are the Essential Services being provided to our community?"

(Community Health Assessment and Improvement Planning)



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Steering Committee Job Description

The task of improving the health of Waukesha County is not one that can be done alone, but requires the collaboration of the community to make a collective impact.

Under the leadership of the Waukesha County Department of Health and Human Services and the Public Health Division, a cross-sector Steering Committee composed of key community leaders with subject matter expertise is forming to participate in a Community Health Improvement Plan (CHIP), focused on improving community health. The CHIP Steering Committee will be composed of no more than 25 representatives throughout Waukesha County.

Role of the Steering Committee

To provide oversight to Waukesha County's implementation of the CHIP by participating in the Mobilizing for Action through Planning and Partnership Process (MAPP). The MAPP is a series of several assessments that will guide the group to select strategic health priorities for Waukesha County.

Primary Functions of Steering Committee

Steering committee members will participate in the planning and implementation of the MAPP process with support from staff assigned to the steering committee including a trained facilitator and administrative support. A small CHIP Design Team will be meeting in between the assessments to ensure agendas are prepared for the next meeting.

Steering committee members will be asked to:

1. Attend all steering committee meetings (dates are listed below). Steering Committee meetings will be held in a virtual setting with the hope and intention of meeting in person when possible.
2. Actively participate in each steering committee meeting.
 - a. These meetings will be 2-hours long, will have a clear agenda, will be tightly facilitated, and very interactive.
 - b. Review all materials prior to the meetings and prepare "homework".
3. Represent their sector or area of expertise by gathering feedback if necessary and possibly reaching out to sector partners to engage in surveys when needed.
4. Consider participation and/or leadership positions on a future action team or work group.

Timeframe and Commitment

Steering Committee meetings will begin in February 2022 with a target of completing all of the assessments and selecting strategic health priorities for Waukesha County by October 2022. A meeting is scheduled in November to wrap up the process. Steering Committee members may be invited to continue their service on this committee by moving into a monitoring role once the action teams begin their work. This would begin in 2023 with the expectation of quarterly update meetings.

Steering Committee Qualifications and Composition

Steering Committee members should

- Be passionate about improving the health of the community
- Be knowledgeable about a specific community subpopulation or sector
- Have a history of working well in collaborative settings
- Have a commitment to improving the community
- Have influence within the community
- Have demonstrated the ability to leverage stakeholders to gather feedback
- Be open to examining community health with a diverse, equitable, and inclusive lens

Meeting Dates

The Steering Committee met as a large group eight times from February to November 2022 with several other meetings scheduled for subcommittee work that included conducting data collection, designing surveys, analyzing data, planning and more.

Meeting	Date
CHIP Steering Committee (first meeting)	February 9, 2022
CHIP Data Committee Meeting (working on CHA)	February 16, 2022
CHIP Design Team	February 23, 2022
CHIP Data Committee Meeting (working on CHA)	March 3, 2022
CHIP Steering Committee (Forces of Change)	March 9, 2022
CHIP Design Team	March 23, 2022
CHIP Steering Committee (Local Public Health System Assessment)	April 13, 2022
CHIP Data Committee Meeting (working on CHA)	April 27, 2022
CHIP Design Team	April 27, 2022
CHIP Steering Committee (Community Themes and Strengths)	May 11, 2022
CHIP Data Committee Meeting (working on CHA)	May 18, 2022
CHIP Design Team	May 25, 2022
CHIP Steering Committee (Community Health Assessment)	June 8, 2022
CHIP Design Team	June 22, 2022
CHIP Steering Committee (Identify recommended priorities)	July 13, 2022
CHIP Design Team	July 27, 2022
CHIP Team will seek feedback from key stakeholder groups (no Steering Committee meeting)	August /September 2022
CHIP Design Team	August 24, 2022
CHIP Team will seek feedback from key stakeholder groups (no Steering Committee meeting)	August /September 2022
CHIP Design Team	September 28, 2022
CHIP Steering Committee (review stakeholder input and refine strategic health priority recommendations)	October 12, 2022
CHIP Design Team	October 26, 2022
CHIP Steering Committee (if needed; celebratory)	November 9, 2022
CHIP Design Team	November 30, 2022 (after Thanksgiving)
CHIP Design Team	December 14, 2022

Appendix A | Assessment Methodology

Initial Strategic Health Priority Selection

Process, Criteria, and Considerations

After the completion of the four MAPP Assessments, the next step was for the Steering Committee to identify what strategic issues are critical to the success of the local public health system to meet our vision of improved community health. The goal was to surface the top six-eight strategic issues and then gather input (on these priorities) from community partners and key stakeholders.

Strategic issues are fundamental policy choices or critical challenges that must be addressed in order for a community to achieve its vision. Strategic issues should build on results and data from the assessments and represent the most compelling findings that emerge when all of the MAPP Assessments are considered together.

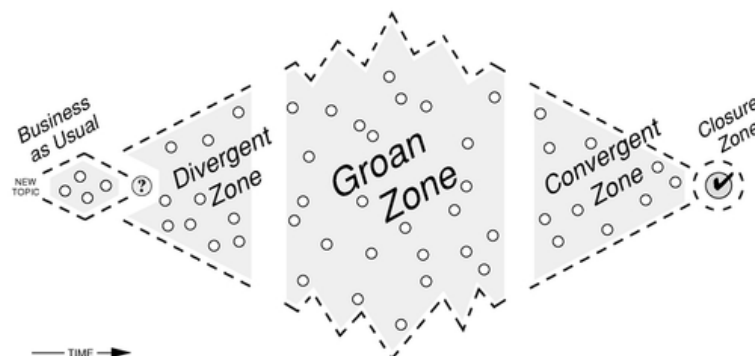
A Strategic Issue:

- Centers around an important tension or conflict as identified and supported by data.
- Is something that the local public health system can address in collaboration with the community.
- Meets the selection criterion as described below and on the grid on page two.

Selection Process:

1. Each CHIP Steering Committee member was asked to individually review the data from the four MAPP assessments along with the CHIP vision and values to identify the top six strategic health issues in Waukesha County using the [Strategic Issues Selection Matrix](#).
2. All of the individually selected priorities were compiled and analyzed.
3. The CHIP Steering Committee reviewed the combined results and worked to hone in on the top 6-8 key strategic issues by using Sam Kaner's Diamond of Participatory Decision Making.
4. Selected strategic issues were validated by surveying 100 community partners and key stakeholders.

(Sam Kaner et al.'s
[Diamond of
Participatory Decision
Making](#)).



Strategic Issues Selection Matrix

Steering Committee Members were asked to identify six strategic issues and select if the strategic issue was repeating in 2 or more of the MAPP Assessments as well as identify if the selected strategic issue met the following criteria:

- The strategic issue has a disproportionate impact on vulnerable populations
- Meets the vision created by the Steering Committee
- Addresses a social determinant of health
- Our key stakeholders have the capacity to elicit change
- There is a significant community consequence if nothing is done

Sample of the Selection Matrix

Strategic Issues	Common or repeating theme in 2 or more of the MAPP Assessments				The strategic issue has a disproportionate impact on vulnerable populations.	Meets the vision created by the Steering Committee.	Addresses a social determinant of health.	Our key stakeholders have the capacity to elicit change.	There is a significant community consequence if nothing is done
	Forces of Change	Local Health Systems Assessment	Community Themes and Strengths	Community Health Status Assessment					
1. Example strategic issue	X	X			X	X	X	X	
2.									
3.									

Strategic Issues Selection Matrix Results

19 Steering Committee Members completed the selection matrix. Below is a table of results by general theme identified. While the identified issues with the higher counts were prioritized, count was not the only measure of importance when selecting priorities.

