

ALLEGAN COUNTY



Community Health Improvement Plan

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What is a Community Health Improvement Plan?

A community health improvement plan (CHIP) is a long-term, systematic effort to address public health problems based on the results of Community Health Needs Assessment (CHNA) activities and the community health improvement process. A community health improvement process uses data from the Community Health Needs Assessment to identify priority issues, develop implementation strategies for action, and establish accountability to ensure measurable health improvement. The purpose of the Community Health Improvement Plan is to help our entire county track the progress we make towards a healthier community. Similar to the Whole Child framework for education, the CHIP encompasses partnerships amongst our community in order to provide sustainable supports and resources to individuals in need.

Why is this CHIP important?

The public health challenges that our community faces are too large for one person, organization, school, or sector to fix alone. The Allegan County 2022-2025 CHIP will act as a roadmap to help all sectors of our community collaborate to address the priority areas identified in Allegan County. This CHIP was created by involving different perspectives and voices from the community to help us fill gaps in services and health needs and strive towards a healthier Allegan County across the lifespan.

What is in this plan?

In this plan, the prioritized areas identified for Allegan County are explained, with objectives and recommended strategies and action steps for each of the prioritized areas given.

EXECUTIVE SUMMARY

The goal of this 2022-2025 CHIP is to identify the greatest health needs in the Allegan County community, identify the goals and objectives of each need, and recommend strategies and action steps for implementation in order to address Social Determinants of Health (SDOH) and help improve the health and well-being of individuals within Allegan County.

This CHIP was conducted collaboratively with feedback given from multiple organizations and individuals across different sectors within Allegan County to help guide the process. This planning process began after the completion of the Community Health Needs Assessment (CHNA) that was conducted in 2022 and led by the CHNA Collaborative comprised of Ascension Borgess Allegan Hospital, United Way of Ottawa and Allegan Counties, and Allegan County Health Department.

The data used for Allegan County's CHIP planning came from the 2022 Community Health Needs Assessment (CHNA). The full CHNA report can be found on the Healthy Allegan County Coalition (HACC) website: www.healthyallegancounty.org.

These priority areas, goals, and objectives were determined through a collaborative process by the CHIP Steering Committee, aiming to align, plan, and implement the recommended strategies with other community partners and their organizational strategies and reduce the duplication of efforts to remove silos and maximize resources.

Planning Participants

2022-2025 CHIP Steering Committee Member Organizations:

- Ascension Borgess Allegan Hospital
- Allegan County Health Department (ACHD)
- United Way of Ottawa and Allegan Counties
- Allegan County Multi-Agency Collaborative Council (MACC)
- OnPoint
- Allegan Area Educational Service Agency (ESA)
- Gun Lake Tribe
- Allegan County Food Pantry Collaborative



HEALTH
Department



Ascension
Borgess Allegan



Allegan
Area ESA



EXECUTIVE SUMMARY

2022-2025 CHIP Prioritized Areas

Access to Medical Care

Our Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Food Security

Our Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.



Behavioral Health

Our Goal: Increase recognition and treatment of behavioral health conditions.

Housing

Our Goal: Strengthen the Housing sector within Allegan County and increase collaborative solutions.

TIMELINE

Assessment cycles happen around every 3 years:

Allegan County United Way published the 2017 Community Needs Assessment.

2017

2019

- Ascension Borgess Allegan Hospital published the 2019 CHNA.
- Healthy Allegan County Coalition published the 2019 Allegan County CHIP.

Ascension Borgess Allegan Hospital, United Way of Ottawa and Allegan Counties, and ACHD convened as the CHNA Collaborative, to plan for the next CHNA and CHIP.

2021

2022

CHNA Collaborative created Community Health Survey and presented to MACC for feedback/assistance with data collection and gathering of secondary data points.

- 2022 CHNA published by CHNA Collaborative.
- Data from CHNA was presented to MACC in April 2022.
- MACC members assisted with prioritizing needs to focus on.
- 2022-2025 CHIP was developed in collaboration with the Allegan County CHIP Steering Committee and input from partners.

2022

HISTORY

2019 CHIP Health Priorities Identified:

ACCESS TO CARE

GOAL: To improve access to care in Allegan County

DIET & EXERCISE

GOAL: To decrease obesity within Allegan County

In the 2019 Allegan County Community Health Improvement Plan, the prioritized areas identified were Access to Care and Diet & Exercise.

What work has been done?

2019

- A redesigned Healthy Allegan County Coalition (HACC) website was launched.
- A County National Community Survey was implemented by Allegan County.

2020-2021

- Many activities were paused due to the COVID-19 pandemic.
- Work was done to reconvene and plan for the 2022 CHNA and CHIP by Allegan Community Health Needs Assessment (CHNA) Collaborative.

What is different about this 2022-2025 CHIP?

In 2019, 2 prioritized areas were focused on. In this 2022-2025 CHIP, through gaining input and partnership from MACC and aligning efforts across multiple agencies in Allegan County, we are focusing on 4 main prioritized areas to address Social Determinants of Health (SDOH) for Allegan County residents. This is integrated and compensatory work with our community partners.

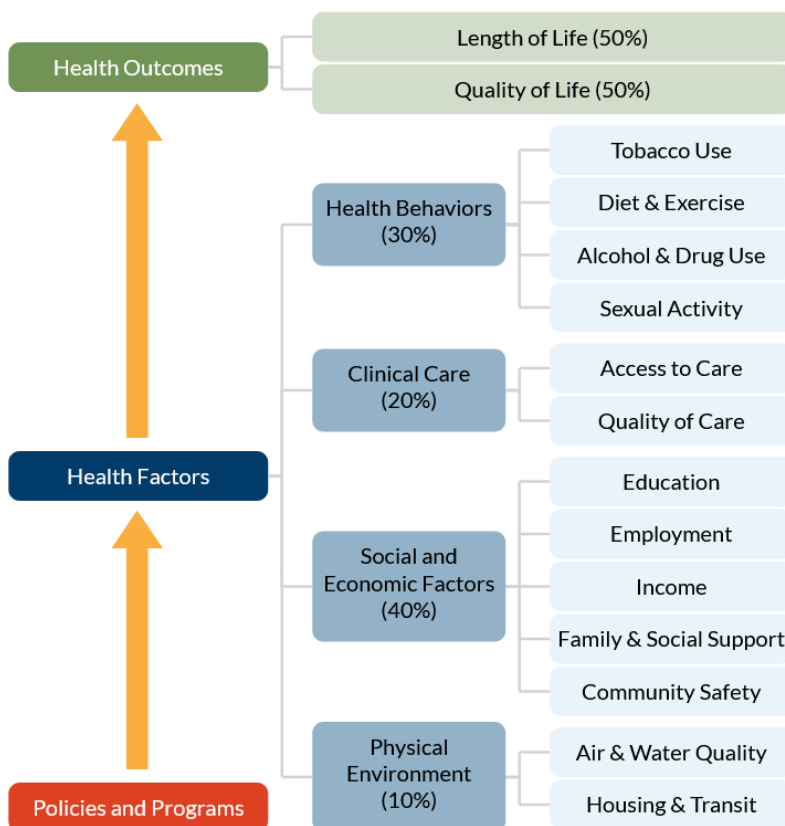
PLANNING PROCESS



Models used: County Health Rankings Model and the Whole School, Whole Child, and Whole Community Model

Health needs and assets for Allegan County were determined using a combination of data collection and analysis for both secondary and primary data, as well as community input on the identified and significant needs. The Allegan CHNA Collaborative relies on the model developed by the County Health Rankings and Roadmaps and the Robert Wood Johnson Foundation, utilizing the determinants of health model as the model for Community Health Improvement Planning. Social and Economic Factors have the largest impact on individual health outcomes. Addressing these factors will lead to better health outcomes for individuals in Allegan County.

The Whole Child Model also looks at all health factors of children. Efforts such as the Whole School, Whole Child, and Whole Community (WSCC) model in education are directly aligned with the CHIP's goals, objectives, and strategies. There are 10 components identified in the Whole Child Model, this CHIP covers 4 of these areas.



