



STAFF REPORT

Report To: Board of Health

Meeting Date: July 19, 2018

Staff Contact: Heather Kerwin (hkerwin@carson.org); Nicki Aaker (naaker@carson.org)

Agenda Title: For Possible Action: To accept a presentation by staff, with discussion and possible further action to provide feedback and direction to staff concerning the Community Health Improvement Plan (CHIP).

Staff Summary: A healthy community is one that promotes not only a low burden of disease, but also a high quality of life. This includes reducing people suffering from acute infections (influenza) and chronic conditions (cancers, diabetes) and ensures that people have access to amenities including safe and affordable housing, healthy food options, clean air and water, access to healthcare, quality education, and adequate employment.

The 2017 Carson City Community Health Needs Assessment (CHNA) provided an overview of the health status, outcomes, and identified driving factors of health for Carson City residents. Many areas of need were identified; however, the community only has the capacity to address the most pressing needs through targeted interventions, instead of trying to address every area of need. The CHIP was designed by community leaders, stakeholders, and partner agencies from January through May of 2018. The CHIP Committee chose the following priorities to address in Carson City:

- Access to Healthcare
- Behavioral Health/Substance Abuse
- Food Security & Food Access
- Housing
- Workforce Development

Behavioral health was identified as the top priority. This need was recognized a couple of years ago so the Carson City Behavioral Health Task Force was developed and will continue to work on behavioral health activities in Carson City and has been included in the CHIP. The task force created subcommittees to work on specific issues, one being Housing, which also in included in the CHIP.

The CHIP is a living document intended to serve as the framework for improving health across several areas of need within the community. It will be updated with the understanding that new opportunities or improved strategies may present themselves, while other approaches may be hampered due to unforeseen barriers. Additionally, once objectives are met and outcomes are measured, new endeavors can be explored and addressed through the CHIP in conjunction with other entities.

Over the course of the 2018-2021 CHIP, the Carson City CHIP working groups will openly welcome new partners to engage in the process. Community partnership is essential and the variety and cross collaboration between the many organizations and roles in the community demonstrates the importance of health and quality of life. For accreditation purposes, staff recommends formal acceptance of the presentation.

Agenda Action: Formal Action/Motion

Time Requested: 15 minutes

Proposed Motion

I move to accept the presentation (with any additional direction given to staff by the Board incorporated into this motion, if any) concerning the Community Health Improvement Plan.

Board's Strategic Goal

Quality of Life

Previous Action

The 2017 Community Health Needs Assessment was presented to the Board of Health on May 18, 2017. The CHIP priorities chose by the CHIP committee were presented to the Board of Health on April 19, 2018 with clarification provided concerning the Nutrition goal - a need in the community is fresh fruits and vegetables.

Background/Issues & Analysis

According to the CDC, a Community Health Improvement Plan (CHIP) is defined as “a long-term, systematic effort to address public health problems based on the results of community health assessment activities and the community health improvement process (retrieved June 29, 2018 from <https://www.cdc.gov/stltpublichealth/cha/plan.html>). The CHNA, along with the CHIP and the Health Department’s Strategic Plan are required for Public Health Accreditation.

Applicable Statute, Code, Policy, Rule or Regulation

Public Health Accreditation Domain 5

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number:

Is it currently budgeted? Yes No

Explanation of Fiscal Impact: N/A

Alternatives

Alternatives and recommendations may be presented during the presentation.

Board Action Taken:

Motion: _____

1) _____

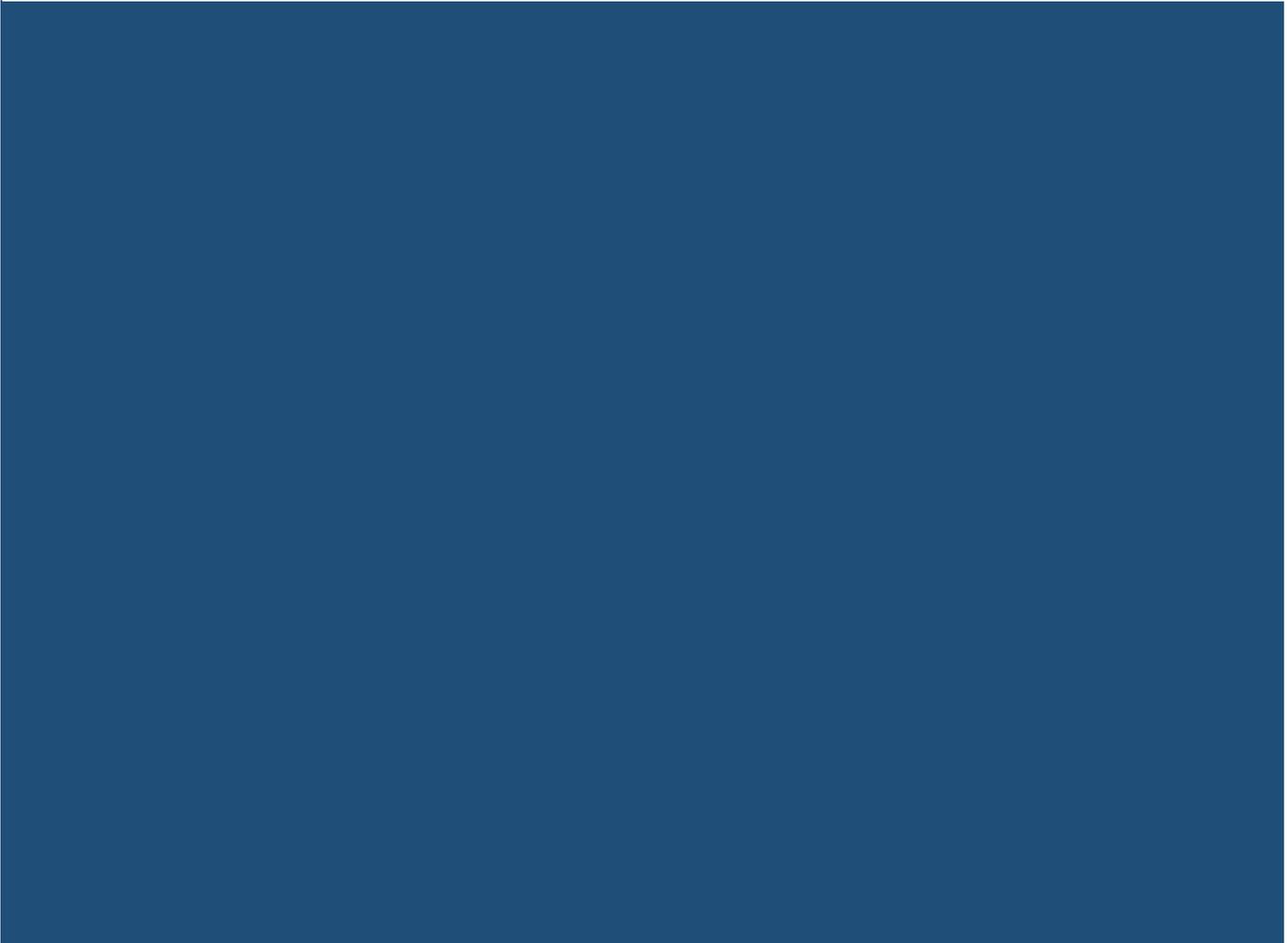
Aye/Nay

2) _____

(Vote Recorded By)