Counts	Strategic Issue	Counts	Strategic Issue
15	Aging Population	2	Navigation of health care and community support network
13	Health Equity (Access/Outcomes)	2	Divisive political environment
13	Mental Health	2	Encourage Healthy Lifestyles
12	Substance Use	2	Community Safety
9	Accessible & Affordable housing	2	Diversity/Equity
7	Workforce Challenges	1	Rising cost of health care
6	Transportation	1	Children's health needs
4	Inflation/Economic Stability	1	Social determinants of health
4	Misinformation /mistrust of communications	1	Environmental health
3	Availability and Affordability of Childcare	1	Chronic Disease and Prevention
3	Social Connectedness/Healthy Social Interactions	1	Food insecurity
2	Racism/Discrimination	1	Wellness and Resilience

Appendix B | Community Health Status Assessment

The Community Health Status Assessment (CHSA) focused on answering the following questions:

How healthy are our residents?

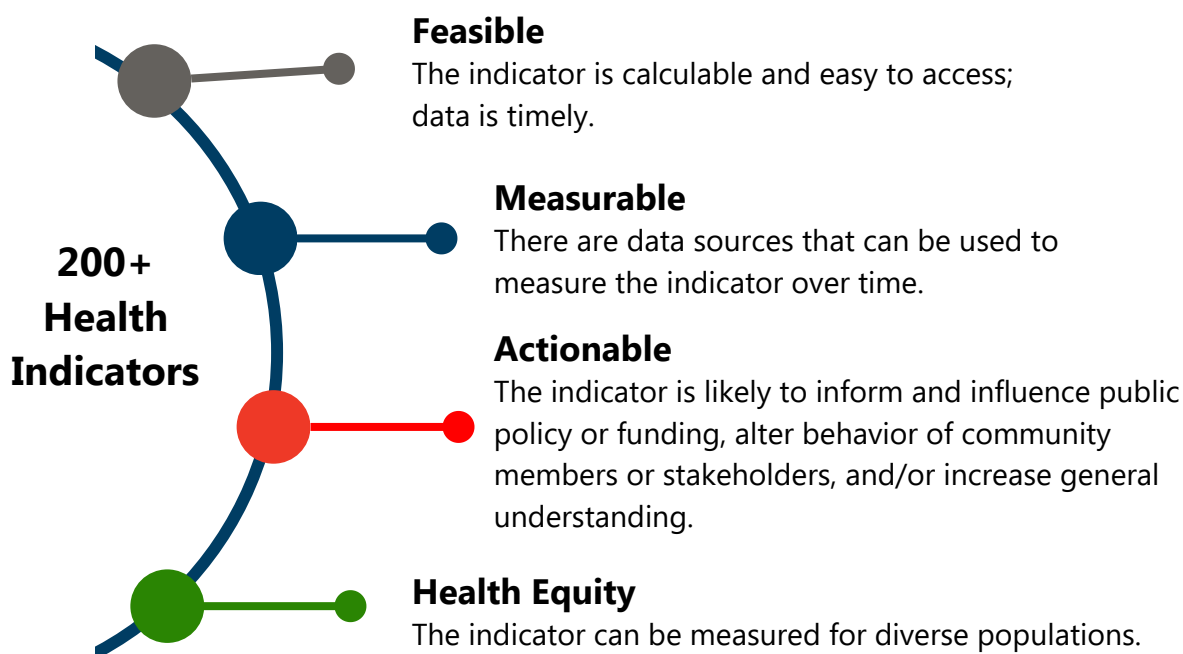
What does the health status of our community look like?

The Community Health Status Assessment (CHSA), known in Waukesha County as the Health Status Assessment and Data Report (HSADR), involves gathering and analyzing data to identify the health needs, strengths, and resources of a community in a collaborative process. The HSADR provides an initial understanding of the community's health status, which serves as a baseline for identifying priority health issues and developing strategies to improve community health. This report includes information on the community's health status, as well as social, economic, and environmental factors that influence health outcomes.

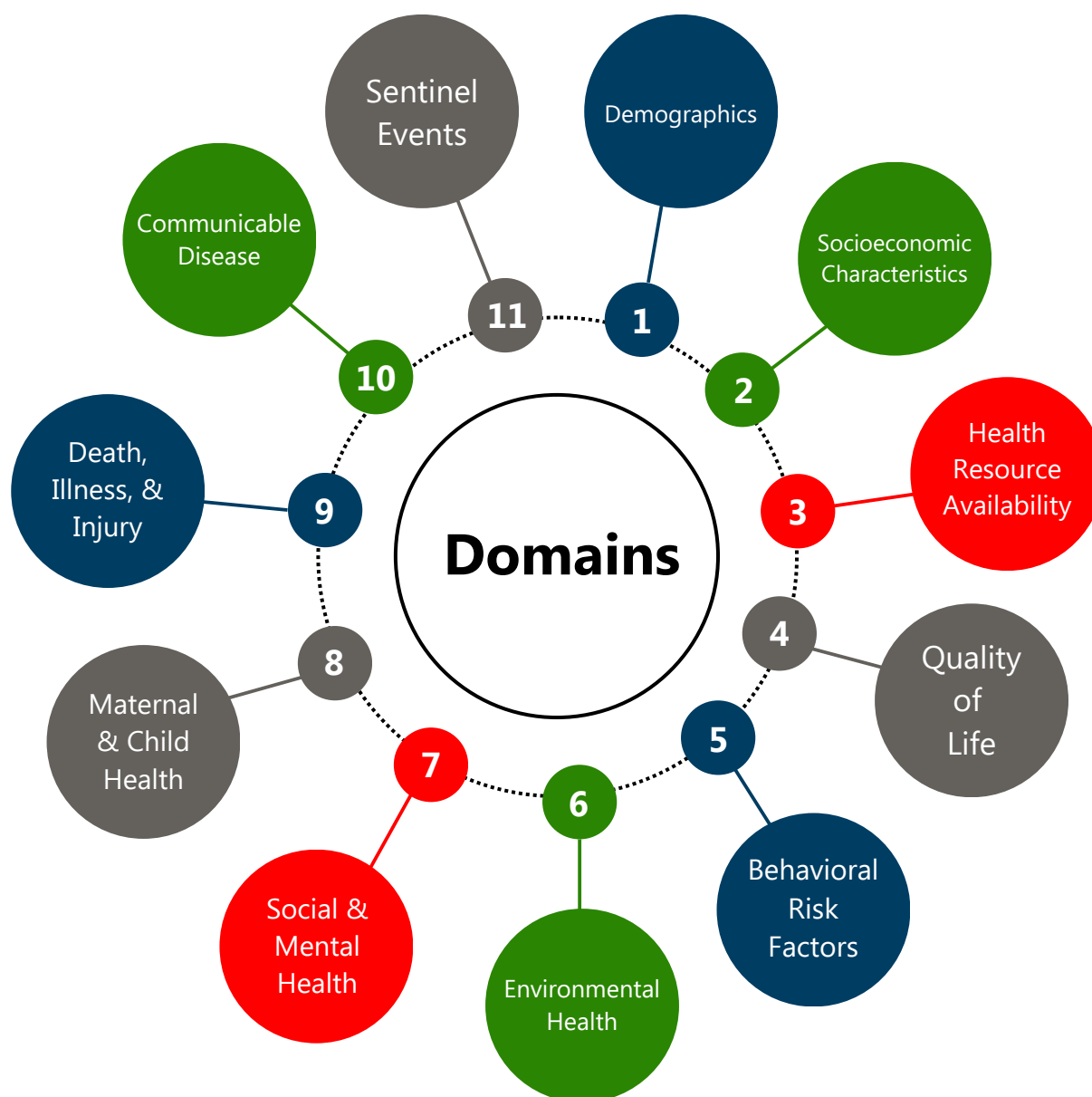
What's the difference between the Health Status Assessment and Data Report and the Community Health Assessment ?