County Health Rankings model © 2014 UWPHI

PLANNING PROCESS

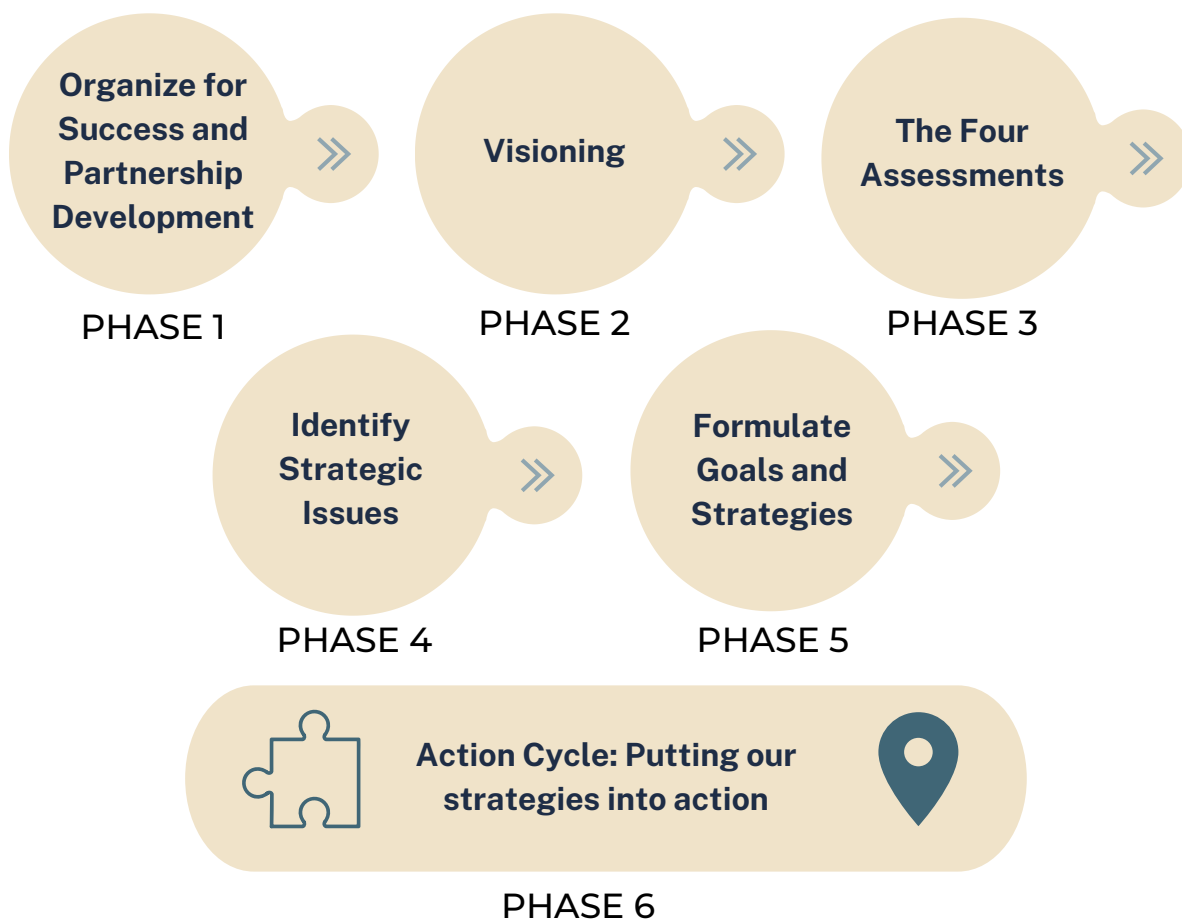


Process Followed: Mobilizing for Action through Planning and Partnerships (MAPP)

For this Community Health Improvement Plan development, the Mobilizing for Action through Planning and Partnerships (MAPP) framework was followed to guide the process. 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 prioritized public health issues and identify resources to address them.

Source: [National Association of County and City Health Officials \(NACCHO\). Mobilizing for Action through Planning and Partnerships \(MAPP\).](#)

MAPP Phases:



PLANNING PROCESS



Implementing the MAPP Process for the 2022-2025 CHIP:

PHASE 1

Organize for Success and Partnership Development

Community partners, Ascension Borgess Allegan Hospital, Allegan County Health Department, and United Way of Allegan County, making up the Allegan County CHNA Collaborative, met and discussed how to align efforts for this process.

PHASE 2

Visioning

The CHNA Collaborative routinely met to discuss a plan of action for what could be done, what we wanted to accomplish, and a timeline of execution.

PHASE 3

The Four Assessments

Ascension Borgess Allegan Hospital was the lead on the four assessments. A Community Health Survey was developed and implemented through an online survey platform, Qualtrics, to gain primary data from the community. This data was then used to create the CHNA report published by Ascension.

PHASE 4

Identifying Strategic Issues

The CHNA Collaborative presented the Community Health Needs Assessment results to MACC in March 2022, with 14 community stakeholders participating in the forum and voting on the main prioritized issues from the survey that we would focus on in the 2022-2025 CHIP.

PHASE 5

Formulating Goals and Strategies

The CHNA Collaborative reconvened to discuss the formation of a CHIP Steering Committee and the key stakeholders who should be on the steering committee based on the prioritized areas identified. The group met over the course of 4 months to develop goals and strategies for the CHIP, with the help of the MACC providing feedback during the process. The CHIP was shared with the Allegan County Board of Commissioners and other agency boards to gain feedback as well prior to finalization.

What we will accomplish
with this CHIP?



PHASE 6

**Action Cycle: Putting our
strategies into action**

2022-2025 PRIORITIZED AREAS

Access to Medical Care



Why is it important?

Access to health services affects a person's health and well-being. Regular and reliable access to health services can:

- Prevent disease and disability
- Detect and treat illnesses & other health conditions
- Increase quality of life
- Reduce the likelihood of premature (early) death
- Increase life expectancy

Source: [CDC Healthy People](#)

Our Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Food Security



Why is it important?

Lacking consistent access to food is related to negative health outcomes such as weight gain, premature mortality, asthma, and activity limitations, as well as increased health care costs.

- There is evidence food deserts are correlated with a high prevalence of overweight, obesity, and premature death.
- Those with low income may face barriers to accessing a consistent source of healthy food.

Source: [County Health Rankings and Roadmaps 2021](#)

Our Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.

Housing



Why is it important?

Our homes, and those of our neighbors, play a critical role in shaping our health and the health of the whole community. Housing is related to health through several pathways, and the safety and quality of our homes are correlated with health.

Source: [County Health Rankings](#)

Our Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Behavioral Health



Why is it important?

Access to behavioral health services ensures all individuals feel healthy, safe and supported so they can engaged in meaningful experiences.

Source: [WSCC Model](#)

Our Goal: Increase recognition and treatment of behavioral health conditions

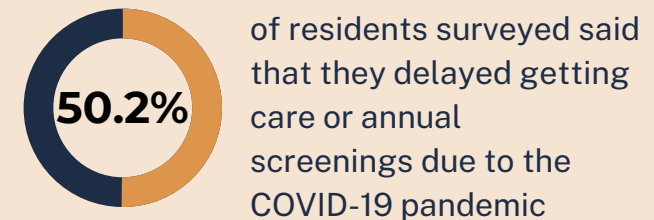
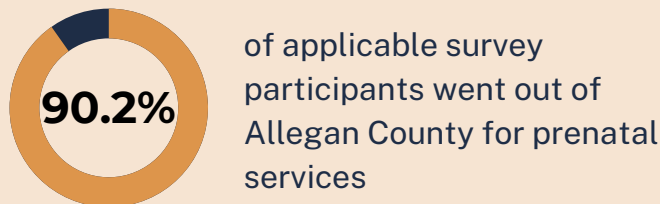
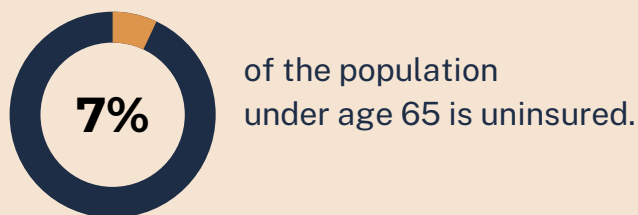
ACCESS TO MEDICAL CARE



Data Highlights:

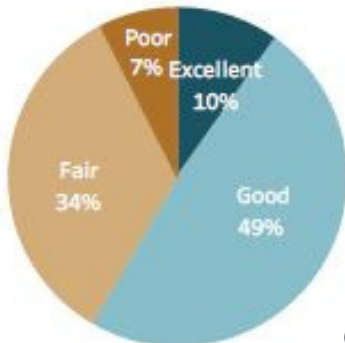
- The **Patient-to-Primary Care Provider** Ratio in Allegan County is: **4,540:1**
- The **Patient-to-Dentist** Ratio in Allegan County is: **2,970:1**

(Source: Allegan County, Michigan | County Health Rankings & Roadmaps 2022)



(Source: Allegan County, Michigan | Community Health Survey 2022)

Overall health and wellness opportunities in Allegan County, 2022



48% of Allegan County residents feel **Health Services** in Allegan County are "good" or "excellent"

44% of Allegan County residents feel the availability of **affordable quality health care** in Allegan County is "good" or "excellent"

37% of Allegan County residents feel the availability of **preventive health services** in Allegan County are "good" or "excellent"

(Source: Allegan County, Michigan | National Community Survey 2022)

Community Challenges & Perception:

Quality of healthcare services available was one of the top three barriers to accessing healthcare for residents of Allegan County.

- 90% of pregnant mothers leave the county for prenatal services and
- 74% of children receive well child visits outside of Allegan County,

(Source: Allegan County, Michigan | Community Health Survey 2022)

ACCESS TO MEDICAL CARE



Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Objective 1: Decrease the percentage of adults and youth who are experiencing “poor” physical health.