2018-2021 CARSON CITY
COMMUNITY HEALTH
IMPROVEMENT PLAN



CARSON CITY COMMUNITY HEALTH IMPROVEMENT PLAN PARTNERS

Carson City Behavioral Health Task Force
Carson City Health and Human Services
Carson City Parks and Recreation
Carson City School District
Carson City Supervisor Karen Abowd
Carson City Supervisor Lori Bagwell
Carson Tahoe Health
FISH
Immunize Nevada
JOIN, Inc.
Nevada Builders Association
Nevada Division of Health Care Financing and Policy
Nevada Health Centers – Sierra Nevada Health Center
Nevada Hospital Association
Nevada Office of Statewide Initiatives
Nevada Primary Care Association
Nevada Public Health Foundation
Partnership Carson City
Pathways to Aviation
Ron Wood Resource Center
Silver State Health Insurance Exchange
The Greenhouse Project
University of Nevada, Reno
 Cooperative Extension
 School of Community Health Sciences
 School of Medicine - Office of Statewide Initiatives

INTRODUCTION

A healthy community is one that promotes not only a low burden of disease, but also a high quality of life. This includes reducing people suffering from acute infections (influenza) and chronic conditions (cancers, diabetes) and ensures that people have access to amenities including safe and affordable housing, healthy food options, clean air and water, access to healthcare, quality education, and adequate employment.

Carson City Health and Human Services conducted the 2017 Carson City Community Health Needs Assessment (CHNA), which provided an overview of the health status, outcomes, and identified driving factors of health for Carson City residents. The CHNA included several sub-assessments which involved engaging with multiple community partners, stakeholders, and leadership to identify strengths, assets, and challenges for a variety of public health and related sectors. A primary goal of the CHNA is to inform and provide data-driven insight on the health needs to be addressed through the development of a strategic action plan. These strategic action plans are commonly referred to by public health professionals as a Community Health Improvement Plan or CHIP.

The 2018-2021 Carson City Community Health Improvement Plan (CHIP) was a community-lead process through which goals and objectives were created intending to improve health and health outcomes for residents who live and work in Carson City and surrounding communities. The CHIP initiatives were developed with community health in mind, as promoting healthy living on a community-wide scale brings health benefits to the greatest number of people.

There were several health topics identified by the 2017 CHNA that were considered for inclusion in the CHIP. Although many areas of need were identified, the community may only have capacity to address the most pressing needs through targeted interventions, instead of trying to address every area of need. The CHIP was designed by community leaders, stakeholders, and partner agencies from January through May of 2018. Through CHIP committee discussion and voting, five areas were selected as priority needs to be addressed through strategic action plans. The priority areas include:

Access to Healthcare

Behavioral Health

Food Security & Food Access

Housing

Workforce Development

PRIORITIZATION

Five steps were taken to identify which health needs were to be addressed in the 2018-2021 CHIP. These elements were 1) Previous CHIP initiatives; 2) Areas identified by the data in the CHNA; 3) Robert Wood Johnson Foundation's County Health Ranking indicators of need; 4) Current community efforts and existing assets; 5) Capacity of participating organizations to address areas of need. The five elements are described in further detail:

Step 1: Previous 2012-2017 CHIP Initiatives

The priority health needs, goals, and objectives of the previous CHIP were reviewed to provide the CHIP planning committee members background on the successes, challenges, and barriers related to those initiatives and the current status. This helped to identify alternative tactics for approaching areas that were still ranked as high need, areas that saw little to no success, and areas that had considerable momentum with ongoing progress.

Step 2: 2017 CHNA Needs Identified

The 2017 CHNA process completed by CCHHS and its community partners more closely followed the Mobilizing for Action through Planning and Partnerships (MAPP) process than the assessment completed in 2012. However, since most of the work to complete the CHNA was undertaken by an existing workgroup, the early stages of the MAPP process (the "Organizing" and "Visioning" stages) were not completed in full so as to not place undo time and work burdens on the existing workgroup. Health needs were identified through primary data from surveys of residents, secondary data from generalizable and highly reliable data sources, as well as four sub-assessments contained within the larger CHNA. Common findings from the sections of the CHNA (shown below) were included in the CHNA and all areas of need were considered for prioritization.

- Primary community survey data
- Secondary data (health statistics, census data)
- Local Public Health System Performance Assessment
- Carson City Forces of Change Assessment
- Community assets
- State and local performance rankings

Step 3: Robert Wood Johnson Foundation's (RWJF) County Health Rankings

Health needs identified in the previous CHIP, as well as the current CHNA were cross referenced with areas of need highlighted by the RWJF County Health Rankings. This allowed for three sources of information to be reviewed in conjunction with the current community climate (Step 4).

Step 4: Current Community Efforts & Assets

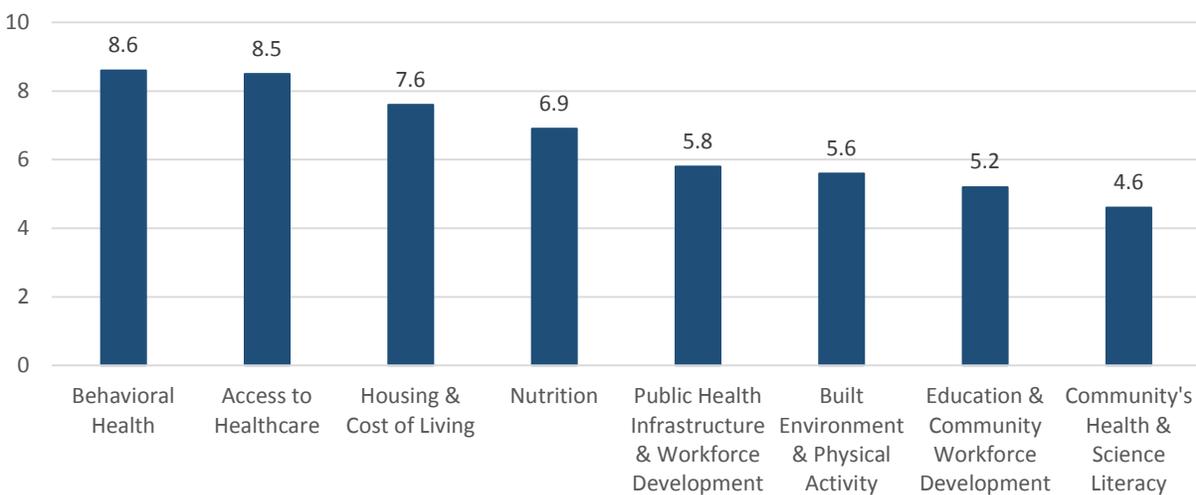
Although a summary of local efforts and community assets were included in the CHNA, a more recent update on current efforts was important as there was a Behavioral Health Task Force and other local collaborative endeavors which had developed since the CHNA had been completed. Many of these efforts are not captured through traditional online research, but instead are identified by people and organizations involved in these endeavors.

Step 5: Organizational Capacity & Community Readiness

There were identified health needs that lacked supportive infrastructure, or sufficient funding to accomplish end goals. For some health needs, recent statewide legislature had been put into action and the impacts were yet to be fully understood.

The criteria for consideration were discussed at length during a roundtable discussion and an interactive session. Once the current efforts and potential additional community partners were identified and catalogued, an online poll was created so community partners and residents could score the top health needs they perceived to be the greatest. The polling system served as a confidential mechanism for input on CHIP priorities. The results of the online voting are presented in Figure 1.