The main difference between the Health Status Assessment and Data Report (HSADR) and the Community Health Assessment (CHA) is their scope. The HSADR focuses on collecting data to understand the community's health status and serves as a starting point for the MAPP process. The CHA is a compilation of all four assessments in the MAPP process, including the HSADR. [Find the full HSADR report here.](#)

The following criteria was used as a guideline to determine the key health indicators:



The Health Status Assessment and Data Report (HSADR), organizes data into 11 domains that provide a comprehensive overview of the health status and needs of Waukesha County. Key data points from the HSADR are utilized in the Community Health Assessment (CHA) document to provide an overview of the health status and needs of a community. [Find the full HSADR report here.](#)



Top Issues Identified by the CHIP Steering Committee during the Community Health Status Assessment

WHO ARE WE AND WHAT DO WE BRING TO THE TABLE?

- Aging population and needs associated with that increase
- Demographics are becoming more diverse and disparities are present (and growing)
- Cost of living and housing availability challenges
- Workforce shortages (healthcare was noted)
- Affordable childcare is a challenge
- Youth underrepresented in data
- Increase in violent crime

WHAT ARE THE STRENGTHS AND RISKS IN OUR COMMUNITY THAT CONTRIBUTE TO HEALTH?

- Several issues concerning older adults
 - Deaths by falls is alarming
 - Alzheimer's disease Elder financial abuse
 - Chronic disease
 - Need for "community planning" for older adults
- Mental health and substance use are closely connected
 - Increase in drug related deaths (Fentanyl)
 - Increase in mental health issues
- Disparity of access to care and treatment
 - Prenatal care and Infant mortality rate for communities of color
- Increase in communicable disease (mistrust of information)

WHAT IS OUR HEALTH STATUS?

- Culture of alcohol use and abuse
- High percentage of the population are overweight (obese)
- High radon levels
- Networks of support are decreasing
- Food access poor in some areas
- Youth data around mental health is needed



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Appendix C | Community Themes and Strengths

The Community Themes and Strengths Assessment focused on answering the following questions:

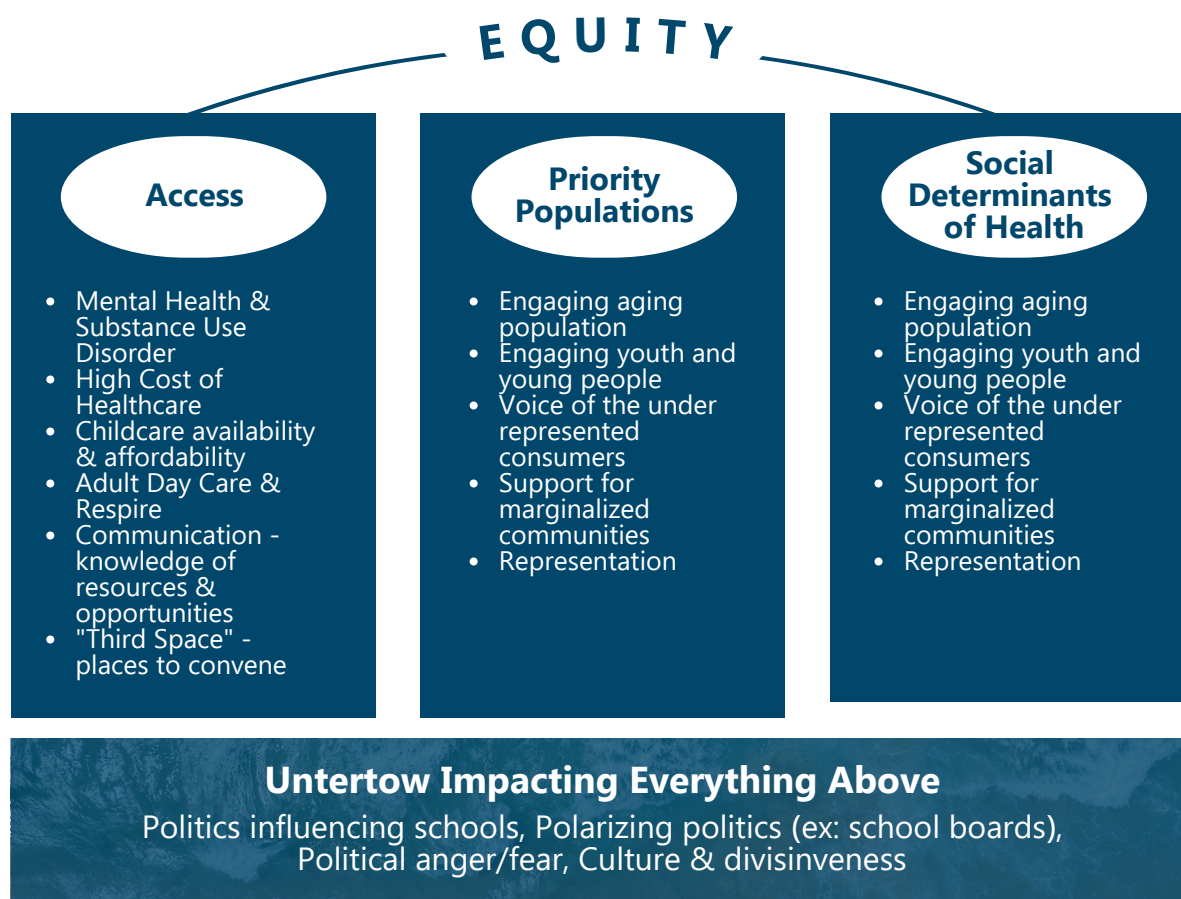
How is the quality of life perceived in our community?

What health and health-related issues are important to our community?

The Quality of Life Survey was created and distributed in Waukesha County. Anyone who lives, works, or goes to school in Waukesha County was invited to complete the survey.

898 people who live, work and/or go to school in Waukesha County completed the 2022 Waukesha County Quality of Life Survey. Of the respondents, the most represented groups were Retirees (30%), Parents (20%), and Government Employees (9%).

Key Themes & Needs Emerging from the Community Themes and Strengths Assessment



Appendix C | Community Themes and Strengths

Quality of Life Survey: Multiple Choice Analysis

The Quality of Life Survey helps us better understand the issues residents feel are important by directly asking “What is important to our community?” and “How is the quality of life perceived in our community?”. Through a series of questions, respondents indicate their level of satisfaction (extremely satisfied, very satisfied, moderately satisfied, slightly satisfied, not at all satisfied, not applicable to me) for several health or health related topics.

Responses were grouped into three categories, Areas of Strength (more than 66% of respondents were very satisfied or better), Areas of Opportunity (between 33% and 66% of respondents were very satisfied or better), and Areas of Improvement (less than 33% of respondents were very satisfied or better). Areas of Improvement were topics that respondents had the least amount of satisfaction in.