- **Root Cause:** 50.2% of residents surveyed said that they delayed getting care or annual screenings due to the COVID-19 pandemic.

Measure	Source	Previous Data (Year)
<ul style="list-style-type: none">• Proportion of survey respondents who identify Equal Access to Care as one of the greatest health concerns in the community.	Allegan Community Health Survey	5.12% (2022)
<ul style="list-style-type: none">• Proportion of adults who reported that they did not have anyone that they thought of as their personal doctor or health care provider.	MI BRFSS, Allegan County	10.2% (2018-2020)
<ul style="list-style-type: none">• Proportion of adults who reported that their health, in general, was either fair or poor.	MI BRFSS, Allegan County	14.7% (2018-2020)
<ul style="list-style-type: none">• Percentage of students who saw a doctor or health care provider for a check-up or physical exam when they were not sick or injured during the past 12 months	MIPHY, Allegan County	Middle School: 72.3% High School: 74.5% (2019-2020)

Note: Acronyms used in this prioritized area can be found in Appendix B

ACCESS TO MEDICAL CARE



Objective 1 Strategies:

- **Define, promote, and provide health services and education at non-traditional sites.**
 - **Action Step:** Work with other agencies to collaborate and maximize the services provided at Outreach Clinics (blood pressure screenings, vaccines, diabetes testing, HIV testing, etc.).
 - **Action Step:** Promote and share the Help Me Grow Allegan website for early childhood referrals to basic needs, programs, resources, developmental screeners and services.

- **Utilize Allegan County Community Links to connect residents/referrals to health care services.**
 - **Action Step:** Create a communication campaign to build awareness of the program and promote the referral process.
 - **Action Step:** Implement an evaluation process and research the long-term financial sustainability of the program.

- **Identify inequities of vulnerable/sub-populations within the community by establishing a community information exchange.**
 - **Action Step:** Conduct an environmental scan for a Community Information Exchange (CIE).
 - **Action Step:** Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, formally recognize the backbone organization.

ACCESS TO MEDICAL CARE



Objective 1 Strategies Continued:

- **Assess local oral health and primary care providers in Allegan County to create a compiled resource & service report of local providers.**
 - **Action Step:** Survey local providers regarding appointment availability, insurance accepted, service times, acceptance of new patients, etc.
 - **Action Step:** Generate a report that can be shared with local entities, 2-1-1, and community members.
 - **Action Step:** Determine a process for updating the report on a regular basis.

- **Expand child and adolescent behavioral health services**
 - **Action Step:** Explore and plan a local child and adolescent health center program that can provide wellness checks, immunizations, and other needs to students and their families.
 - **Action Step:** Establish a local child and adolescent health center program that can provide BH services and prevention to students and their families.

ACCESS TO MEDICAL CARE



Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Objective 2: Increase the use of non-traditional services to meet health care needs for Allegan County adults and youth.

- **Root Cause:** 56% of Allegan County residents feel the availability of affordable quality health care in Allegan County is "fair" or "poor"

Measure	Source	Previous Data (year)
<ul style="list-style-type: none">• Proportion of residents who feel the availability of affordable quality health care is "fair" or "poor"	National Community Survey, Allegan County	56% (2022)
<ul style="list-style-type: none">• Proportion of adults who reported that in the past 12 months there was a time when they needed to see a doctor but could not due to the cost.	MI BRFSS, Allegan County	10.7% (2018-2020)

Non-traditional services is defined as any care or service provided outside of a provider clinic setting.

Current Gaps identified for this objective:

A metric needs to be established for an Allegan County Behavioral Risk Factor Survey (BRFS) regarding the total usage of “non-traditional” services within Allegan County. Currently, we do not have a measure identified due to a lack of data available.

ACCESS TO MEDICAL CARE



Objective 2 Strategies:

➤ Increase access to non-traditional health services

- **Action Step:** Expand equitable broadband internet access across Allegan County to support innovative health care, including telehealth.
- **Action Step:** Expand child and adolescent health services by establishing a child and adolescent health center program locally, that can provide health services and prevention to students and their families.

➤ Increase financial resources

- **Action Step:** Assess current financial resources
- **Action Step:** Identify funding opportunities that can be used to expand services to meet the healthcare needs of Allegan County residents.

➤ Increase the percentage of adults who are confident navigating the health care system.

- **Action Step:** Develop a communication campaign for 2-1-1 and Allegan County Community Links program to help individuals navigate their needs.

➤ Increase the percentage of adults who have a Primary Care Provider (PCP)

- **Action Step:** Use the Allegan County Community Links program to help individuals identify PCPs.

➤ Decrease the percentage of adults who don't have health insurance due to cost.

- **Action Step:** Use Allegan County Community Links program to sign up individuals for Medicaid or find solutions to meet their health insurance needs.

➤ Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan.

- **Action Step:** Refer to Ascension Borgess Allegan Hospital Implementation Strategies.

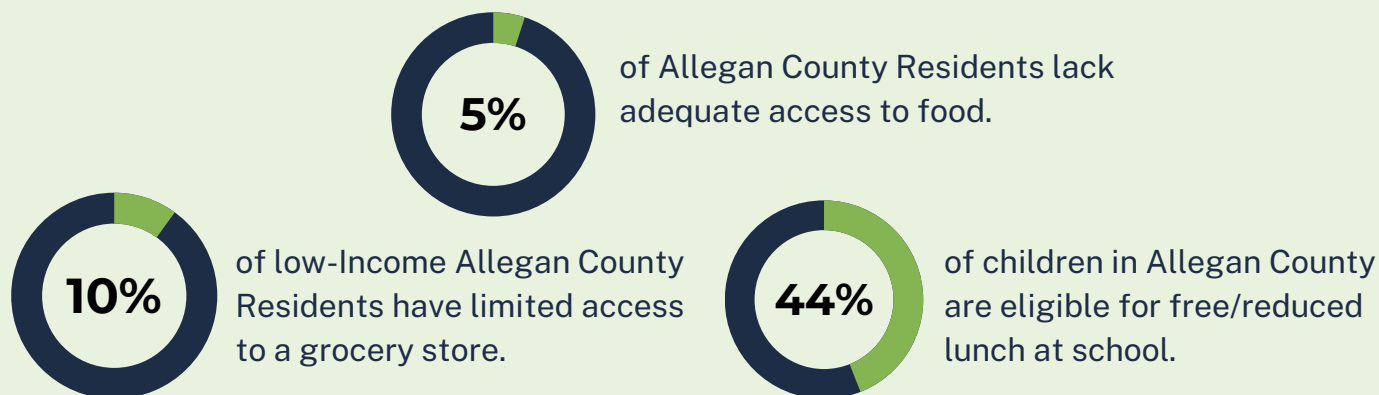
FOOD SECURITY



Data Highlights:

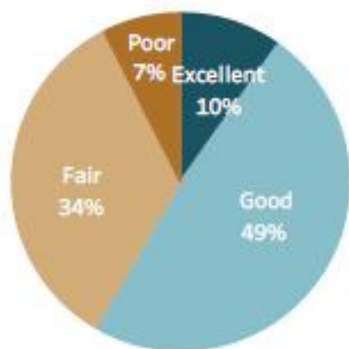
- Affordability of fresh food was listed as a **top factor** that impacts the health and wellness of Allegan County residents and their households.
- Access to grocery stores that sell fresh foods was the **third highest factor** that impacted the health and wellness of Allegan County residents and their household.

(Source: Allegan County, Michigan | Community Health Survey 2022)



(Source: Allegan County, Michigan | County Health Rankings & Roadmaps 2022)

Overall health and wellness opportunities in Allegan County, 2022



56% of Allegan County residents feel the availability of **affordable quality food** in Allegan County is "good" or "excellent"

(Source: Allegan County, Michigan | National Community Survey 2022)

Community Challenges & Perception:

The need for affordable grocery stores with healthy food options was identified from comments left in the Community Health Survey.

(Source: Allegan County, Michigan | Community Health Survey 2022)

FOOD SECURITY



Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.

Objective 1: Increase the percentage of affordable and attainable healthy food resources for residents in Allegan County.

- **Root Cause 1:** Affordability of fresh food was listed as a top factor that impacts the health and wellness of Allegan County residents and their household.
- **Root Cause 2:** Access to grocery stores that sell fresh foods was the third highest factor that impacted the health and wellness of Allegan County residents and their household.