Fig 1: Results from Carson City Community Prioritization, 2018



Behavioral Health (ranked #1) includes both mental health and substance use. Since the previous CHIP, there has been several community assets developed in response to this need. The Northern Nevada Regional Behavioral Health Policy Board and the Carson City Behavioral Health Task Force were created specifically to address behavioral health issues in Carson City and surrounding communities. There was no need to duplicate efforts related to behavioral health, therefore the priorities and objectives of the Board and Task Force were included in the CHIP efforts and supported by community partners. Additionally, Carson Tahoe Health opened the Mallory Crisis Center, which serves as a crisis center providing access to care for patients experiencing mental health and/or substance use crises.

Access to Healthcare (ranked #2) was selected to be addressed through the current CHIP.

Housing & Cost of Living (ranked #3) was being addressed by the work of a subcommittee of the Carson City Behavioral Health Task Force and was included in the CHIP.

Nutrition (ranked #4), specifically food insecurity and access was selected to be addressed through the current CHIP.

Public Health Infrastructure & Workforce Development (ranked #5) was combined with Education & Community Workforce Development (ranked #7) to create Workforce Development as a priority.

Professional development was recognized as a need, including but not limited to healthcare and related careers, and is important for the entire community. This provided an opportunity to widen the focus and foster partnership beyond traditional health-centric organizations.

Built Environment & Physical Activity (ranked #6) had in recent years garnered momentum as the opening of a new freeway bypass relieved the downtown corridor of non-stop interstate traffic and created an opportunity to re-design the downtown streets. Ongoing projects and related funding had allowed for the development of Complete Streets, bike paths, and community walking trails in many areas in and around Carson City. Additional funding was made available to continue to develop a connecting system of paths for active transport such as walking, running, and biking. The CHIP committee perceived this topic had ample community engagement and a clear set of objectives and funding opportunities in the near future.

Education & Community Workforce Development (ranked #7) as previously mentioned, was combined with Public Health Infrastructure & Workforce Development (ranked #5). Both health needs were selected to be addressed through the current CHIP.

Community's Health & Science Literacy (ranked #8), the CHIP committee members agreed this area was important to be addressed; however, was challenging to capture and measure on a community scale. This health need should be considered by all community entities as accurate and reliable information should be disseminated, citing sound scientific and evidence-based facts, and is ultimately best addressed through primary education and cultural beliefs.

SUMMARY OF PRIORITIES, GOALS, & OBJECTIVES

Priority I: Access to Healthcare	
Goal	Objectives
Increase access to healthcare for patients utilizing Medicaid for healthcare insurance.	1. Assist in necessary steps to support the expansion of Medicaid Managed Care coverage by 2021, to include Carson City.
Increase transportation options for residents seeking health care and related services.	1. By December 2019 conduct a feasibility assessment to determine the cost-effectiveness of implementing Uber Health (or similar transportation service) to be utilized by large medical groups in Carson City.
Increase efficiency of the medical licensing boards in Nevada.	1. Collaborate with other public health entities to provide written support for a legislative measure to implement collection of a minimum set of data from providers through the licensing process in preparation for the 2019 Nevada legislative session.
Priority II: Behavioral Health-Carson City Behavioral Health Task Force Subcommittees	
Behavioral Health Task Force Subcommittee: Workforce/Transitional Housing	
Goal	Objectives
Increase workforce housing options in Carson City.	1. Organize a landlord summit in Summer 2018 to engage landlords, investors, and developers to potentially increase opportunities for workforce housing in Carson City.
	2. Identify and develop incentives for developers and investors to provide workforce housing within proposed projects.
	3. Conduct a Sierra Forum presentation identifying the needs of the community, benefits for landlords to utilize housing programs, and long-term solutions to meet the housing needs in Carson City.
	4. Introduce a Carson City Municipal Code change to remove the restriction on rental of accessory units.
Behavioral Health Task Force Subcommittee: Community Triage	
Goal	Objectives
Develop shared understanding for community triage protocol and formalize relationships through interlocal agreements and memorandums of understanding.	1. Develop accessible locations in community where mental health assessments can be conducted.
	2. Increase community outreach with case management.
	3. Expand community use of Case Management Information System (CMIS) system to coordinate care for vulnerable individuals.
	4. Create Community Triage Flowchart.
	5. Launch National Alliance on Mental Illness (NAMI) "warmline" to provide individuals in community experiencing behavioral health issues with peer support.
Behavioral Health Task Force Subcommittee: Case Management & Discharge Planning	
Goal	Objectives
Develop community system for discharge planning from hospitals and jails and identify shared case management protocols aligned with best practices to provide ongoing support to individuals in the community.	1. Increase use of Community Management Information System (CMIS) for discharge planning and continuity of care efforts.
	2. Identify and advocate for strategies to lower barriers to access community treatment and social services.
	3. Identify funding and explore opportunities for hospitals to use NAMI's "warmline" for discharge planning follow up.
Behavioral Health Task Force Subcommittee: Youth	
Goal	Objectives
Develop youth behavioral health treatment, support, and options in Carson City.	1. 1. Assist with the Safe Voice Program implementation, by a) supporting/assisting the statewide Safe Voice program coordinator, and b) facilitating assistance and resources by assisting schools for individuals identified as needing intervention assistance through the program, and to their families and friends, as appropriate.
	2. Bring the "Parents and Families as Mental Health Allies" and NAMI's "Ending The Silence" presentations to the Carson City School District.
	3. Increase foster care capacity by 5 homes and 10 beds in the Carson City area to

	serve more children in the foster system.
Behavioral Health Task Force Subcommittee: Criminal Justice Collaboration	
Goal	Objectives
Formalize and enhance coordination between various elements of the criminal justice system (MOST, FASTT, courts, alternative services, and parole and probation).	<ol style="list-style-type: none"> 1. Develop formal protocols for Forensic Assessment Services Triage Team. 2. Develop processes to enhance coordination and accountability between Carson City FASTT team and participating courts. 3. Participate in Regional Crisis Intervention Training (CIT) committee to develop and document standard CIT processes throughout rural counties.
Behavioral Health Task Force Subcommittee: Public Awareness	
Goal	Objectives
Increase public awareness of behavioral health in Carson City.	<ol style="list-style-type: none"> 1. Develop and distribute flyer to increase public awareness of behavioral health and resources within the community. 2. Coordinate with Sheriff's Office and Partnership Carson City to utilize social media to increase awareness of behavioral health programs and initiatives in Carson City.
Priority III: Nutrition	
Goal	Objectives
Increase fresh food available for distribution to food insecure populations by involving youth in the design, development, and operation of a community garden.	<ol style="list-style-type: none"> 1. Design and develop a community garden in Mills Park by January 15, 2019 through engagement with Carson High School youth. 2. Increase the amount of fresh produce available for distribution to food insecure populations in Carson City by 5% as measured by weight (~140 pounds) by October 30, 2019.
Promote interactive nutrition education opportunities, with an emphasis on utilization of fresh produce.	<ol style="list-style-type: none"> 1. Provide nutrition education to 100 residents of Carson City by the end of calendar year 2019, increasing by 10% each year through 2021.
Priority IV: Workforce Development	
Goal	Objectives
Enhancing the career pathways for the emerging workforce.	<ol style="list-style-type: none"> 1. By 2021, increase the number of organizations offering job shadow, internship, or mentorship opportunities by 10%. 2. By 2021, increase the number of people reached through financial literacy workshops in Carson City by 10%. 3. By 2021, increase the number of soft skill workshops offered in Carson City by 10%.