Area of Strength = % of Respondents Who Answered: Extremely or Very Satisfied > 66 %

- | | |
|---|--|
| <ul style="list-style-type: none"> • Access to healthcare services • Comfort with electronic health record • Good place to live for the senior population • Good place to raise children • Options in healthcare | <ul style="list-style-type: none"> • Quality of Parks & playgrounds • Quality of healthcare services • Quality of healthcare providers • Quality of Life • Safe place to live |
|---|--|

Area of Opportunity = % of Respondents Who Answered Extremely or Very Satisfied is between 33% and 66%

- | | |
|---|--|
| <ul style="list-style-type: none"> • Access to high-speed internet • Cost of healthcare services • Adequate networks of support including agencies, organizations, faith-based, and neighbors* • Good paying jobs • Health equity (eliminating health disparities) in healthcare services • Higher education opportunities • Job training* • Jobs with career growth* • Locally owned and operated businesses • Low crime rate • Medical Services for Seniors* • Parks & playgrounds safety • Participation in community life and associations | <ul style="list-style-type: none"> • Public health • Quality of recreation services for children* • Quality of school services* • Quality of schools • Reasonable commute • Safety at shopping areas • Safety at the workplace* • School safety* • Services at churches for seniors* • Shopping services for seniors* • Telehealth services/ accessing healthcare remotely * • Sufficient economic opportunity • Thriving businesses • Wellness/well-being healthcare services |
|---|--|

Area of Improvement = % of Respondents Who Answered: Extremely or Very Satisfied < 33 %

- | | |
|--|---|
| <ul style="list-style-type: none"> • Accessible transportation • Affordable housing • Day care for Seniors** • Elder-friendly housing* • Meals on Wheels/Home delivered meals** | <ul style="list-style-type: none"> • Mental Health Service* • Quality of After- school programs** • Quality of Childcare Services ** • Social support of older adults living alone** • Transportation for Seniors* |
|--|---|

* 25% < Respondents < 50% indicated that this measure was ‘Not Applicable to Me’

** 50% < Respondents indicated that this measure was ‘Not Applicable to Me’

Appendix C | Community Themes and Strengths

Quality of Life Survey: High Level Comparative Survey Data

Weighted Average 1-5 (5 being the best)

Results from the 2022 Quality of Life Survey were compared to 2017 results in ten major category areas. Overall, 2022 survey respondents had slightly more positive results as compared to 2017.

High Level Question	2017 n= 379	2022 n=898	Trend
Quality of Life	4.2	3.98	Lower
Healthcare Services/Providers	3.9	4.14	Higher
Raising Children	4.28	4.10	Lower
Senior Adults	3.77	3.83	Higher
Economic Opportunity	3.74	3.78	Higher
Safe Place to Live	4.06	4.05	Lower
Networks of Support	3.75	3.49	Lower
Opportunity to Contribute to Quality of Life	3.66	4.01	Higher
Ability to Improve Community	3.48	3.80	Higher
Civic Engagement	3.74	3.86	Higher

Appendix C | Community Themes and Strengths

Quality of Life Survey: Comment Analysis

If respondents indicated that they were moderately satisfied or below for any indicator in each question set, they were asked to provide explanation or comments. If every indicator in the question set was marked very satisfied or above, respondents were not asked to provide explanation and comments. Therefore, this comment analysis focuses mostly on challenges related to each health or health related topic.

After analyzing the Quality of Life survey comments, one of the main themes was: Barriers exist for marginalized populations.

Priority Populations

- Aging population
- Youth and young people
- People with physical and mental disabilities
- Marginalized groups including race, ethnicity, and sexual orientation

"Need to focus on true inclusion and safety for people of color, LGBTQ residents (especially children), people who are neurodivergent, and people who are disabled (including seniors)."

Access

- Improved/increased access to mental health services (especially for youth), senior services and resources and substance use disorder resources
- High cost of health care
- Improved communication to increase community knowledge of resources

"We need to improve access to quality long-term care services for low-income seniors, including facility and home based services."

Social and Economic Factors

- Childcare availability and affordability
- Adult day care & respite
- Cost of childcare is overwhelming
- Limited transportation options for people without a car
- Limited affordable housing
- Income disparity
- Perceived decline in community safety
- Increased concern about school safety

"Overall, there is not affordable housing in Waukesha County. The county is a great place to live, but there is not enough housing stock or affordable options for renting. It makes it very difficult to set down roots in the community."

Polarizing Topics

- Many respondents raised concern about the increasing polarization and divisiveness that persists in and throughout the county about these topics:
 - School Board
 - COVID-19
 - Gun laws
 - Racism, diversity

"I am deeply disturbed by the politicization of school board races and other local governmental positions that are supposed to be nonpartisan."

Appendix D | Forces of Change Assessment

The Forces of Change Assessment focused on answering the question:

What are the incoming and outgoing trends, ideas, and practices that affect the health of our community or local public health system that we need to pay attention to?

The CHIP Steering Committee engaged in a trend analysis workshop that provided an opportunity for the group to review the impact of societal issues, technology, economy, environment, politics, and other issues putting pressure on the health of our community and the local public health system.

Wave Metaphor



What do we need to HEED or pay attention to?

(HEED = Horizon, Emerging, Established, Disappearing)

The trend analysis was conducted using a WAVE metaphor and examined the impact of issues out on the:

- Horizon (new ideas not yet formed)
- Emerging (gaining momentum)
- Established (visible and well developed)
- Disappearing (no longer an operating reality).

HORIZON

Which new ideas are creeping out and pushing to become accepted trends and practices?

- Virtual care and in-home testing with equity issues
- Decreasing stigma associated with mental health issues - more individuals reaching out for support/resources
- Collective impact efforts
- Community needs and social screenings
- Having a shared understanding of holistic needs, resources that exist and impact
- Mobile and retail access to services
 - Opportunity to look at how we can build on successes and increase accessibility to services and equitable opportunities

Technology

Employee Demands

Legalization of marijuana

New Diseases

Delta 8 & new substances

Aging Population

MRNA Technology

Digital Equity

Sustainable Energy Sources

Climate Change

Childcare cost & availability

World instability

Mental Health First Aid in Schools

Community & Social Needs Screening

Virtual Care and Dr. Visits

Alternative Interventions for AODA

Non-traditional therapeutic modalities

Mobile & retail access to services

In-home testing

Eldercare & Aging in Place

Supporting transgender individuals

Gig Economy

Electrical & hybrid vehicles

Personalized Healthcare

Need for more equitable practices

Increased cultural diversity

EMERGING

Which practices, trends, programs, ideas are picking up momentum and acceptance?

- Political and ideology division
 - Resistance in equity work
 - Lack of science literacy
 - Emergence of individualistic culture - shifting from collective
- Lack of people wanting to go into service professions
- New substances and new diseases
- Lack of affordable housing and housing instability will impact equity
- Aging population - technology/resistance to tech that could help



Appendix D | Forces of Change Assessment

ESTABLISHED

Which practices, trends, programs, ideas are mainstream or standard operating procedures?

- There is so much to consider - how do we narrow our priorities
- What is the ability to influence community health?
 - How do we link this back to outcomes?
- Communications - how the message will go out, be received and perceived
- How do we take the integration and collaboration to the next level to make sure all on the same page?
- If we move to fast, we may impact inclusivity -by us, for us, with us

Traditional tertiary prevention

Availability of health insurance

Application of Evidence Based Practices

Social Media Influences

Technology Influences

Green Space & Health

MRNA Technology

Digital Equity

Political and Ideological Division

Primary Care Connection

Collective Impact Efforts

Traditional workspace

Traditional health exams

Traditional shopping

Service Permissions

Public touchscreens

Reusable shopping bags

Handshakes

Associations

Community Gatherings

Health & Employment Fairs

Paper forms

Office Space

DISAPPEARING

Which practices, trends, programs, ideas are no longer relevant and considered outdated?