Measure	Source	Previous Data (year)
<ul style="list-style-type: none"> Proportion of survey respondents who reported "Shortage of Food" or "Shortage of Healthy Food" as one of the biggest household challenges as a result of the pandemic. 	Allegan Community Health Survey	6.93% (2022)
<ul style="list-style-type: none"> Proportion of survey respondents who reported "Lack of Affordable Healthy Food" as a barrier they face personally when trying to live a healthier lifestyle. 	Allegan Community Health Survey	9.61% (2022)
<ul style="list-style-type: none"> Proportion of survey respondents who reported "Access to Grocery Stores that Sell Fresh Foods" or "Availability of Fresh Foods" as one of the top 3 factors that impact their own/their household's health and wellness 	Allegan Community Health Survey	36.74% (2022)
<ul style="list-style-type: none"> Percentage of survey respondents who rated the "Availability of Affordable Quality Food" in Allegan County as "excellent" or "good" 	National Community Survey, Allegan County	56% (2022)
<ul style="list-style-type: none"> Percentage of students who ate five or more servings per day of fruits and vegetables during the past seven days 	MIPHY, Allegan County	Middle School: 28.1% High School: 19.7% (2019-2020)

Note: Acronyms used in this prioritized area can be found in Appendix B



Objective 1 Strategies:

- **Establish a plan to implement a community information exchange (will provide the ability to share social determinants of health data aggregately to identify inequities of vulnerable/sub-populations within the community.**
 - **Action Step:** Conduct an environmental scan for a Community Information Exchange (CIE),
 - **Action Step:** Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization.

- **Increase food redistribution options and access.**
 - **Action Step:** Initiate routine communications between local food resources to collaborate and provide more community availability in sections of Allegan County that are lacking.
 - **Action Step:** Create a system or process where 2-1-1 and local agencies are updating their information on a regular basis.

- **Expand community gardens models**
 - **Action Step:** Assess current community gardens.
 - **Action Step:** Identify best practices and land available within the community.
 - **Action Step:** Establish partnerships with existing entities, such as MSUE, on cooking classes to offer community members.

FOOD SECURITY



Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.

Objective 2: Increase awareness of healthy food resources available for residents in Allegan County.

- **Root Cause 1:** Lack of online presence in the Allegan County Community
- **Root Cause 2:** Lack of healthy food awareness

Measure	Source	Previous Data (year)
• Proportion of food referrals through 211	Gryphon Place / 211	160 Referred Contacts to Food Resources (2021)
• Number of outreach/encounters within the community		no current captured measurement

Current Gaps identified for this objective:

A metric needs to be established for an Allegan County Behavioral Risk Factor Survey (BRFS) regarding healthy food access over a period for the Allegan County population. Currently, we do not have a measure identified due to a lack of data available.



Objective 2 Strategies:

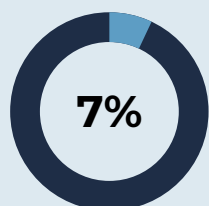
- **Increase awareness of existing resources in Allegan County.**
 - **Action Step:** Update and digitize the existing communication toolkit that goes to all community partners to promote food resources.
 - **Action Step:** Expand the use of the Neighborhood Resource tool from FindHelp.
 - **Action Step:** Digitize resource lists to share broadly with partners and the community
 - **Action Step:** Identify community partners that are not a part of the food pantry collaborative or organizations supplying food programs

- **Utilize Allegan County Community Links Program to connect residents/referrals to food resources.**
 - **Action Step:** Create a communication campaign to build awareness of the program and promote the referral process.
 - **Action Step:** Build partnership with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5.

HOUSING

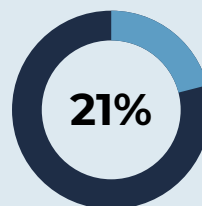


Data Highlights:



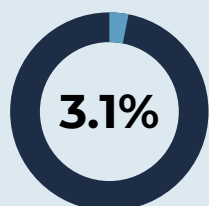
of households spend 50% or more of their household income on housing causing severe cost burdens.

(Source: [Allegan County, Michigan | County Health Rankings & Roadmaps 2022](#))



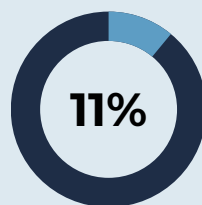
of households in Allegan County are Asset-Limited Income Constrained Employed (ALICE).

(Source: [United For Alice, 2019](#))



of individuals surveyed said that a lack of housing options available has been a challenge as a result of the COVID-19 pandemic.

(Source: [Allegan County, Michigan | Community Health Survey 2022](#))



of households in Allegan County have at least 1-of-4 of the following severe housing problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities.

(Source: [Allegan County, Michigan | County Health Rankings & Roadmaps 2022](#))

Overall design or layout of Allegan County's residential or commercial areas, 2022



(Source: [Allegan County, Michigan | Community Health Survey 2022](#))

32%

of residents feel the availability of **affordable quality housing** is "good" or excellent"

31%

of residents feel the **variety of housing options** is "good" or excellent"

29%

of residents feel finding housing that is affordable in Allegan County is a major barrier when considering a move within Allegan County.

Community Challenges & Perception:

The lack of housing options available, as well as access to attainable housing in Allegan County, are issues identified from comments left in the Community Health Survey.

(Source: [Allegan County, Michigan | Community Health Survey 2022](#))



Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Objective 1: Increase the percentage of residents with access to attainable and safe housing options.

- **Root Cause 1:** 7% of households spend 50% or more of their household income on housing causing severe cost burdens.
- **Root Cause 2:** 68% of residents feel the availability of affordable quality housing is "fair" or "poor"

Measures	Source	Previous Data (year)
<ul style="list-style-type: none"> • Proportion of survey respondents who reported "Lack of Affordable/Safe Housing" as some of the barriers they face personally when trying to live a healthier lifestyle. 	Allegan County Community Health Survey	1.85% (2022)
<ul style="list-style-type: none"> • Percentage of survey respondents who rated the "Variety of Housing Options" in Allegan County as "Excellent" or "Good" 	National Community Survey, Allegan County	31% (2022)
<ul style="list-style-type: none"> • Percentage of survey respondents who rated the "Availability of Affordable Quality Housing" in Allegan County as "Excellent" or "Good" 	National Community Survey, Allegan County	32% (2022)

Note: Acronyms used in this prioritized area can be found in Appendix B



Objective 1 Strategies:

- **Implement a housing assessment for Allegan County to include a review of current local jurisdictions' rental ordinances and zoning.**
 - **Action Step:** Develop and implement a plan to distribute the data collected to the community and stakeholders.
 - **Action Step:** Assess the percentage of adults who are experiencing stress and negative health outcomes due to housing issues.

- **Expand local funding for local housing agencies through state and federal grant opportunities.**
 - **Action Step:** Provide education to grassroots housing organizations on federal and state requirements for funding to provide financial and rental assistance and case management and supportive services
 - **Action Step:** HARA will work to expand state and federal funding to local housing agencies through exploration and pursuit of grant and other funding opportunities



Objective 1 Strategies Continued:

- **Establish a plan to implement a community information exchange (will provide the ability to share social determinants of health data aggregately to identify inequities of vulnerable/sub-populations within the community).**
 - **Action Step:** Conduct an environmental scan for a Community Information Exchange (CIE)
 - **Action Step:** Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization.

- **Expand access to quality water (private and municipal supply)**
 - **Action Step:** Replacement of lead pipes in municipal water supply
 - **Action Step:** Expansion of municipal water supply.
 - **Action Step:** Establish a risk ranking tool. (Maps of pollution site impact areas, source water areas of critical groundwater receptors, a countywide aquifer vulnerability map, and risk rankings can be used to guide long-term planning relative to groundwater use and growth trends).
 - **Action Step:** Implement a direct support system.
 - **Action Step:** Provide resources and education to private well owners on water safety and quality (funding and filters).



Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Objective 2: Increase awareness and use of housing resources available in Allegan County.

- **Root Cause:** Lack of online presence of housing resources available in Allegan County

Measure	Source	Previous Data (year)
<ul style="list-style-type: none">• Number of Housing Resource Packets distributed in Allegan County	MACC / HARA	Over 120 (2022)

Current Gaps identified for this objective:

Metrics need to be established for an Allegan County BRFS regarding the current utilization and awareness of housing resources in Allegan County. Currently, we do not have a measure identified due to a lack of data available.



Objective 2 Strategies:

- **Utilize Allegan County Community Links program to support agencies in connecting residents to available housing services**
 - **Action Step:** Create a communication campaign to build awareness of the program and promote the referral process.
 - **Action Step:** Partner with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5 with local resources and services.

- **Develop a plan to update and distribute housing resource packets to agencies and organizations in Allegan County that may benefit from the information (septic, weatherization, well, income-adjusted housing, etc.).**
 - **Action Step:** Create a system or process where 2-1-1 and local agencies are updating their information on a regular basis.
 - **Action Step:** Work with Ascension Borgess on updating their FindHelp tool, and expand use of Neighborhood Resources screening tool

- **Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan**
 - **Action Step:** Refer to Ascension Borgess Allegan Implementation Strategies.



Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Objective 3: Strengthen the Allegan County homeless response system.

- **Root Cause:** As of 2020 there were 8,638 total people experiencing homelessness in Michigan (United States Interagency Council on Homelessness, 2020)

Measure	Source	Previous Data (year)
<ul style="list-style-type: none"> • Number of Category 1 and Category 2 homeless individuals in Allegan County. 	HMIS	109 (2021) 171 (2020) 247 (2019)

CATEGORY 1: Literally Homeless

Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation; or
- Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs).