PRIORITY I: ACCESS TO HEALTHCARE

Justification

According to the 2017 Nevada Health Workforce Supply report, compared to states across the nation Nevada ranked 30th for the rate of licensed internal medicine doctors, 38th in physician's assistants and psychologists, 47th in psychiatrists and general family practice providers, 48th in pediatrics, and 51st in the rate of orthopedic surgeons and registered nurses per 100,000 population.¹ This documented shortage of medical professionals is a driving force for the ongoing challenges in accessing healthcare and related services.

Additionally, with the passing of the Affordable Care Act, Nevada elected to expand Medicaid and as a result, has experienced large growth among the population enrolled in Medicaid. In 2004, approximately 11.6% of the population in Carson City utilized Medicaid as their medical insurance; however, by 2016 enrollment more than doubled in number and increased to 24.3% of the county population.² Although obtaining health insurance is a key step in accessing healthcare and related services, there are additional factors including timely appointment availability, having an adequate healthcare workforce, and providers acceptance of insurance.³

Access to healthcare was identified through the previous 2012-2017 Carson City CHIP as a priority area and remained a high priority area through this cycle as well. The 2017 CHNA found access to healthcare was among the highest-ranking needs in two different surveys among residents and "Link to Health" was found to have the lowest average performance score among the Ten Essential Services. Additionally, through discussions with community leaders and stakeholders during both the 2017 CHNA and the 2018-2021 CHIP, there were numerous mentions of the challenges in accessing services experienced by all residents largely due to provider shortages. However, challenges in accessing healthcare are heightened for those persons utilizing Medicaid as their medical insurance, especially for accessing both primary and specialty care providers. As a major primary care provider for Medicaid patients in Carson City stated, "We write between 500-600 referrals for service each month and many are to providers in Las Vegas, an eight-hour drive away".

Community Assets & Efforts

Several of the community assets identified were existing infrastructure and offices where residents currently seek healthcare. The CHIP workgroup participants identified many of these locations are operating at capacity and would benefit from physical expansion or additional staff to increase hours of availability, thus increasing access. Other projects mentioned by the CHIP committee participants included:

- ✓ Absolute Dental-accepts patients with Medicaid.
- ✓ Care Chest (located in Reno)-Provides medical equipment and has a prescription program for those families in needs.

¹ Griswold, T., Packham, J., Marchand, C., Etchegoyhen, L., & Jergensen, T. (2017). Health Workforce Supply in Nevada, 7th edition. Office of Statewide Initiatives, University of Nevada, Reno, School of Medicine. Reno, NV.

² University of Nevada, Reno, Office of Statewide Initiatives. Nevada Instant Atlas. Accessed 5/2018
<https://med.unr.edu/statewide/instant-atlas/county-data-map>

³ Kullgren, J.T., McLaughlin, C.G., Mitra, N., & Armstrong, K. (2012). Nonfinancial Barriers and Access to Health Care for US Adults. *Health Services Research*, 47, 462-485.

- ✓ Carson City Health and Human Services currently is addressing access to healthcare by having a community health worker help find and connect clients in Housing programs and identified by the Forensic Assessment Services Triage Team (FASTT) to providers, and the Mobile Safety Outreach Team (MOST), when applicable.
- ✓ Carson City Health and Human Services accepts Medicaid for family planning services and immunizations. CCHHS has a Title X (Family Planning) grant and can offer free or reduce rate services to patients that qualify.
- ✓ Carson City School District sees students in health offices at each school with a registered nurse or health aid during school hours and there is no need for insurance.
- ✓ Carson Tahoe Hospital reported initiation of a diabetes program with toolkits and resources for providers, recent hire of endocrinologists, and the implementation of a pre-diabetes prevention program.
- ✓ Nevada Health Centers operates a school-based health center within Carson City.
- ✓ Nevada Health Centers has a mobile dental van which currently goes to Empire Elementary School and the school-based health center. Nevada Health Center and the Carson City School District are looking to increase the number of days and hours open per day.
- ✓ Nevada Health Centers accepts Medicaid for primary care services.
- ✓ Nevada Health Link, the state-based Affordable Care Act online portal, has been working to transition the tech vendor to an in-state provider so customers have an option to find in-state healthcare providers, prescriptions, and specialty doctors that are covered by their health insurance carrier; however this has an estimated completion date of sometime in 2020.
- ✓ RSVP transports seniors to health care providers.

PRIORITY I: ACCESS TO HEALTHCARE

Goal 1: Increase access to healthcare for patients utilizing Medicaid for healthcare insurance.

Objective: Assist in necessary steps to support the expansion of Medicaid Managed Care coverage by 2021, to include Carson City.

Community Partners

- Nevada Primary Care Association (NVPCA)
- Nevada Health Center - Sierra Nevada Health Center (SNHC)
- Carson Tahoe Health (CTH)
- Carson City Health & Human Services (CCHHS)
- Nevada Division of Health Care Financing and Policy (DHCFP)

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
1.1 Engage with the Division of Health Care Financing & Policy, providers & residents of Carson City to ensure the implementation & transition to a Managed Care Organization is successful.	1.1.1 Collaborate with DHCFP to identify steps & associated timeline for implementation.	Meetings with DHCFP.	Steps & associated timeline identified.	7/15/2018	Lead: NVPCA Support: DHCFP; CCHHS
	1.1.2 Seek input from providers on expanding Managed Care into Carson City.	Mechanism to solicit input identified.	Input gathered & analyzed.	3/15/2019	Co-leads: CTH; SNHC
	1.1.3 Provide education to leaders, stakeholders, & general public on expanding Managed Care into Carson City.	Mechanism to solicit support identified.	Input gathered & analyzed.	Ongoing 11/15/2019	Lead: CCHHS Support: DHCFP

Goal 2: Increase transportation options for residents seeking health care and related services.

Objective: By December 2019 conduct a feasibility assessment to determine the cost-effectiveness of implementing Uber Health (or similar transportation service) to be utilized by large medical groups in Carson City.

Community Partners

- University of Nevada, Reno-School of Community Health Sciences (UNR)
- Nevada Primary Care Association (NVPCA)
- Sierra Nevada Health Center (SNHC)
- Carson Tahoe Health (CTH)
- Carson City Health & Human Services (CCHHS)
-

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
2.1 Engage with larger medical groups & UNR's School of Community Health Sciences to assess feasibility of bringing on Uber Health or similar platform in Carson City & surrounding local communities.	2.1.1 Identify & contact larger medical groups that may be interested in implementing an Uber Health (or similar) platform for patients.	Number of medical groups contacted.	Medical groups identified that are interested in offering an Uber Health platform.	8/30/2018	Co-leads: CTH; SNHC
	2.1.2 Engage with Renown Health to provide Uber Health 101 demonstration session(s).	Number of representatives engaged in demonstration sessions.	Demonstrations sessions held.	11/15/2018	Lead: CCHHS Support: NVPCA
	2.1.3 Work with UNR to develop a cost-savings model for Carson City entities to utilize.	Identify UNR personnel and data to be utilized for baseline modeling.	Template model created for use by local large medical groups to input agency data.	12/15/2019	Lead: UNR Support: NVPCA

Goal 3: Increase efficiency of the medical licensing boards in Nevada.