- Political and ideology division
 - Resistance in equity work
 - Lack of science literacy
 - Emergence of individualistic culture - shifting from collective
- Lack of people wanting to go into service professions
- New substances and new diseases
- Lack of affordable housing and housing instability will impact equity
- Aging population - technology/resistance to tech that could help

Appendix E | Local Public Health System Assessment

The Local Public Health System Assessment (LPHSA) focused on answering the following question:

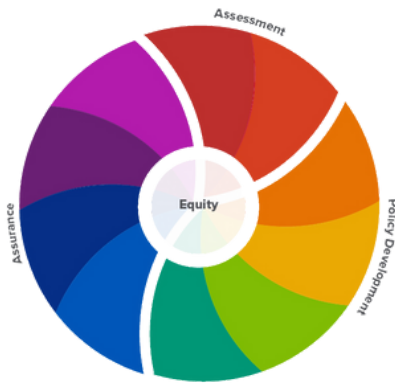
What are the components, activities, competencies, and capacities of our local public health system??

The LPHSA focused on the “local public health system” defined as all entities that contribute to the delivery of the public health system within a community. The LPHSA uses the 10 Essential Public Health Services as the fundamental framework for assessing the local public health system.



(CDC - Original Essential Public Health Services Framework - OSTLTS)

The CHIP Steering Committee evaluated the Local Public Health System based on each one of the 10 Essential Public Health Services. The Steering Committee sought out to answer:



What are the components, activities, competencies, and capacities of our local public health system?

Each team answered the following questions:

- What has changed since 2017? (2017 was the last CHIP Cycle)
- Current strengths our community holds in the Essential Service (ES)?
- Challenges our community faces in the Essential Service (ES)?
- Opportunities for our community in this Essential Service?

After teams evaluated the Local Public Health System against the 10 Essential Public Health Services, they reflected and discussed implications and insights by answering:

- Where did you feel hopeful?
- What caused you concern?
- What key themes do you hear emerging that we need to pay attention to?
- What are the implications you see for our community health improvement plan?

Where did you feel hopeful?

- Infrastructure has been there - there is a sense of togetherness; we are better together; Understanding our place at the table will be helpful
- Similar themes - tending towards the same page
- Identifying opportunities

What caused you concern?

- Obstacle of overcoming disinformation and misinformation - in many venues
- Longevity of the ARPA funded programs

What key themes do you hear emerging that we need to pay attention to?

- Greater reliance on information technology; people are more comfortable and access is greater.
- COVID learnings and changes for the better
- Consistent messaging with major partners
- Housing, transportation, workforce challenges
- Partnerships and resources - rallying as a community to face challenges; ability to evaluate effectiveness and continue to learn and improve
- Better ability to discuss mental health issues
- Social determinants of health (SDOH)

What are the implications you see for our community health improvement plan?

- Funding and the impact of funding on decisions and programming
- Intersection between law enforcement and mental health
- Social determinants of health (SDOH)
- Health equity - inclusion and application
- Prioritize - acknowledge alignment of priorities (and resources)
- Clarity and definition of measures
- How we communicate



Appendix E | Local Public Health System Assessment

Essential Service 1

Monitor Health Status to Identify Community Health Problems

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- We have gotten through another CHIP cycle - Lessons learned of how we assess community health and then communicate that information - Goal is to take those lessons learned and apply to this new process - Better tracking and responding to emerging threats/diseases - Technology-telehealth, exposure notifications - Greater resources for address SDOH and health equity	- Variety of data available - We were able to use a lot of data from existing sources and reports - Breakdown by priority populations - Partnerships to collect data - Electronic Health Records- data sharing across systems	- Health systems and health departments are on different CHNA/CHA timelines - We don't know the full impact of COVID - ISMS- age, race, gender, etc.. - Politics - Understanding health at a subgroup level	- Further sharing of EHR reports/data - In the future, we have opportunities to learn from the COVID pandemic - Connecting patients to SDOH resources

Essential Service 2

Diagnose and Investigate Health Problems and Health Hazards

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- Greatly enhanced capability to test and investigate diseases - Lack of trust in public health and health systems - Misinformation - Public health became politicized - Adjusting Emergency Response Plan based on lessons learned from COVID	- Surge capacity tracking for health care - Surge capacity for lab (testing centers) - Public health's ability to add staff to respond to pandemic - Utilization of technology - Transparency of data - Collaboration	- Supply chain issues - Lack of trust in public health and health systems - Misinformation	- Ensure the health department captures/documents lessons learned - Utilize technology to monitor personal exposure - At home screenings/testing

Appendix E | Local Public Health System Assessment

Essential Service 3

Inform, Educate, and Empower People about Health Issues

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- More connected via social media but not necessarily more connected to accurate health info - Many more platforms for info = increase in complexity - Quality of information (disinformation) - Increase in state health department information made visible - Mobilization in resources - Health literacy increased and focus on health equity - Increase in diversity	- An emerging strength (awareness) is the fact we are starting to look at health equity - Availability of telehealth services - General awareness of health issues and services	- Misinformation - Disinformation - Unhealthy social media “challenges” - Determining credible sources - Elderly and low SES populations accessing virtual services - Teens mindset and beliefs around AODA - Culturally appropriate language and practices	- Collaboration with health systems and departments to have one shared message, especially with prevention and mitigation - Clear, consistent, and simple messages - Focusing on whole health - CHIP process!

Essential Service 4

Mobilize Community Partnerships to Identify and Solve Health Problems

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- Navigating pandemic. - Concentrating on last two years and the unique experiences. - More general consumers talking about accessing the PH website, getting to know resources they didn't know existed before. - Looked to PH to get information on vaccines, etc. - Looking for a local voice to cut through national and special interest groups. - County took a leadership role to make sure they were our trusted advisor. - More awareness of mental health demands and gaps. People are willing to talk about it. - Community went through a mass tragedy event	- Inner and cross-sector collaboration. - Have strong non-profit groups that contribute. - Education sector is very strong (three higher-ed institutions in our county, charter school at Waukesha South, etc.) - Mobilization of resources went really well. - Public/private partnership addressing the pandemic was well aligned.	- Making sure people know where to get good information. - Exhaustion - we're not through this yet. - Political pressures continue to plague us. - Secondary issues (economic, health, etc.) - Transportation continues to be an issue for the County. - Home prices/availability of affordable housing. - Workforce - this is an aging county and we do not have enough talent to backfill what we are losing.	- Build on the strengths of collaboration and shared vision. - Better transportation. - Marketing and communication - people don't know what they don't know. - Health systems could find a way to work together more efficiently. Provide the public with a more comprehensive view. Partnerships, etc. - Advances realized because of pandemic. - Education around what the needs truly are in Waukesha County. Understand what resources are really needed and why. - There are many families that are just on the edge that could be pushed over by just one event.

Appendix E | Local Public Health System Assessment

Essential Service 5

Develop Policies and Plans to Support Individual and Community Health Efforts

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- In light of, H1N1 and other health emergencies plan/prep - more prepared for mass inoculations and other needs - Broader recognition of Mental Health as a public health issue	- Development of the Mental Health crisis coordinator in the Sheriff's office 80-90% of sworn staff trained in Crisis Intervention Training - Waukesha proper acknowledging SDOH needs and implementing programs to address	- Sustainability of federal stimulus funding - Unhoused individuals getting more private partners involved - SDOH/quality of life challenges in Waukesha city proper - Consistent messaging with major partners in the public health space - health systems, public health, public officials, etc. - Overcome sources of misinformation in the public health space	- Federal stimulus Funding that will become available - needs to explored beyond pilot programs - Encourage additional municipalities to acknowledge and address quality of life challenges

Essential Service 6

Enforce Laws and Regulations that Protect Health and Ensure Safety

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- Adoption of Mental Health crisis workers with law enforcement - Elimination of the juvenile center (underutilized) - Detentions moved to Washington County	Adoption of embedded Mental Health crisis workers reduces the amount of time to help mitigate those individuals experiencing MH crisis	- HIPPA release of information to law enforcement when discharging patients - Inconsistent approach to quarantine policy (explore more) - Transports that compromises/impact smaller municipalities - Need more data on how it impacts youth services - Politics of law making - Political changes at state level which impact laws and changes at the local level	- Sustain and possibly expand MH crisis worker program - Information on law making -if people don't care will they pay attention?