CATEGORY 2: Imminent Risk of Homelessness

Individual or family who will imminently lose their primary nighttime residence provided that:

- Residence will be lost within 14 days of the date of application for homeless assistance;
- No subsequent residence has been identified; and
- The individual or family lacks the resources or support networks needed to obtain other permanent housing.

Current Gaps identified for this objective:

A metric needs to be established for an Allegan County Behavioral Risk Factor Survey (BRFS) to assess the total population that is "homeless" among Allegan County residents. Currently, we do not have a measure identified due to a lack of data available.



Objective 3 Strategies:

➤ Divert individuals from using emergency shelters/hotels

- **Action Step:** Assess the baseline number of individuals seeking emergency shelter and the percentage of individuals diverted.
- **Action Step:** Engage with individuals seeking emergency shelter in the diversion process established by the Michigan State Housing Development Authority (MSHDA).

➤ Set up permanent housing solutions

- **Action Step:** Complete Housing Assessment in Allegan County.
- **Action Step:** Utilize HAP and HMIS Data to determine need for additional permanent supportive housing slots.
- **Action Step:** Establish additional permanent supportive housing (PSH) slots based on needs data.

➤ Help individuals retain housing

- **Action Step:** Analyze eviction data in Allegan County to identify patterns and trends.
- **Action Step:** Determine available resources to support those facing eviction.
- **Action Step:** Analyze data from HAP and HMIS to identify patterns and trends in housing stability.

BEHAVIORAL HEALTH



Data Highlights:

- Adults report having **5.1** mentally unhealthy days reported in the past 30-days.
- Mental and Behavioral health was listed as the **greatest health concern** in the Allegan County Community Survey.

(Source: [Allegan County, Michigan | Community Health Survey 2022](#))

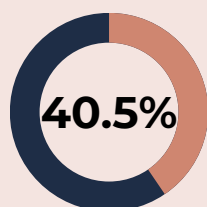
17

people died of a drug overdose in Allegan County in 2020.

13

people died of an opioid overdose in Allegan County in 2020.

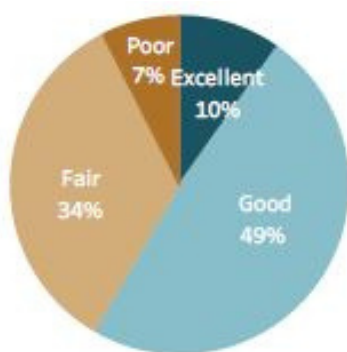
(Source: Michigan Substance Use Disorder Data Repository, 2020)



of survey participants considered their mental health worse than before the pandemic.

(Source: [Allegan County, Michigan | Community Health Survey 2022](#))

Overall health and wellness opportunities in Allegan County, 2022



(Source: [Allegan County, Michigan | National Community Survey 2022](#))

27%

of Allegan County residents feel the availability of **affordable quality mental health care** in Allegan County is "good" or "excellent"

75%

of Allegan County residents feel that drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs) is a **moderate or major problem** in Allegan County.

Community Challenges & Perception:

Stress and mental health problems were two of the **most commonly listed** general health issues that community members were currently dealing with/identified from comments left in the Community Health Survey.

(Source: [Allegan County, Michigan | Community Health Survey 2022](#))

BEHAVIORAL HEALTH



Goal: Increase recognition and treatment of behavioral health conditions.

Objective 1: Increase utilization of behavioral health services for those in need.

- **Root Cause 1:** 27% of Allegan County residents feel the availability of affordable quality mental health care in Allegan County is "good" or "excellent"
- **Root Cause 2:** 75% of Allegan County residents feel that drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs) is a moderate or major problem in Allegan County.

Measure	Source	Previous Data (year)
<ul style="list-style-type: none">• Percentage of students who reported 2 or more of the following things happened to them during their life- Death of a parent or care giver; Mental abuse; Physical abuse; Sexual abuse; Saw violence in home or neighborhood; Lived with person who had mental illness or attempted suicide; Lived with person who was an alcoholic or used drugs; Lived with person who went to jail or prison.	MIPHY, Allegan County	33.9% - HS, (2019)
<ul style="list-style-type: none">• The portion of survey respondents who rated the "Availability of affordable quality mental health care" in Allegan County as "excellent" or "good"	National Community Survey, Allegan County	27% (2022)
<ul style="list-style-type: none">• Percentage of survey respondents who reported the "Services available to support families with young children 0-5 years old" in Allegan county as "excellent" or "good"	National Community Survey, Allegan County	55% (2022)

Current Gaps identified for this objective:

A metric needs to be established for the BRFSS regarding the usage and/or utilization of behavioral health services in Allegan County. Currently, we do not have a measure identified due to a lack of data available.

Note: Acronyms used in this prioritized area can be found in Appendix B



Objective 1 Strategies:

- **Utilize Allegan County Community Links program to support agencies in connecting residents in need of treatment with BH services**
 - **Action Step:** Create a communication campaign to build awareness of the program and promote the referral process.
 - **Action Step:** Partner with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5 with local resources and services.

- **Assess the behavioral health infrastructure in Allegan County**
 - **Action Step:** Assess existing behavioral health data for Allegan County.
 - **Action Step:** Assess local behavioral health providers in Allegan County to create a compiled resource of local providers.
 - **Action Step:** Assess interest in establishing a health council with local leaders
 - Collaboration and coordination around the behavioral health sector to build upon existing structures and form a committee/council.

- **Implement a Behavior Risk Factor Survey that is representative and identifies inequities in subpopulations**
 - **Action Step:** Distribute the survey to a representative survey.
 - **Action Step:** Include questions that will capture data for Allegan County residents that need mental health or substance use disorder services and identify if there are inequities in sub-populations.



Objective 1 Strategies Continued:

➤ Expand access to behavioral health services

- **Action Step:** Provide local access to medication-assisted treatment for SUD (opioid SUDs).
- **Action Step:** Expand and/or establish local access to integrative care models, expand equitable broadband internet access to support innovative health care, including TelePsych Services, and expand psychological testing for special populations by making testing services available for geriatric, bariatric, child/adolescent, autism, ADD and ADHD populations.
- **Action Step:** Increase adult and child education/awareness of healthy emotional well being

➤ Increase recognition of behavioral health and appropriate solutions for different sectors

- **Action Step:** Introduce mental health training programs to different professions and organizations within Allegan County. (i.e. CIT Officer Training, Mental Health First Aid, Opportunity Thrive, etc.).
- **Action Step:** Expand the use of screening tools, including ACEs, and/or SBIRT, to identify behavioral health patients.
- **Action Step:** Explore the integration of trauma informed practices for different sectors

➤ Increase awareness of non-local/non-traditional behavioral health resources

- **Action Step:** Create a communication campaign around non-local/non-traditional resources available (telehealth, Telepsych, EAP, and other innovative models)

➤ Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan

- **Action Step:** Refer to Ascension Borgess Allegan Implementation Strategy.

BEHAVIORAL HEALTH



Goal: Increase recognition and treatment of behavioral health conditions.

Objective 2: Decrease the percentage of youth and adults who are experiencing "poor" behavioral health.

- **Root Cause 1:** Adults report having 5.1 mentally unhealthy days reported in the past 30-days.
- **Root Cause 2:** 40.5% of survey participants considered their mental health worse than before the pandemic.

Measure	Source	Previous Data (year)
<ul style="list-style-type: none">• Average number of mentally unhealthy days reported in past 30 days (age-adjusted).	County Health Rankings, Allegan County	5.1 days (2022)
<ul style="list-style-type: none">• The proportion of adults who reported 14 or more days, out of the previous 30, on which their mental health was not good, which includes stress, depression, and problems with emotions.	MI BRFSS, Allegan County	19.1% (2018-2020)
<ul style="list-style-type: none">• Among all adults, the proportion who reported ever being told by a doctor that they had a depressive disorder including depression, major depression, dysthymia, or minor depression.	MI BRFSS, Allegan County	22.7% (2018-2020)
<ul style="list-style-type: none">• Percentage of students who felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities during the past 12 months	MIPHY, Allegan County	40.3% - HS 26.5% - MS (2021-2022)



Objective 2 Strategies:

➤ Increase community awareness of local resources

- **Action Step:** Compile a central list of support groups, volunteer organizations, and other mental health resources available to Allegan County residents both in-person and online (ex. NAMI, AA, etc.).
- **Action Step:** Create a system/process where 2-1-1 and local agencies are updating their information on a regular basis.

➤ Expand child and adolescent behavioral health services

- **Action Step:** Establish a local child and adolescent health center program that can provide BH services and prevention to students and their families.
- **Action Step:** Integrate Mental Health professional knowledge and guidance in behavioral health teams at our local schools to address the root cause of the lack of academic or behavioral health progress.
- **Action Step:** Promote and share the Help Me Grow Allegan website for early childhood referrals to basic needs, programs, resources, developmental screeners and services.
- **Action Step:** Promote and share Great Start Families Connected Parent Cafes, In Person Meetings, and Family Events to help reduce Adverse Childhood Experiences through increasing Healthy Outcomes from Positive Experiences (HOPE) in Allegan County.