Objective: Collaborate with other public health entities to provide written support for a legislative measure to implement collection of a minimum set of data from providers through the licensing process in preparation for the 2019 Nevada legislative session.

Community Partners

- Nevada Office of Statewide Initiatives (OSI)
- Nevada Primary Care Association (NVPCA)
- Sierra Nevada Health Center (SNHC)
- Carson Tahoe Health (CTH)
- Carson City Health & Human Services (CCHHS)

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
3.1 Collaborate with other entities in support of & working to develop language related to the collection of a minimum set of data.	3.1.1 Identify current supporters of legislative language.	Meetings with supporters to engage & identify additional supporters and co-sponsors.	Co-sponsors identified.	8/30/2018	Lead: OSI Support: NVPCA
	3.1.2 Engage with healthcare stakeholders to garner support for legislative language.	Number of large healthcare system entities contacted.	Number of healthcare system entities offering support through public written or verbal statement of support.	Ongoing 5/15/2019	Co-leads: NVPCA; OSI
	3.1.3 Collaborate with the three local public health authorities in Nevada to release a joint statement of support.	Engagement with local public health authority leadership.	Joint statement of support released.	2/15/2019	Co-leads: CCHHS; OSI Support: NVPCA

PRIORITY II: BEHAVIORAL HEALTH

Justification

Behavioral health is a priority partly due to lack of infrastructure and mental health professional shortages (cited in access to healthcare), however substance use, depression, suicide, and other mental health illnesses, have been a rising regional concern for years. The 2018 County Health Rankings data indicate adults in Carson City reported an average of 4.4 poor mental health days a month.⁴ According to the Centers for Disease Control and Prevention, in 2016, Nevada had the 5th highest suicide rate at 22.1 (per 100,000 population) compared to the United States at 13.9 (per 100,000 population).⁵

Community Assets & Efforts

- ✓ During the 2017 Nevada Legislative session, Assembly Bill 366 passed and enacted the development of four regional behavioral health policy boards. Each board is responsible for advising on behavioral health needs, promoting improvement in services, providing unified and coordinated recommendations, and has the opportunity to draft one legislative Bill Draft Request (BDR) for the upcoming legislative session. Carson City is represented through the Northern Nevada Regional Behavioral Health Policy Board.
- ✓ In 2017, Carson City formed a Behavioral Health Task Force to address the growing need for behavioral health services and supports. The Taskforce is comprised of seven subcommittees, housing/transitional housing, community triage, community case management, wrap around and discharge planning, youth, criminal justice collaboration, and public awareness. Each subcommittee developed goals, objectives, and strategies to improve behavioral health for residents of Carson City and surrounding communities.
- ✓ Carson City School District efforts include Safe School professionals at each school.
- ✓ 7th grade health class has regular drug and alcohol prevention and the Signs of Suicide program.
- ✓ Carson Tahoe Health's Mallory Behavioral Health Crisis Center opened early 2017 and alleviates emergency rooms and jails from overflow due to individuals with behavioral health needs. A multidisciplinary team of psychiatrists, nurses, counselors and case managers work together to determine the best treatment options available. Law enforcement, emergency responders, and emergency rooms are able to directly phone the center to triage those in a behavioral health crisis. Additionally, community providers can also refer potential clients to the center.
- ✓ Connections Behavioral Health Center provides outpatient therapy services, medication management, mental health assessments, treatment for adults, counseling and expanding therapy groups, psychosocial rehabilitations, and basic skills training.
- ✓ Serenity Mental Health provides basic skills training, psychosocial rehabilitation, counseling, day treatment, medication management, mental health assessments and evaluations, substance abuse treatment center. Available to Medicaid patients and if applicable services provided at no cost.
- ✓ Partnership Carson City works with the Carson City School District to bring in Signs of Suicide programming into some schools.

⁴ Robert Wood Johnson Foundation. (2018). 2018 County Health Rankings, Carson City. Accessed 6/2018 www.countyhealthrankings.org/app/nevada/2018/carson-city/county/outcomes/overall/snapshot

⁵ Centers for Disease Control and Prevention, National Center for Health Statistics. (2017). Underlying Cause of Death 1999-2016 on CDC WONDER Online Database. Accessed 5/2018 <http://wonder.cdc.gov/ucd-icd10.html>

- ✓ There are other efforts not captured above and include sobriety meetings and activities such as semi-annual prescription drug round ups.

PRIORITY II: BEHAVIORAL HEALTH

The following work plans are overviews of the goals of the seven subcommittees of the Carson City Behavioral Health Task Force. Since this work is being lead through a variety of forums, the layout including goals and objectives look slightly different compared to other work plans in this document.

Community Agencies

- Carson City Fire Department
- Carson City Health and Human Services
- Carson City Juvenile Probation
- Carson City Public Guardian
- Carson City Sheriff's Office
- Carson City School District
- Carson Tahoe Behavioral Health Services
- Carson Tahoe Regional Medical Center
- Division of Child and Family Services
- Division of Public and Behavioral Health Rural Clinics
- FISH
- NAMI Western Nevada
- Nevada Department of Corrections
- Nevada Health Centers
- Ron Wood Family Resources
- Vitality Unlimited

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: WORKFORCE HOUSING

Goal: Increase workforce housing options in Carson City.

Objective 1: Organize a landlord summit in Summer 2018 to engage landlords, investors, and developers to increase opportunities for workforce housing in Carson City.

Objective 2: Identify and develop incentives for developers and investors to provide workforce housing within proposed projects.

Objective 3: Conduct a Sierra Forum presentation identifying the needs of the community, benefits for landlords to utilize housing programs, and long-term solutions to meet the housing needs in Carson City.

Objective 4: Introduce a Carson City Municipal Code change to remove the restriction on rental of accessory units.

Community Members

- Nicki Aaker, Director of Carson City Health and Human Services
- Lori Bagwell, Carson City Board of Supervisor
- Bill Brewer, Jeni Chavez, and Crystal Kleidosty, Nevada Rural Housing Authority
- Steve Fraser, Builders Realty Capital

- Rob Joiner, Nevada Premier Commercial
- Mary Jane Ostrander, Division Manager of Human Services, Carson City Health and Human Services
- Jim Peckham, Executive Director of FISH
- Lee Plemel, Carson City Community Development Director

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: COMMUNITY TRIAGE

Goal: Develop shared understanding for community triage protocol and formalize relationships through interlocal agreements and memorandums of understanding.

Objective 1: Develop accessible locations in community where mental health assessments can be conducted.

Objective 2: Increase community outreach with case management.

Objective 3: Expand community use of Case Management Information System (CMIS) to coordinate care for vulnerable individuals.

Objective 4: Create Community Triage Flowchart.

Objective 5: Launch National Alliance on Mental Illness (NAMI) “warmline” to provide individuals in community experiencing behavioral health issues with peer support.

Community Members

- Bekah Bock, MOST Clinician, Carson Rural Clinic
- Jessica Flood, Regional Behavioral Health Coordinator
- Laura Neimark, Director, Carson Rural Clinics
- Mary Jane Ostrander, Carson City Health and Human Services
- Jim Peckham, Executive Director of FISH
- Karen Torry Greene, Beacon Health Options

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: CASE MANAGEMENT & DISCHARGE PLANNING

Goal: Develop community system for discharge planning from hospitals and jails and identify shared case management protocols aligned with best practices to provide ongoing support to individuals in the community.