Appendix E | Local Public Health System Assessment

Essential Service 7

Link People to Needed Personal Health Services and Assure the Provision of Healthcare when Otherwise unavailable

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- COVID-19 - Ability to access services virtually - Growing non-English populations - Not just Spanish speakers	- Expansion of needed services - Dental - Free school meals - Blessings in a Backpack schools/service - Overflow shelter - Mobile food pantry	- Transportation - Waiting lists and shortages (providers) - Workforce challenges - Economy and supply chain issues	- Health navigator trainings (bring these back) - SDOH platform/Unite Us

Essential Service 8

Assure a Competent Public and Personal Health Care Workforce

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- Having healthcare career information available earlier - starting at the 5th grade level. - Schools to Skills Initiative, etc. - Alignment within the healthcare system in the broad definition of "healthcare professional". - People are aging out of their careers which has started to create a shortage, in addition to the wage inflation making it difficult to replace talent. - Gig economy and different kinds of access to healthcare.	- Programs such as the Business Alliance and school districts focused on career opportunities at an earlier age. - STEM education. - Strong healthcare workforce programs connected to health systems and the community. (Local schools.)	- How do we retain those that grow up and live in the community? How do we attract them to the healthcare sector. - Increase diversity into healthcare careers. - Cost of living is prohibitive. Limited transportation options for commuters plus higher gas-prices. - Retention of existing healthcare workers. - Need more instructors for healthcare courses.	- Develop accelerated programs to get people into fields quicker. - Organizations that increase mentorship opportunities and job shadowing. - Waukesha County is becoming more diverse - business groups can model opportunities. Organizations should mimic the patients you are working for. - Digital access and resources (school, work, etc.) rapidly enhanced. - Could more colleges create more collaborations around virtual curricula? Align matriculation agreements better. - Bring in instructors from out of the area via virtual classrooms.

Appendix E | Local Public Health System Assessment

Essential Service 9

Evaluate Effectiveness, Accessibility and Quality of Personal Population-Based Health Services

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- More overall awareness of services - Less risky behavior/more anxiety & depression in student populations - Better HERC committee work/Emergency trainings - Questions regarding school sharing of information/data	HERC/Emergency preparedness efforts and data share related to this	- Disinformation during COVID-19 and resulting lack of trust - Challenges with access overall - Lack of data collection (i.e. COVID-19 tests)	- Lots of data - opportunity for better collaboration - SDOH platform/Unite Us - How do we build better capacity to address changing needs? (relates to schools/data sharing)

Essential Service 10

Research for New Insights and Innovative Solutions to Health Problems

What has changed since 2017?	Current strengths our community holds in the ES?	Challenges our community faces in the ES?	Opportunities for our community in this ES?
- Healthcare innovations, equipment, treatment - Increase in school-based mental health services and supports - Public distrust of the CDC - Public misunderstanding of research and the process - Momentum around health equity and social determinants of health - Expanded payment models and dollars for health services	- Increase in school-based mental health services and supports - Growing awareness of health equity 4-year institution within the County with a strong health sciences dept. Opportunity to make stronger connections around research and program innovations	- Legal and medical restrictions - Distrust in CDC and other public health agencies - Public misunderstanding of research and the process - Resistance and conflicting research findings around health equity - Lack of YRBS participation in districts	4-year institution within the County with a strong health sciences dept. Opportunity to make stronger connections around research and program innovations - Increasing YRBS participation - Public Health 3.0 and hiring new positions to launch this - Allocation of resources and expertise to advance and grow public health commitments - Mental health funds increasing



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04/2023

HEALTHY AGING

MENTAL HEALTH

SUBSTANCE USE

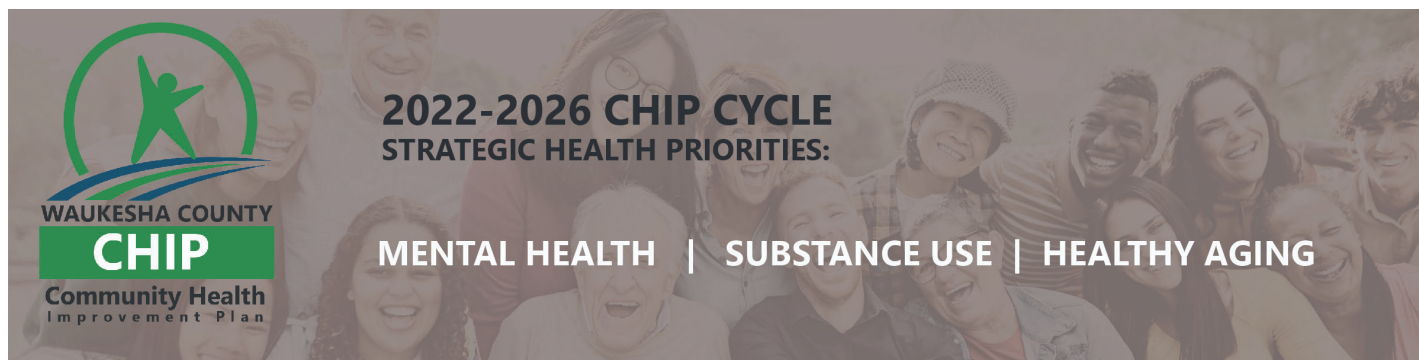


CHIP Vision: An inclusive and well-connected community supporting all people, embracing diversity, ensuring equitable access to services, and creating social, physical, and economic environments that promote health, well-being and quality of life.

Waukesha County

Community Health Improvement Plan Action Team Plan Launch 2024





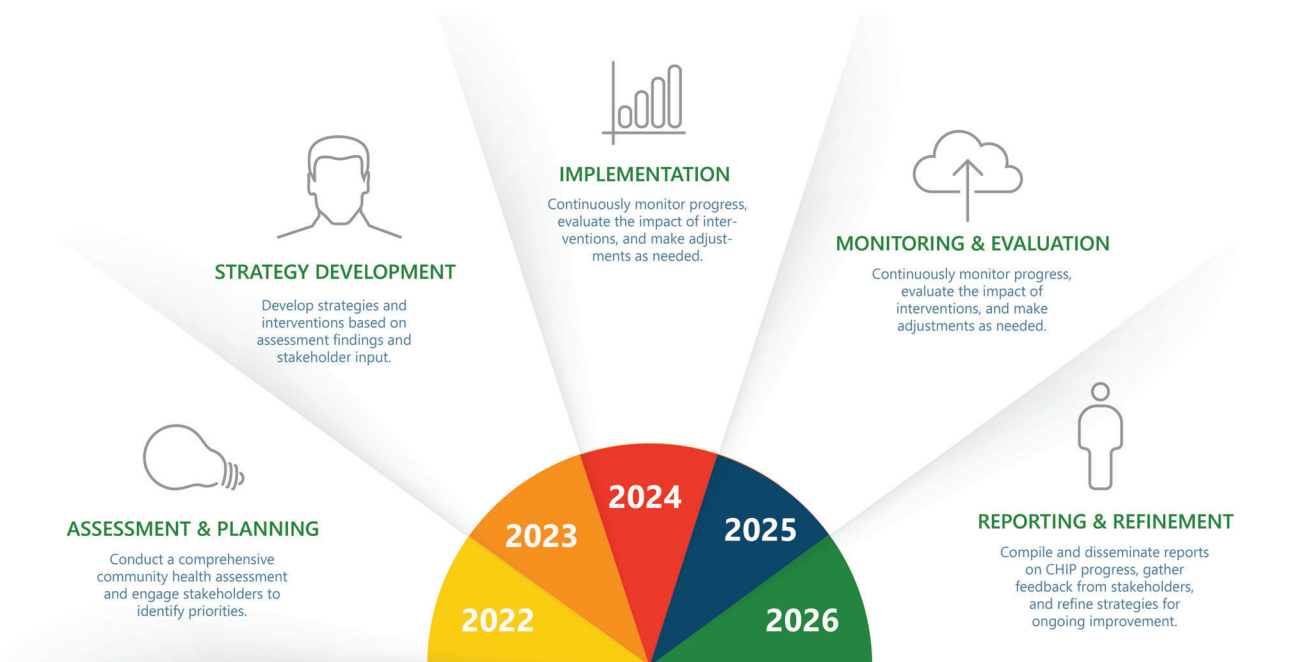
What is CHIP?