Objective 2 Strategies (Continued):

- **Use non-traditional partners, such as businesses, to normalize use of behavioral health services**
 - **Action Step:** Create and share a communication toolkit that supports businesses, organizations, and healthcare providers with information on options they can use to provide behavioral training, education, and resources to employees and patients.

- **Establish a plan to implement a community information exchange (will provide the ability to share social determinants of health data aggregately to identify inequities of vulnerable/sub-populations within the community)**
 - **Action Step:** Conduct an environmental scan for a Community Information Exchange (CIE).
 - **Action Step:** Convene initial partners for early discussions about CIE, and develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization.

BEHAVIORAL HEALTH



Goal: Increase recognition and treatment of behavioral health conditions.

Objective 3: Decrease the percentage of youth who use substances. (Allegan Substance Abuse Prevention Coalition (ASAP))

- **Root Cause:** Percentage of students who were offered, sold, or given an illegal drug on school property by someone during the past 12 months (13.7%)

Measure	Source	Previous Data (year)
<ul style="list-style-type: none">• Proportion of survey respondents who reported Alcohol as having a negative impact on the individual or their family.	Allegan County Community Health Survey	37.37% (2022)
<ul style="list-style-type: none">• Percentage of students who were offered, sold, or given an illegal drug on school property by someone during the past 12 months.	MIPHY, Allegan County	13.7% (2019-2020)

Objective 3 Strategies:

➤ **Implement strategies identified by Allegan County Substance Abuse Prevention Coalition (ASAP) and increase awareness of these strategies**

- **Action Step:** Promotion of ASAP events or initiatives.
- **Action Step:** Evaluate MIPHY data and other data sources in planning.
- **Action Step:** Have representation of multiple sectors with active participation in ASAP.

MONITORING AND EVALUATION

Sustainability of CHIP

Sustaining implementation efforts for this CHIP have been built into this plan by:

- Developing a strong local public health system by creating community partnerships. These partnerships will allow ongoing community health improvement.
- Creating a coordinated health improvement effort that broadens and builds upon local initiatives.
- Engaging partners to align efforts and resources to address identified priority areas.

This CHIP is a living document that will be revised as resources, environment, and situations evolve. Individuals can share actions they are doing related to this CHIP by submitting on www.healthyallegancounty.org

2022 CHIP Evaluation Framework

An Evaluation Workgroup was formed during the development of this CHIP in order to establish key performance metrics for objectives under each prioritized area. Progress for this plan will be monitored with measurable indicators identified for each strategy. In order to ensure our actionable goals and strategies in this plan are implemented and success is measured, the CHIP Steering Committee will meet quarterly to report and discuss progress, and a full evaluation of the plan will be made every 3-5 years with key performance metrics reviewed. Strategies, responsible agencies, and outcomes will be reviewed by the Steering Committee to review and track progress made.

As this CHIP is a living document, edits and revisions will be made accordingly. Community Health Assessments in Allegan County will continue every three to five years in order to collect data and determine trends. Primary data will be collected for adults and youth using national sets of questions to not only compare trends in Allegan County but also be able to compare to the state and nation. This data will serve as measurable outcomes for each priority area. A more detailed explanation of indicators being used to measure the impact of the strategies identified can be found in the Appendix.

Limitations

Identified limitations when creating this CHIP include a lack of metrics for many objectives, a lack of county-level data, and limited validated questions available for county-level CHIPs. In order to address these limitations, collaboration is needed to implement a Behavioral Risk Factor Survey to gain health measurements in a representative way for Allegan County.

Join us and make a difference in your community

How do our community health priorities align with your work, hobbies, or passion? Contact us to learn more about the 2022-2025 Community Health Improvement Plan action steps. For more information about any of the agencies, programs, and services described in this plan, visit the Health Allegan Coalition (HACC) website.

Written Comments

This CHIP has been made available to the public and is open for public comment. Questions or comments about this CHIP can be submitted by visiting the HACC website below and clicking "Contact Us"

Healthy Allegan County Coalition



healthyallegancounty.org

Click "Contact Us" on the main page to send a message.



**2022
-
2025**

Appendix A: Action Plan

Priority 1: Access to Medical Care

Goal: Increase capacity and use of a patient-centered, community-integrated, and quality system of care for Allegan County residents.

Objective 1: Decrease the percentage of adults and youth who are experiencing "poor" physical health.

- Root cause 1: 50.2% of residents surveyed said that they delayed getting care or annual screenings due to the COVID-19 pandemic.

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Define, promote, and provide health services and education at non-traditional sites 	<ol style="list-style-type: none"> 1. Work with other agencies to collaborate and maximize the services provided at Outreach Clinics (blood pressure screenings, vaccines, diabetes testing, HIV testing, etc.) 2. Promote and share the Help Me Grow Allegan website for early childhood referrals to basic needs, programs, resources, developmental screeners and services. 	<ul style="list-style-type: none"> Number of non-traditional sites Number of providers/partners providing education Number of services utilized in schools by youth Number of HMG early childhood referrals to medical care services
<ul style="list-style-type: none"> Utilize ACCL program to connect residents/referrals to healthcare services 	<ol style="list-style-type: none"> 1. Create a communication campaign to build awareness of the program and promote the referral process 2. Implement an evaluation process and research the long-term financial sustainability of the program 	<ul style="list-style-type: none"> Number of resident referrals to healthcare services
<ul style="list-style-type: none"> Identify inequities of vulnerable/sub-populations within the community by establishing a community information exchange. 	<ol style="list-style-type: none"> 1. Conduct an environmental scan for a CIE 2. Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, formally recognize the backbone organization 	<ul style="list-style-type: none"> CIE established
<ul style="list-style-type: none"> Assessment of local oral health and primary care providers in Allegan County to create a resource of local providers 	<ol style="list-style-type: none"> 1. Survey local providers regarding appointment availability, insurance accepted, service times, acceptance of new patients, etc. 2. Generate a report that can be shared with local entities, 2-1-1, and community members 3. Determine a process for updating the report on a regular basis 	<ul style="list-style-type: none"> Completed assessment
<ul style="list-style-type: none"> Expand child and adolescent behavioral health services 	<ol style="list-style-type: none"> 1. Explore and plan a local child and adolescent health center program that can provide wellness checks, immunizations, and other needs to students and their families. 2. Establish a local child and adolescent health center program that can provide BH services and prevention to students and their families. 	<ul style="list-style-type: none"> Local child and adolescent health center program established Number of individuals receiving services

Appendix A: Action Plan

Priority 1: Access to Medical Care

Objective 2: Increase the use of non-traditional services to meet healthcare needs for Allegan County residents.

- Root cause: 56% of Allegan County residents feel the availability of affordable quality health care in Allegan County is "fair" or "poor"

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Increase access to non-traditional health services 	<ol style="list-style-type: none"> Expand equitable broadband internet access across Allegan County to support innovative health care, including telehealth Expand child and adolescent health services by establishing a child and adolescent health center program locally, that can provide health services and prevention to students and their families 	<ul style="list-style-type: none"> Number of clinic outreach events Number of dental screenings at schools and other community locations Number of Primary Care screenings conducted through CCBHCs Number of telehealth visits at Ascension Borgess Allegan, OnPoint Number of telestroke care services provided within Ascension Borgess Allegan and Borgess-Pipp Number of residents who respond that they have access to the internet/have internet within their home Partnerships with Intercare and Migrant Population Utilization of business health services
<ul style="list-style-type: none"> Increase financial resources 	<ol style="list-style-type: none"> Assess current financial resources Identify funding opportunities that can be used to expand services to meet the healthcare needs of Allegan County residents. 	<ul style="list-style-type: none"> Number of business intelligence reviews - Lakeshore Advantage
<ul style="list-style-type: none"> Increase the percentage of adults who are confident navigating the health care system 	<ol style="list-style-type: none"> Develop a communication campaign for 2-1-1 and ACCL program to help individuals navigate their needs 	<ul style="list-style-type: none"> Number of resident referrals to healthcare services and needs
<ul style="list-style-type: none"> Increase the percentage of adults who have a Primary Care Provider (PCP) 	<ol style="list-style-type: none"> Use ACCL program to help individuals identify PCPs 	<ul style="list-style-type: none"> Number of resident referrals to PCPs
<ul style="list-style-type: none"> Decrease the percentage of adults who don't have health insurance due to cost 	<ol style="list-style-type: none"> Use ACCL program to sign up individuals for Medicaid or find solutions to meet their health insurance needs 	<ul style="list-style-type: none"> Number of resident referrals to Medicaid or health insurance resources
<ul style="list-style-type: none"> Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan 	<ol style="list-style-type: none"> Refer to Ascension Borgess Allegan Hospital Implementation Strategies 	<ul style="list-style-type: none"> Community investment/engagement plan implemented

Appendix A: Action Plan

Priority 2: Food Security

Goal: Increase availability of healthy food options for residents, while also expanding supplemental food resources in Allegan County.