Objective 1: Increase use of Community Management Information System (CMIS) for discharge planning for discharge planning and continuity of care efforts.

Objective 2: Identify and advocate for strategies to lower barriers to access community treatment and social services.

Objective 3: Identify funding and explore opportunities for hospitals to use NAMI “warmline” for discharge planning follow up.

Community Members

- Faith Barber, Carson City Health and Human Services
- Kathy Harris, Nevada Department of Corrections
- Laura O’Neill, NAMI Western Nevada

- Mary Jane Ostrander, Carson City Health and Human Services

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: YOUTH

Goal: Develop youth behavioral health treatment, support, and options in Carson City.

Objective 1: Assist with the Safe Voice Program implementation, by a) supporting/assisting the statewide Safe Voice program coordinator, and b) facilitating assistance and resources by assisting schools for individuals identified as needing intervention assistance through the program, and to their families and friends, as appropriate.

Objective 2: Bring the “Parents and Families as Mental Health Allies” and NAMI’s “Ending The Silence” presentations in the Carson City School District.

Objective 3: Increase foster care capacity by 5 homes and 10 beds in the Carson City area to serve more children in the foster system.

Community Members

- Ali Banister, Carson City Chief of Juvenile Probation
- Dave Colario, School Social Worker Program Manager, Carson City School District
- Kevin Quint, Division of Child and Family Services
- Lisa Yesitis, Ron Wood Resource Center
- Members of NAMI Western Nevada
 - Linda Porzig
 - Laura O’Neill (??)

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: CRIMINAL JUSTICE COLLABORATION

Goal: Formalize and enhance coordination between various elements of the criminal justice system (MOST, FASTT, courts, alternative services, and parole and probation).

Objective 1: Develop formal protocols for Forensic Assessment Services Triage Team.

Objective 2: Develop processes to enhance coordination and accountability between Carson City FASTT team and participating courts.

Objective 3: Participate in Regional Crisis Intervention Training committee to develop and document standard Crisis Intervention Training processes throughout rural counties.

Community Members

- Bekah Bock, MOST Clinician, Carson Rural Clinics
- Jessica Flood, Regional Behavioral Health Coordinator
- Joseph McEllistrem, Director of Forensic Health Services for Carson City Jail

BEHAVIORAL HEALTH TASK FORCE SUBCOMMITTEE: PUBLIC AWARENESS

Goal: Increase public awareness of behavioral health in Carson City.

Objective 1: Develop and distribute flyer to increase public awareness of behavioral health and resources within the community.

Objective 2: Coordinate with Sheriff's Office and Partnership Carson City to utilize social media to increase awareness of behavioral health programs and initiatives in Carson City.

Community Members

- Debbie Marzoline, Carson City Public Guardian
- Hannah McDonald, Partnership Carson City
- Susie Whitman, Carson Tahoe Health
- Carson City Sheriff's Office

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PRIORITY III: NUTRITION

Justification

The 2017 CHNA found the percentage of Carson City residents living in poverty and students eligible for free or reduced lunches has continued to be higher compared to neighboring counties. Food insecurity and access to nutritious and fresh foods for all community members were issues identified through the sub-assessments in the CHNA.

Although there are several organizations involved in food distribution in Carson City, the CHIP workgroup participants felt there were not any foreseeable major overhauls coming to the area to help address nutrition-related needs, and therefore this was an issue to address through CHIP Nutrition goals and objectives.

Community Assets & Efforts

- ✓ Many of the community assets identified by CHIP workgroup participants were entities that currently assist in food distribution to food insecure and low-income populations. These locations include Ron Wood Family Resource Center, FISH, the Bridge Church, Salvation Army, Food for Thought, Meals on Wheels, Food Bank of Northern Nevada, Northern Nevada Dream Center and many others.
- ✓ Additional programmatic resources include federal nutritional assistance programs such as Women, Infants, Children (WIC), Supplemental Nutrition Assistance Program (SNAP) formerly known as food stamps, and Child and Adult Care Food Program-provides aid for the provision of nutrition and education, as well as the free & reduce lunch and breakfast programs offered through the schools. Also identified by the CHIP participants was Carson City's Parks and Recreation program that was working to develop a food program and nutrition education in the after-school programs. Additionally, Carson City School District has adopted a School Wellness Policy & Program.
- ✓ The Greenhouse Project is a local entity that began development of community garden beds in 2010 and has expanded to include over 60 planting beds and has encouraged and fostered an agriculture and Future Farmers of America (FFA) program in Carson High School. The Greenhouse Project provides fresh nutritious foods grown in the community garden beds free of charge for distribution to the community food pantries.

PRIORITY III: NUTRITION

Goal 1: Increase fresh food available for distribution to food insecure populations by involving youth in the design, development, and operation of a community garden.

Objective 1: Design and develop a community garden in Mills Park by January 15, 2019 through engagement with Carson High School youth.

Community Partners

- Carson City School District (CCSD)
- Carson High School (CHS)
- Carson City Parks and Recreation (CC Parks & Rec)
- FISH
- The Greenhouse Project (TGP)
- University of Nevada, Reno Cooperative Extension (UNCE)

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
1.1 Support Carson High School youth in participating & leading in the design & development of the infrastructure required to implement a community garden.	1.1.1 Develop a land use agreement lease for the utilization of Mills Park to be presented & approved by CC Parks & Rec & the Board of Supervisors.	Meetings & communication between involved parties.	Land use agreement developed. Land use agreement presented to Parks & Rec. & Board of Supervisors.	8/30/2018 developed 10/2018 present to Parks & Rec Board of Supervisors after Parks & Rec	Lead: CC Parks & Rec Support: UNCE
	1.1.2 Develop an MOU for student to be mentored by outside entity.	Meetings & communication between involved parties.	MOU developed. MOU approved.	7/30/2018 developed 8/30/2018 approved	Lead: TGP UNCE Support: CCSD
	1.1.3 Conceptual layout & plot design to be developed & presented to CC Parks & Rec.	Iterations of plot layout	Conceptual design developed. Conceptual design presented to CC Parks & Rec.	9/30/2018 developed 10/2018 presented	Lead: Student #1 Support: UNCE
	1.1.4 Budget to be drafted for grant to Rotary Club.	Meetings & communication between involved parties.	Budget narrative & itemized line list provided to FISH to apply for Rotary Grant.	6/30/2018	Lead: FISH Support: Parks & Rec
1.2 Mentor Carson High School students to lead & manage community garden activities.	1.2.1 Advertise/reach out to incoming juniors & seniors at CHS this as a senior project or work-based learning opportunity.	Types of advertising utilized.	Minimum of two student applicants to lead the community garden project.	Ongoing 8/2018 student #1 1/2019 student #2	Lead: CCSD CHS Support: UNCE; TGP
	1.2.2 Youth involvement through senior project or work-based learning for two separate scopes of work.	Draft scope of work for 2 students.	Deliverables in scope of work met.	11/2018 student #1 9/2019 student #2	Lead: TGP Support: UNCE
	1.2.3 Establish a Garden Club with targeted learning objectives to solicit additional youth involvement.	Number of students that join Garden Club.	Creation of recognized club through CHS.	8/2018	Lead: TGP

PRIORITY III: NUTRITION

Goal 1: Increase fresh food available for distribution to food insecure populations by involving youth in the design, development, and operation of a community garden.