Every five years, Waukesha County Public Health conducts a Community Health Improvement Plan (CHIP) for Waukesha County. The CHIP is a national, comprehensive approach to assessing community health, developing and implementing action plans to improve community health, and monitoring results. In a CHIP, "health" is defined broadly and includes physical, mental, environmental, and other areas that contribute to overall well-being.

A CHIP engages vital community members to systematically collect and analyze qualitative and quantitative health-related data. The findings then inform community decision-making, prioritizing health issues, and developing and implementing action-oriented community health improvement plans.

The process includes using a CHIP Steering Committee for Waukesha County, representing key community sectors, including healthcare, government, nonprofits, business, education, faith-based organizations, and consumers, providing essential leadership over the five-year process. See the back cover of this program for a list of the CHIP Steering, Data, & Design committees.

Where are we in the 5-Year Process?



The CHIP Timeline

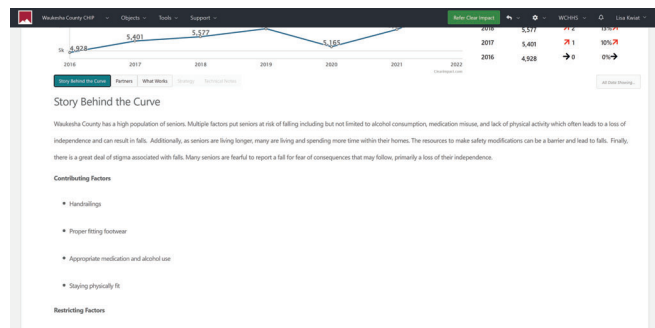
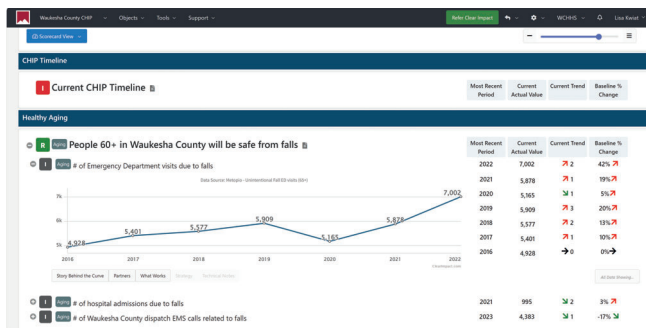
Qualitative and quantitative data drive our decisions in CHIP. The Waukesha County CHIP focuses on sustaining successful interventions, integrating CHIP goals into organizational and community practices, and planning for the next cycle of the CHIP process.

NEW THIS CHIP CYCLE

Results Based Accountability, Clear Impact ScoreCard and ARPA Funding for Action Team Plans

Results-Based Accountability™ Overview:

Results Based Accountability (RBA) is a framework aimed at improving outcomes by focusing on measurable results. In the context of Waukesha County's Community Health Improvement Plan (CHIP), RBA provides a structured approach to assess the effectiveness of strategies and interventions. By utilizing RBA, our action teams can define clear objectives, establish indicators to track progress and evaluate the impact of their actions, ensuring efficient allocation of resources and targeted interventions towards achieving meaningful outcomes for the community.



Clear Impact Scorecard:

The Clear Impact ScoreCard is an interactive online tool RBA uses to track performance and measure results. It allows stakeholders to visualize data, identify trends, and make data-driven decisions. In the Waukesha County CHIP context, the Clear Impact ScoreCard serves as a central platform for monitoring the implementation of action plans, tracking key performance indicators, and assessing the overall impact on community health. By utilizing this tool, stakeholders can easily communicate progress, identify areas for improvement, and make informed adjustments to their strategies.

ARPA Funding (\$300,000 available):

ARPA (American Rescue Plan Act) Funding for Action Team Plans refers to allocating federal funding to support implementing initiatives outlined in the Waukesha County CHIP. These funds provide resources to address priority areas identified through the CHIP process, such as improving access to healthcare services, addressing social determinants of health, and reducing health disparities. Our vision is for the strategic priority action teams to collaborate, develop, and implement plans that leverage ARPA funding to achieve measurable results. By aligning these efforts with the principles of RBA and utilizing tools like the Clear Impact ScoreCard, stakeholders can maximize the impact of ARPA funding and accelerate progress toward the goals outlined in the CHIP.

For ARPA funding questions, contact jbauer@waukeshacounty.gov

Deadline to apply for grant funding this CHIP: April 24th, 2024



Healthy Aging Action Team



Sarah BUTZ

*Director of Community Benefit,
ProHealth Care*



Mary SMITH

*ADRC Manager,
Waukesha County HHS*



Dave CARROLL

*PhD, LP, Assistant Clinical Professor of
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Team Chairs:

Action Team Members

Abigail Lukens	Waukesha County HHS
Betty Koepsel	ADRC Board Member
Cathy Bellovary	Citizen Member
Dan Michaels	Waukesha County HHS
Ginger Knapp	Froedtert Health
Jillian Smith	UW - Extension, Waukesha County
Joel Gaughan	Waukesha County
Judith Amorsen	Eras Senior Network
Katy Maas	UW - Extension, Waukesha County
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Kristin Beilfuss	Waukesha County HHS
Lucy Medrow	Aurora Healthcare
Lydia Krause	Waukesha County HHS, ESS
Mandie Reedy	Froedtert Health
Mary Berg	City of Wauk. Rec Dept. / HHS Board Member
Nancy Shea	Ascension, Elmbrook
Renee Ramirez	Community Smiles
Sarah Pfeiffle	Waukesha County HHS
Shawna Boehlen	Froedtert Health
Shirley Peterson	Waukesha County HHS
Suzie Ryer	Aurora Healthcare



Healthy Aging Action Team, 2023



2 END RESULTS DESIRED



1 People 60+ in Waukesha County will be **safe from falls**.

Data indicators:

- ▼ Decrease number of emergency department visits due to falls.
- ▼ Decrease number of hospital admissions due to falls.
- ▼ Decrease number of Waukesha County 911 calls reporting falls.

Strategies:

- 1 Conduct an environmental scan of evidence-based fall prevention programs (such as Stepping On and Ballroom Basics) to expand their availability.
- 2 Create a centralized resource (data repository) for comprehensive fall prevention resources.
- 3 Collaborate with the Waukesha County Falls Prevention Coalition to forge partnerships, distribute resources, and create sustainability.
- 4 Launch an educational campaign that shares community resources to increase awareness and reduce falls.



2 All people in Waukesha County will have **social connections**.

Data indicators:

- ▼ Decrease number of adults reporting feeling loneliness and isolation from those around them.
- ▼ Decrease percentage of those reporting "poor mental health days."