Objective 1: Increase the percentage of affordable and attainable healthy food resources for residents in Allegan County.

- **Root Cause 1:** Affordability of fresh food was listed as a top factor that impacts the health and wellness of Allegan County residents and their household.
- **Root Cause 2:** Access to grocery stores that sell fresh foods was the third highest factor that impacted the health and wellness of Allegan County residents and their household.

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Establish a plan to implement a community information exchange (will provide the ability to share social determinants of health data aggregately to identify inequities of vulnerable/sub-populations within the community). 	<ol style="list-style-type: none"> Conduct an environmental scan for a CIE Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization 	<ul style="list-style-type: none"> Final plan shared Identify the sections of the community that are lacking in resources
<ul style="list-style-type: none"> Increase food redistribution options and access 	<ol style="list-style-type: none"> Initiate routine communications between local food resources to collaborate and provide more community availability in sections of Allegan County that are lacking Create a system or process where 2-1-1 and local agencies are updating their information on a regular basis 	<ul style="list-style-type: none"> Number of options available in the community (will need baseline) Number of people accessing food resources (will need baseline) Plan developed for efficient access of fresh foods found within the county
<ul style="list-style-type: none"> Expand community gardens models 	<ol style="list-style-type: none"> Assess current community gardens Identify best practices and land available within the community Establish partnerships with existing entities, such as MSUE, on cooking classes to offer community members 	<ul style="list-style-type: none"> Baseline of current community gardens Percentage of community members interested in/wanting to contribute Number of classes offered

Appendix A: Action Plan

Priority 2: Food Security

Objective 2: Increase awareness of food resources available for residents in Allegan County.

- Root Cause 1: Lack of online presence in the Allegan County Community.
- Root Cause 2: Lack of healthy food awareness

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Increase awareness of existing resources in Allegan County. 	<ol style="list-style-type: none"> Update and digitize the existing communication toolkit that goes to all community partners to promote food resources Expand the use of the Neighborhood Resource tool from FindHelp Digitize resource lists to share broadly with partners and the community Identifying community partners that are not a part of the food pantry collaborative or organizations supplying food programs 	<ul style="list-style-type: none"> 2-1-1 data Number of CHW food referrals Number of residents using the Neighborhood Resource tool from FindHelp Number of clients/referrals from Allegan County to the Community Action House Food Club Communication toolkit completed for all partners on food resources within Allegan County Number of customers reported at specific locations
<ul style="list-style-type: none"> Utilize the ACCL program to connect residents/referrals to food resources. 	<ol style="list-style-type: none"> Create a communication campaign to build awareness of the program and promote the referral process Build a partnership with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5. 	<ul style="list-style-type: none"> Number of CHW food referrals Page traffic of ACCL webpage HARA referrals to food pantries in HMIS Number of families connected to Help Me Grow Coaches for food resources

Appendix A: Action Plan

Priority 3: Housing

Goal: Strengthen the housing sector within Allegan County and increase collaborative solutions.

Objective 1: Increase the percentage of residents with access to attainable and safe housing options.

- **Root Cause 1:** 7% of households spend 50% or more of their household income on housing causing severe cost burdens.
- **Root Cause 2:** 68% of residents feel the availability of affordable quality housing is "fair" or "poor"

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Implement a housing assessment for Allegan County (to include an assessment of current local jurisdictions' rental ordinances and zoning) 	<ol style="list-style-type: none"> 1. Develop and implement a plan to distribute the data collected to the community and stakeholders. 2. Assess the percentage of adults who are experiencing stress and negative health outcomes due to housing issues. 	<ul style="list-style-type: none"> Housing assessment implemented
<ul style="list-style-type: none"> Expand local funding for local housing agencies through state and federal grant opportunities 	<ol style="list-style-type: none"> 1. Provide education to grassroots housing organizations on federal and state requirements for funding to provide financial and rental assistance and case management and supportive services 2. HARA will work to expand state and federal funding to local housing agencies through exploration and pursuit of grant and other funding opportunities 	<ul style="list-style-type: none"> Developed education/framework for grassroots housing organizations on state requirements for funding opportunities Metrics established to collect data to be able to apply for funds
<ul style="list-style-type: none"> Establish a plan to implement a CIE (will provide the ability to share social determinants of health data aggregately to identify inequities of vulnerable/sub-populations within the community. 	<ol style="list-style-type: none"> 1. Conduct an environmental scan for a CIE 2. Convene initial partners for early discussions about CIE, develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization. 	<ul style="list-style-type: none"> CIE plan created for Allegan County
<ul style="list-style-type: none"> Expand access to quality water (private and municipal supply) 	<ol style="list-style-type: none"> 1. Replacement of lead pipes in municipal water supply 2. Expansion of municipal water supply. 3. Establish a risk ranking tool. (Maps of pollution site impact areas, source water areas of critical groundwater receptors, a countywide aquifer vulnerability map, and risk rankings can be used to guide long-term planning relative to groundwater use and growth trends). 4. Implement a direct support system. 5. Provide resources and education to private well owners on water safety and quality (funding and filters). 	<ul style="list-style-type: none"> Number of lead pipe replacements in municipal water supply Plan developed for expansion of municipal water supply Risk ranking tool established

Appendix A: Action Plan

Priority 3: Housing

Objective 2: Increase awareness and use of housing resources available in Allegan County.

- Root Cause: Lack of online presence of housing resources available in Allegan County

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Utilize Allegan County Community Links program to support agencies in connecting residents to available housing services 	<ol style="list-style-type: none"> Create a communication campaign to build awareness of the program and promote the referral process Partner with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5 with local resources and services 	<ul style="list-style-type: none"> Agencies identified and counted Number of residents helped and counted Number of housing referrals to HARA and other housing services through ACCL program
<ul style="list-style-type: none"> Develop a plan to update and distribute housing resource packets to agencies and organizations in Allegan County that may benefit from the information (septic, weatherization, well, income-adjusted housing, etc.). 	<ol style="list-style-type: none"> Create a system or process where 2-1-1 and local agencies are updating their information on a regular basis. Work with Ascension Borgess on updating their FindHelp tool, and expand use of Neighborhood Resources screening tool 	<ul style="list-style-type: none"> Plan developed Communication toolkit distributed
<ul style="list-style-type: none"> Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan 	<ol style="list-style-type: none"> Refer to Ascension Borgess Allegan Implementation Strategies. 	<ul style="list-style-type: none"> Community Investment/engagement plan established

Appendix A: Action Plan

Priority 3: Housing

Objective 3: Strengthen the Allegan County homeless response system. <ul style="list-style-type: none"> Root Cause: As of 2020 there were 8,638 total people experiencing homelessness in Michigan (United States Interagency Council on Homelessness, 2020) 		
Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Divert individuals from using emergency shelters/hotels 	<ol style="list-style-type: none"> Assess the baseline number of individuals seeking emergency shelter and the percentage of individuals diverted Engage with individuals seeking emergency shelter in the diversion process established by the MSHDA 	<ul style="list-style-type: none"> Number of people from Allegan County using emergency shelters Percentage of level 1 homeless individuals diverted from emergency hotel/shelter
<ul style="list-style-type: none"> Set up permanent housing solutions 	<ol style="list-style-type: none"> Complete Housing Assessment in Allegan County Utilize HAP and HMIS Data to determine need for additional permanent supportive housing slots Establish additional PSH slots based on needs data 	<ul style="list-style-type: none"> Number of clients maintaining current housing Number of permanent supportive housing slots in Allegan County
<ul style="list-style-type: none"> Help Individuals retain housing 	<ol style="list-style-type: none"> Analyze eviction data in Allegan County to identify patterns and trends Determine available resources to support those facing eviction Analyze data from HAP and HMIS to identify patterns and trends in housing stability 	<ul style="list-style-type: none"> Average length of time homeless for those engaged with the HARA (first-time and chronic) Number of resources available

Appendix A: Action Plan

Priority 4: Behavioral Health

Goal: Increase recognition and treatment of behavioral health conditions.

Objective 1: Increase utilization of behavioral health services for those in need.

- Root Cause 1: 27% of Allegan County residents feel the availability of affordable quality mental health care in Allegan County is "good" or "excellent"
- Root Cause 2: 75% of Allegan County residents feel that drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs) is a moderate or major problem in Allegan County.