Objective 2: Increase the amount of fresh produce available for distribution to food insecure populations in Carson City by 5% as measured by weight (~140 pounds) by October 30, 2019.

Community Partners

- Carson City High School (CCHS)-Students leading project
- FISH
- The Greenhouse Project (TGP)
- The Greenhouse Project distribution sites: Ron Wood Family Resource Center, FISH, Circles, Meals on Wheels, Eagle Valley Children’s Home, Salvation Army, and Food for Thought

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
2.1 Ensure food grown in Mills Park Community garden is made available to The Greenhouse Project to be distributed to food insecure populations.	2.1.1 Partnership with TGP to measure food produced.	Following procedures designed by TGP for measurement of produce.	Pounds of food produced.	Ongoing 10/30/2019	Lead: Student #2 Support: Garden Club; TGP
	2.1.2 Partnership with TGP to ensure proper handling, storage & transfer of food.	Following procedures designed by TGP for preparing produce for distribution.	Pounds of food distributed by TGP.	Ongoing 10/30/2019	Lead: Student #2 Support: Garden Club; TGP
2.2 Increase amount of produce provided through existing distributors or expand the number of community partners for distribution.	2.2.1 Work with TGP & partners to identify additional partnerships.	Meetings or communication between involved partners.	Additional distribution identified.	Ongoing 10/30/2019	Lead: Student #2 Support: Garden Club; TGP
	2.2.2 Raise public awareness of fresh produce distribution locations on behalf of TGP & partner distribution sites.	Meetings or communication between involved partners. Marketing/advertising materials created.	Marketing/ advertising materials utilized in community.	5/2019 utilized 10/30/2019	Lead: Student #1/#2 Support: Garden Club TGP

PRIORITY III: NUTRITION

Goal 2: Promote interactive nutrition education opportunities, with an emphasis on utilization of fresh produce.

Objective: Provide nutrition education to 100 residents of Carson City by the end of calendar year 2019, increasing by 10% each year through 2021.

Community Partners

- Local chefs
- Carson City Health & Human Services (CCHHS)
- Carson City Parks & Recreation (CC Parks & Rec)
- Carson City Community Center (CCCC)
- Carson City Human Services (CCHHS-Human Services)

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
3.1 Promote healthy eating through education of youth.	3.1.1 Educate youth on importance of healthy eating through the Carson City Parks & Rec after school & summer school programs.	Number of youth engaged in learning opportunities.	Increase in knowledge, attitudes, & beliefs about importance of healthy eating.	Ongoing 12/30 Annually	Lead: CC Parks & Rec
	3.1.2 Provide cooking classes to youth in CCCC commercial kitchen.	Number of youth participating in cooking classes.	Availability of healthy meal recipes to participants.	Ongoing 12/30 Annually	Lead: CC Parks & Rec Support: CCCC; Local chefs
3.2 Promote healthy eating through education of adults.	3.2.1 Educate adults on importance of healthy eating through the Health & Human Services Life Skills Program.	Number of adults engaged in learning opportunities.	Number of nutrition certificates awarded.	Ongoing 12/30 Annually	Lead: CCHHS-Human Services
	3.2.2 Provide cooking classes to adults in CCCC commercial kitchen.	Number of participants in cooking classes.	Availability of healthy meal recipes to participants.	Ongoing 12/30 Annually	Lead: Parks & Rec CCCC

PRIORITY IV: WORKFORCE DEVELOPMENT

Justification

The workforce development priority combined the Public Health Infrastructure and Workforce Development as well as Education & Community Workforce Development areas. The data related to healthcare professional shortages provided under the justification for access to healthcare were also mentioned as a reason why building local capacity to address these shortages is so important. Not only was an increase in professionals trained in the traditional medical professions perceived as a need, but the public health workforce and supportive professional fields were also identified as essential to meet the expanding demands of the field. This includes education and training in areas such as program planning and evaluation, quality improvement, data collection, public health sciences, biostatistics, research methods, and others that may be more specific to their area of work.

In addition to the need for improved education regarding health and sciences, many of the socioeconomic factors that negatively influence health of Carson City community members may be impacted by the relationship between the current job market and the workforce available. Although affecting education and workforce development is not a traditional public health practice, members of the broader local public health system are often in a position to collaborate on projects related to educational and job readiness issues. From 2000 to 2010 the national growth rate was 9.7% however, during the same time period Nevada experienced a population increase of 35.1%. Nevada is the only state that maintained a growth rate exceeding 25% over the past three decades and has remained the fastest growing state in the nation for the past five decades.⁶

Coupled with population growth, there has been a large increase in the demand for jobs in the technology and manufacturing sectors in Northern Nevada as over 20 large corporations such as Switch, Google, and Tesla have recently established manufacturing and distribution warehouses in a 160 mi² regional complex known as the Tahoe-Reno Industrial Center (TRIC).⁷ The TRIC is within an hour's drive of Carson City and even closer to surrounding rural communities positioned just east of Carson.

Community Assets & Efforts

There were several organizations identified that are currently working in the community that offer courses, career preparation, internships, or other skills-based opportunities for people to further career development. This is not an exhaustive list; however these were some of the organizations and efforts identified by the CHIP workgroup participants:

- ✓ Carson City Health and Human Services offers workforce and life skills classes, is involved with job fairs. CCHHS also works with the University of Nevada, Reno (UNR) to provide internship opportunities for students.
- ✓ Carson Tahoe Hospital has increased J1 visa sponsorships.

⁶ Mackun, P. & Wilson, S. (2011). Population Distribution and Change: 2000 to 2010. United States Census Brief Accessed <https://www.census.gov/prod/cen2010/briefs/c2010br-01.pdf>

⁷ Tahoe Reno Industrial Center. Accessed 6/2018 <http://tahoereno.com/>

- ✓ Carson High School has a Career and Technical Education program that prepares students to achieve in major fields of interest. Health Occupations Students of America (HOSA) Preceptor of nursing students.
- ✓ JOIN, Inc. offers employment and skills-based training services, GED preparation, computer training and other occupation training services.
- ✓ Northern Nevada Dream Center provides job skills classes and computer skills.
- ✓ The Greenhouse Project works with Carson High School's FFA Program for future agriculture leaders, works with special needs students and AmeriCorps.
- ✓ United Latino Community works in conjunction with AmeriCorps to provide opportunities for career growth and development.
- ✓ Western Nevada College has a partnership with Carson High School to create Jump Start so juniors and seniors can graduate with high school diploma and an associate of arts degree.

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PRIORITY AREA IV: WORKFORCE DEVELOPMENT

Goal 1: Enhancing the career pathways for the emerging workforce.

“Career pathway” per the Nevada Governor’s Office of Workforce Innovations is aligning academic and technical courses, workplace training, supportive services, and workforce activities to help individuals enter or advance in an occupation or industry sector.⁸

“Emerging workforce” includes individuals who are graduating from local high school, technical programs, colleges, universities, and those re-entering the workforce.

Objective 1: By 2021, increase the number of organizations offering job shadow, internship, or mentorship opportunities by 10%.