Strategies:

- 1 Conduct an environmental scan of available programs that serve as a conduit for social connections.
- 2 Create a centralized resource (data repository) for social connection opportunities.
- 3 Work with partners to promote and increase awareness of intergenerational skill sharing and adopt community connection models with the intent of creating new opportunities.
- 4 Create a volunteer engagement campaign to increase social connections and social opportunities.



Mental Health Action Team



Team Chairs:

Amanda WISTH

Manager of Community Benefit & Impact, Froedtert Health

Amanda HUBER

Supervisor
Waukesha County HHS

Daniel SHINE

Community Outreach & Education Mgr., NAMI

Dhruvi SHAH

Epidemiologist,
Waukesha County HHS

Action Team Members

Adria Bollendorf	Waukesha County HHS
Ann Schmitz-Guy	Waukesha County HHS
Attivo Padilla	Waukesha County HHS
Barbra Beck	Carroll University, Chair of the Public Health Department
Brittany Aceto	Waukesha County HHS
Carmen Lugo Rodriguez	School District of Waukesha
Jessica Mielsing	Glacial Community YMCA (Pabst Farm and Watertown)
Julia Freuck	Waukesha County HHS
Julie Schumann	Ascension
Karen Villarreal	Safe Babies Healthy Families Manager
Krista McNeil	Waukesha County HHS
Mark Levy	Association of Waukesha Congregations
Mahalia Sobhani	United for Waukesha Resiliency Center
Maria Pieters	School District of Waukesha
Mary Jo Hamman	Waukesha County HHS
Melinda Jacobs	Children's Wisconsin
Michelle Davison	Pewaukee School District
Marissa Baylerian	Peer Support-Lived Experience



Terri Phillips facilitates a tri-chair meeting, 2023



1 END RESULT DESIRED

1

All adolescents between the ages of 12-18 in Waukesha County will have **improved access** to mental health services and **increased knowledge** of mental health resources.

Data indicators:

- ▼ Decrease percent of students who self-report depression in Waukesha County.
- ▲ Increase number of youth mental or behavioral health visits.
- ▲ Increase percent of visits by anxiety and depression.

Strategies:

1

Expand the "Ending the Silence" campaign, to help local school district youth learn about the warning signs of mental health conditions and how to help others.

2

Collaborate with community organizations to conduct a Mental Health Day Awareness day at local school districts to increase the skills to address mental health concerns, improve individual self-care and provide youth with support, tools and resources.

3

Develop and implement a community or school Mental Health Worker model to support care coordination and providing brief therapy and navigation to resources.

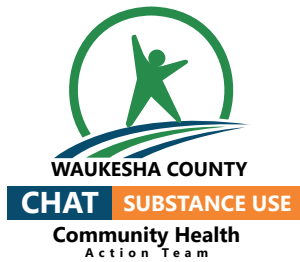
4

Promote mental health hotlines and warmlines to provide support for individuals who are in crisis or just need someone to talk to.

5

Develop an evaluation plan to track the process and data indicators.





Substance Use Action Team



Team Chairs:

Brea LOPEZ

*Integrated Services Supervisor
Waukesha County HHS*

Hailey NENONEN

*Community Outreach Manager
Aurora Health Care*

Sara CARPENTER

*Vice-President,
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Stephanie ENGLE

*Overdose Fatality Review Social Worker
Waukesha County HHS*

Action Team Members

Alex Vieth	Waukesha Food Pantry
Bob Waite	Impact 211
Jamie Bauer	Waukesha County HHS
Jamie Penza	Waukesha County HHS
Jennifer Hollingsworth	Hebron House
Jim Burke	Denoon Recovery
Julie Schumann	Ascension
Karen Sharp	Department of Corrections
Kathleen Fisher	Hebron House
Lazaro Izquierdo	Waukesha County HHS
Lindsay Just	Addiction Resource Council (ARC)
Page Feller	Rogers Behavioral Health
Rebecca Luczaj	Waukesha County HHS



Frances Thomas presents to the Steering Committee about results based accountability, 2023



2 END RESULTS DESIRED



1 People who use or are in recovery for opioid use in Waukesha County have access to life saving interventions.

Data indicators:

- ▼ Decrease number of Opioid Related Deaths for Waukesha County Residents 18-44 years old.
- ▲ Increase number of People Receiving Certified Peer Specialist (CPS) substance use support in Waukesha County.

Strategies:

- 1 Intentionally coordinate with the Heroin Task Force to educate and promote techniques, resources, and harm reduction strategies.
- 2 Embed stigma reduction training in law enforcement and health care sectors.
- 3 Educate people in substance use treatment about the benefits of Certified Peer Specialists and how to access services.
- 4 Employ people in long-term substance use recovery to become Certified Peer Specialists.



2 Waukesha County residents who use opioids have access to stable housing.

Data indicators:

- ▲ Increase percentage of people in substance use treatment who have a stable place to live.
- ▼ Decrease percentage of people who use substances and are experiencing homelessness.

Strategies:

- 1 Develop a comprehensive asset map of available and accessible housing options in Waukesha County.
- 2 Coordinate with housing coalitions and people with lived experience to collectively develop an advocacy plan to eliminate chronic homelessness.
- 3 Research and promote a substance use housing navigator best practice model.



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STEERING COMMITTEE

Anaiese Smith | Workforce Development Board
Andrew Dresang (CO_CHAIR) | Froedtert Health
Barbra Beck | Carroll University
Benjamin Jones (CO_CHAIR) | Waukesha County Department of Health and Human Services
Bridget Clementi | Children's Wisconsin
Dan Baumann | City of Waukesha Police Department
Elizabeth Aldred | Waukesha County Department of Health and Human Services
Hailey Nenonen | Aurora Health Care
Joel Gaughan | Waukesha County Board Supervisor
Judith Amorsen | Eras Senior Network
Julie Schumann | Ascension Wisconsin
Lisa Roberts | Waukesha County Department of Health and Human Services
Lindsay Johnson | Food Pantry Waukesha County
Liz Stegemann | Elmbrook School District
Mark Levy | Association of Waukesha Congregations
Mary Madden | NAMI (National Alliance on Mental Illness)
Melissa Baxter | Waukesha County Community Foundation
Renee Ramirez | Community Smiles Dental
Sarah Butz | ProHealth Care
Sarah Ward | Waukesha County Department of Parks and Land Use
Terri Phillips | SJD Consulting
Wendy Harris | WI BioHealth Tech Hub & Waukesha County Business Alliance

No longer serving the steering committee, we are grateful for the time they gave this CHIP cycle:

Charles Wiza | Kettle Moraine School District
Karen Tredwell | Food Pantry of Waukesha County

DATA SUB-COMMITTEE

Amanda Wisth | Froedtert Health
Amanda Weiler | United Way of Greater Milwaukee and Waukesha County
Andrew Dresang | Froedtert Health
Barbra Beck | Carroll University
Benjamin Jones | Waukesha County Department of Health and Human Services
Dan Michaels | Waukesha County Department of Health and Human Services
Dhruvi Shah | Waukesha County Department of Health and Human Services
Frances Thomas | Waukesha County Department of Health and Human Services
Jean Schultz | Community Member
Jennifer Whitty | UW Extension Waukesha County
Sarah Ward | Waukesha County Department of Parks and Land Use
Terri Phillips | SJD Consulting

DESIGN & COMMUNICATIONS SUB-COMMITTEE

Andrew Dresang | Froedtert Health
Benjamin Jones | Waukesha County Department of Health and Human Services
Frances Thomas | Waukesha County Department of Health and Human Services
Jamie Bauer | Waukesha County Department of Health and Human Services
Lisa Kwiat | Waukesha County Department of Health and Human Services
Lisa Roberts | Waukesha County Department of Health and Human Services
Liz Aldred | Waukesha County Department of Health and Human Services
Terri Phillips | SJD Consulting