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Utilize ACCL program to support agencies in connecting residents in need of treatment with BH services 	<ol style="list-style-type: none"> Create a communication campaign to build awareness of the program and promote the referral process Partner with Help Me Grow Allegan Family Coaches to connect families who are expecting or who have children ages 0-5 with local resources and services 	<ul style="list-style-type: none"> ACCL reports Number of referrals/connections made to BH services through the program
<ul style="list-style-type: none"> Assessment of behavioral health infrastructure in Allegan County 	<ol style="list-style-type: none"> Assess existing behavioral health data for Allegan County Assess local behavioral health providers in Allegan County to create a compiled resource of local providers Assess interest in establishing a health council with local leaders <ol style="list-style-type: none"> Collaboration and coordination around the behavioral health sector to build upon existing structures and form a committee/council 	<ul style="list-style-type: none"> Established list of BH services Completed infrastructure assessment Assessment of existing behavioral health data, local behavioral health providers in Allegan County (inpatient and outpatient), interest in establishing a health council with local leaders Identified disparities for inpatient and outpatient care
<ul style="list-style-type: none"> Implement a Behavior Risk Factor Survey (BRFS) that is representative and identifies inequities in subpopulations 	<ol style="list-style-type: none"> Distribute the survey to a representative survey Include questions that will capture data for Allegan County residents that need mental health or substance use disorder services and identify if there are inequities in sub-populations 	<ul style="list-style-type: none"> Completed survey

Appendix A: Action Plan

Priority 4: Behavioral Health

Objective 1 (Continued): Increase utilization of behavioral health services for those in need.

- Root Cause 1: 27% of Allegan County residents feel the availability of affordable quality mental health care in Allegan County is "good" or "excellent"
- Root Cause 2: 75% of Allegan County residents feel that drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs) is a moderate or major problem in Allegan County.

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Expanding access to behavioral health services 	<ol style="list-style-type: none"> 1. Provide local access to medication-assisted treatment for SUD (opioid SUDs) 2. Expand and/or establish local access to integrative care models, expand equitable broadband internet access to support innovative health care, including TelePsych Services, and expand psychological testing for special populations by making testing services available for geriatric, bariatric, child/adolescent, autism, ADD and ADHD populations 3. Increase adult and child education/awareness of healthy emotional well being 	<ul style="list-style-type: none"> Number of behavioral health services accessible in Allegan county (CCBHC access) OnPoint (CAFAS, utilization management) aggregate-level data
<ul style="list-style-type: none"> Increase recognition of behavioral health and appropriate solutions for different sectors 	<ol style="list-style-type: none"> 1. Introduce mental health training programs to different professions and organizations within Allegan County. (i.e. CIT Officer Training, Mental Health First Aid, Opportunity Thrive, etc.) 2. Expand the use of screening tools, including ACEs, and/or SBIRT, to identify behavioral health patients 3. Explore the integration of trauma-informed practices for different sectors 4. Use of 31N or School Social Work services 	<ul style="list-style-type: none"> Number of presentations Number of communications to community Number of social media campaigns Number of mental health training programs introduced to different professions and organizations within Allegan County
<ul style="list-style-type: none"> Increase awareness of non-local/non-traditional behavioral health resources 	<ol style="list-style-type: none"> 1. Create a communication campaign around non-local/non-traditional resources available <ol style="list-style-type: none"> a. Through telehealth, Telepsych, EAP, and other innovative models 	<ul style="list-style-type: none"> 2-1-1 data CCBHC use Number of telehealth units for agencies providing services Communication campaign developed and shared
<ul style="list-style-type: none"> Ascension Borgess Allegan Hospital will establish, implement, and evaluate a community investment/engagement plan 	<ol style="list-style-type: none"> 1. Refer to Ascension Borgess Allegan Implementation Strategy 	<ul style="list-style-type: none"> Evaluation plan implemented Number of Behavioral Health Self Evaluations at Ascension Borgess Allegan systems

Appendix A: Action Plan

Priority 4: Behavioral Health

Objective 2: Decrease the percentage of youth and adults who are experiencing "poor" behavioral health.

- Root Cause 1: Adults report having 5.1 mentally unhealthy days reported in the past 30-days.
- Root Cause 2: 40.5% of survey participants considered their mental health worse than before the pandemic.

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> Increase community awareness of local resources 	<ol style="list-style-type: none"> 1. Compile a central list of support groups, volunteer organizations, and other mental health resources available to Allegan County residents both in-person and online (ex. NAMI, AA, etc.) 2. Create a system/process where 2-1-1 and local agencies are updating their information on a regular basis 	<ul style="list-style-type: none"> 211 data Social media analytics Website downloads/page views My strength use and OnPoint (CAFAS, utilization management) aggregate-level data Percentage of Student Family Assistance Program (SFAP) use Compiled list of mental health/SUD resources that Allegan County individuals are eligible for Number of inquiries (SFAP, other agencies connecting resources)
<ul style="list-style-type: none"> Expand child and adolescent BH services 	<ol style="list-style-type: none"> 1. Establish a local child and adolescent health center program that can provide mental health services and prevention to students and their families 2. Integrate Mental Health professional knowledge and guidance in behavioral health teams at our local schools to address the root cause of the lack of academic or behavioral health progress 3. Promote and share the Help Me Grow Allegan website for early childhood referrals to basic needs, programs, resources, developmental screeners and services. 4. Promote and share Great Start Families Connected Parent Cafes, In Person Meetings, and Family Events to help reduce Adverse Childhood Experiences through increasing Healthy Outcomes from Positive Experiences (HOPE) in Allegan County. 	<ul style="list-style-type: none"> Number of BH services within School Health Centers Use of SFAP Use of CCBHC Number of HMG early childhood referrals to BH services

Appendix A: Action Plan

Priority 4: Behavioral Health

<p>Objective 2 (Continued): Decrease the percentage of youth and adults who are experiencing "poor" behavioral health.</p> <ul style="list-style-type: none"> ◦ Root Cause 1: Adults report having 5.1 mentally unhealthy days reported in the past 30-days. ◦ Root Cause 2: 40.5% of survey participants considered their mental health worse than before the pandemic. 		
Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none"> • Use non-traditional partners, such as businesses, to normalize use of BH services 	<ol style="list-style-type: none"> 1. Create and share a communication toolkit that supports businesses, organizations, and healthcare providers with information on options they can use to provide behavioral training, education, and resources to employees and patients 	<ul style="list-style-type: none"> • Toolkit created • Number of EAPs in Allegan county • Number of partners
<ul style="list-style-type: none"> • Establish a plan to implement a community information exchange (will provide the ability to share social determinant of health data aggregately to identify inequities of vulnerable/sub-populations within the community) 	<ol style="list-style-type: none"> 1. Conduct an environmental scan for a CIE 2. Convene initial partners for early discussions about CIE, and develop sample use cases for CIE to clarify the vision, establish the governance structure, and formally recognize the backbone organization 	<ul style="list-style-type: none"> • Plan established

Appendix A: Action Plan

Priority 4: Behavioral Health

Objective 3: Decrease the percentage of youth who use substances. (ASAP)

- Root Cause: Percentage of students who were offered, sold, or given an illegal drug on school property by someone during the past 12 months (13.7%)

Strategy	Action Steps	Performance Indicator(s)
<ul style="list-style-type: none">• Implement strategies identified by Allegan County Substance Abuse Prevention Coalition (ASAP) and increase awareness of these strategies	<ol style="list-style-type: none">1.Promotion of ASAP events or initiatives.2.Evaluate MIPHY data and other data sources in planning.3.Have representation of multiple sectors with active participation in ASAP.	<ul style="list-style-type: none">• ASAP Annual Reports• MIPHY data

Appendix B: Acronyms

Acronym	Full Name
ACEs	Adverse Childhood Experiences
AA	Alcoholics Anonymous
AAESA	Allegan Area Education Service Agency
ACCL	Allegan County Community Links
ACHD	Allegan County Health Department
ASAP	Allegan Substance Abuse Prevention Coalition (ASAP)
BH	Behavioral Health
BRFS	Behavioral Risk Factor Survey
CAFAS	Child and Adolescent Functional Assessment Scale
CCBHC	Certified Community Behavioral Health Clinic
CHIP	Community Health Improvement Plan
CHNA	Community Health Needs Assessment

Acronym	Full Name
CHS	Community Health Survey
CIE	Community Information Exchange
CIT	Crisis Intervention Team
EAP	Employee Assistance Program
GSC	Great Start Collaborative
HACC	Healthy Allegan County Coalition
HAP	Housing Assessment Program
HARA	Housing Assessment and Resource Agency
HMG	Help Me Grow Allegan
HMIS	Homeless Management Information System
HOPE	Healthy Outcomes from Positive Experiences
HUD	Department of Housing and Urban Development

Appendix B: Acronyms

Acronym	Full Name
MACC	Multi-Agency Collaborative Council
MCAH	Michigan Coalition Against Homelessness
MI BRFSS	Michigan Behavioral Risk Factor Survey
MIPHY	Michigan Profile for Healthy Youth
NAMI	National Alliance on Mental Illness
PSH	Permanent Supportive Housing
PCP	Primary Care Provider
SAMHSA	Substance Abuse and Mental Health Services Administration
SBIRT	Screening, Brief Intervention, and Referral to Treatment
SDOH	Social Determinants of Health
SFAP	Student Family Assistance Program
SUD	Substance Use Disorder
WSCC	Whole School, Whole Community, Whole Child



HEALTH
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Ascension
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United Way of Ottawa
and Allegan Counties

OnPoint
Caring for Allegan County



Allegan
Area ESA



Allegan County
Food
Pantry
Collaborative
alleganfoundation.org