Community Partners

- Adam’s Hub
- Carson High School Careers Technical Education program (CTE)
- Carson City Health & Human Services (CCHHS)
- JOIN, Inc.
- Nevada Builders Association
- Pathways to Aviation

Strategies	Tactics	Process Metrics	Outcome Metrics	Target Dates	Owners
1.1 Identify organizations that are not currently offering opportunities and determine if the organization would be interested in establishing a job shadowing, internship, or mentorship opportunity.	1.1.1 Contact emerging workforce locations* to identify organizations they currently have job shadowing, internship, or mentorship relationships with, to identify a baseline number.	Number of emerging workforce organizations contacted.	Number of organizations identified that currently offer job shadowing, internship, or mentorship opportunities through the emerging workforce organizations contacted.	7/15/2019	Lead: CCHHS Support: Workforce Development CHIP Subcommittee
	1.1.2 Identify organizations not currently offering opportunities by obtaining line list of local organizations from central clearing house entities** and cross-referencing with list created through Tactic 1.1.	Number of central clearinghouse organizations contacted.	Organizations not offering job shadowing, internship, or mentorship opportunities identified for follow up through tactic 1.3.	7/15/2019	Lead: CCHHS Support: Carson High School; JOIN, Inc.; Pathways to Aviation
	1.1.3 Identify which organizations would be interested in establishing opportunities.	Number of organizations contacted.	Number of organizations contacted and identified as interested in establishing job shadowing, internship, or mentorship opportunities	Ongoing 1/12020	Lead: Adam’s Hub Support: Carson High School

*Emerging workforce locations include: University of Nevada, Reno; Western Nevada College; Carson High School; Pioneer High School; Sierra Lutheran High School.

**Central clearinghouse entities include: Carson City Chamber of Commerce; Northern Nevada Business Development; Governor’s Workforce Investment Board; Nevada Office of Workforce Innovation (OWINN)

⁸ Nevada Office of Workforce Innovation. (n.d.). OWINN, Career Pathways. Accessed 5/2018 <http://gov.nv.gov/OWINN/Career-Pathways>

PRIORITY AREA IV: WORKFORCE DEVELOPMENT

Goal 1: Enhancing the career pathways for the emerging workforce.

Objective 2: By 2021, increase the number of people reached through financial literacy workshops in Carson City by 10%.

Strategies	Tactics	Process Measures	Outcome Measures	Target Dates	Owners
2.1. Identify baseline numbers of financial workshops offered and other information about workshops.	2.1.1 Contact probable entities* that currently offer financial literacy workshops to identify baseline number.	Number of entities contacted.	Number of financial literacy workshops currently held in Carson City.	12/15/2018	Lead: CCHHS Support: Workforce Development CHIP Subcommittee
	2.1.2 Obtain additional detailed baseline information to help inform strategies 2 & 3.	Number of entities contacted that currently track & can report baseline information. Number of entities contacted that would be willing to begin to track & report baseline information.	Baseline information gathered for: -Workshop content -Times/days workshops offered -Average attendance at workshops -How workshops are advertised	Ongoing 12/15/2018	Lead: CCHHS Support: Workforce Development CHIP Subcommittee
2.2. Increase attendance at financial literacy workshops.	2.2.1 Identify barriers to attending financial literacy workshops.	Types of barriers identified.	Barriers & solutions identified	Ongoing 7/15/2019	Lead: Workforce Development CHIP Subcommittee
	2.2.2 Assist in marketing & outreach efforts on behalf of organizations offering financial literacy workshops.	Identify variety of mechanisms for promoting awareness** of workshops. Identify ways to demonstrate the value of financial literacy.	Number of mechanisms and additional marketing opportunities used to increase awareness of financial literacy workshops.	Ongoing 12/15/2019	Lead: CCHHS-Human Services Support: Workforce Development CHIP Subcommittee
	2.2.3 Explore offering financial literacy workshops through alternative delivery opportunities i.e. community events, career fairs, health fairs	Types of additional venues identified.	Number of financial workshops held at an alternative venue.	Ongoing 12/15/2019	Lead: CCHHS-Human Services Support: Workforce Development CHIP Subcommittee

*Probable entities include: Credit unions; Nevada State Bank; Financial Guidance Center; University of Nevada, Reno; Western Nevada College; local Carson High Schools; United Way; Junior Achievement Program; Opportunity Alliance; Circles; Northern Nevada Business Weekly.

**Mechanisms for promoting awareness: social media, organizations or locations serving workforce re-entry populations or populations that may be underemployed, and professional development organizations.

PRIORITY IV: WORKFORCE DEVELOPMENT

Goal 1: Enhancing the career pathways for the emerging workforce.

Objective 3: By 2021, increase the number of soft skill workshops offered in Carson City by 10%.

Strategies	Tactics	Process Measures	Outcome Measures	Target Dates	Owners
3.1. Align with the Northern Nevada Work-based Learning Initiative (NNWLI) strategies for developing soft skills & learning opportunities for high school populations.	3.1.1 Identify Carson City CHIP Workforce Development subcommittee member to attend NNWLI meetings.	Number of NNWLI meetings attended.	Bring NNWLI summary back to subcommittee for alignment.	8/15/2018	Lead: JOIN, Inc. Support: Carson High School-CTE program
	3.1.2 Identify opportunities for alignment with Carson City CHIP Workforce Development overall goal, specifically Objective 3.	Number of opportunities identified.	Development of additional strategies under Objective 3 of Workforce Development CHIP.	12/15/2018	Lead: JOIN, Inc. Support: Workforce Development CHIP Subcommittee
3.2. Identify organizations that are currently offering soft skill workshops, determine capacity for increasing types of skills included in workshop contents based on employer feedback, & assess the ability to increase attendance of workshops.	3.2.1 Contact probable locations that might currently offer soft skills workshops.	Number of probable locations contacted.	Line list of current soft skills training or workshop opportunities in Carson City.	Ongoing 7/15/2019	Lead: JOIN, Inc. Support: Workforce Development CHIP Subcommittee
	3.2.2 Determine contents (types of skills) of soft skill workshops currently offered.	Types of soft skills identified.	Catalogue of types of soft skills included in content of trainings and workshops.	Ongoing 7/15/2019	Lead: JOIN, Inc. Support: Workforce Development CHIP Subcommittee
	3.2.3 Assist in marketing & outreach efforts on behalf of organizations offering soft skill workshops.	Identify variety of mechanisms for promoting awareness of workshops. Identify ways to demonstrate the value of soft skills.	Number of mechanisms & additional marketing opportunities used to increase awareness of soft skill workshops.	Ongoing 12/15/2019	Co-leads: JOIN, Inc. & CCHHS-Human Services Support: Job Connect & Western Nevada College
	3.2.4 Explore offering soft skill workshops through alternative delivery opportunities i.e. community events, career fairs, health fairs	Possible alternative delivery options identified.	Soft skill workshops held at additional locations.	Ongoing 12/15/2019	Lead: CCHHS-Human Services Support: Workforce Development CHIP Subcommittee

MOVING FORWARD

The Carson City Community Health Improvement Plan is a living document intended to serve as the framework for improving health across several areas of need in the community. This CHIP will be updated with the understanding that new opportunities or improved strategies may present themselves, while other approaches may be hampered due to unforeseen barriers. Additionally, once objectives are met and outcomes are measured, new endeavors can be explored and addressed through the CHIP in conjunction with other entities.

Over the course of the 2018-2021 CHIP, the Carson City CHIP working groups will openly welcome new partners to engage in the process. Community partnership is essential and the variety and cross collaboration between the many organizations and roles in the community demonstrates the importance of health and quality of life.