



2023-2026

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**COMMUNITY  
HEALTH  
IMPROVEMENT  
PLAN**

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Yellowstone County, Montana



## Acknowledgements

Healthy By Design would like to thank the following organizations for participating in the community health improvement planning process, including but not limited to:

Adult Resource Alliance	HRDC
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Big Sky Economic Development	MSU Billings
Big Sky Senior Services	Rimrock Foundation
Big Sky State Games	Riverstone Health
Billings City Council	South Side Task Force
Billings Clinic & Billings Clinic Foundation	Rocky Mountain College
Billings Family YMCA	Rocky Mountain Health Network
Billings Leadership Foundation	Rocky Mountain Tribal Leaders Council
Billings TrailNet	South Side Neighborhood Task Force
Billings Urban Indian Health and Wellness	St Vincent De Paul
CASA of Yellowstone County	St. Vincent Healthcare/Intermountain Health
Chamber of Commerce	St. John's United
City of Billings	STEP
Community Crisis Center	Substance Abuse Connect
Continuum of Care	The Phoenix
Department of Veterans Affairs	United Way of Yellowstone County
Exxon Mobil	United Way of Yellowstone County
Head Start, Inc.	Veterans Navigation Network
HomeFront	

The Community Health Needs Assessment (CHNA), Community Health Improvement Plan (CHIP), and Healthy By Design Coalition are sponsored by the healthcare Alliance of Billings Clinic, RiverStone Health, and St. Vincent Healthcare/Intermountain Health. These initiatives are intended as a resource for Yellowstone County residents, organizations, and leaders.

To learn more, please visit [www.hbdyc.org](http://www.hbdyc.org).

This report was prepared by Amanda Zimmerman, Healthy By Design; Amy Queen, Healthy By Design; April Ennis Keippel, St. Vincent Healthcare/Intermountain Health; Melissa Henderson, RiverStone Health; Tony Chase, Healthy By Design; and Zach Benoit, Billings Clinic; and published on June 30, 2023.

*All photos and images in the document are from Healthy By Design archives, unless otherwise credited.*

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## Overview

### Community Health Improvement Plan (CHIP)

The Healthy By Design (HBD) Coalition, consisting of diverse representatives from public health, healthcare, business, education, social services, government, faith and community groups, collaboratively develops the 2023-2026 Yellowstone County Community Health Improvement Plan (CHIP). This strategic roadmap aims to address the health needs and concerns of area residents and improve the overall health and well-being of the community. Each healthcare Alliance member (Alliance), including Billings Clinic, St. Vincent Healthcare /Intermountain Health, and RiverStone Health, formally adopts the community-informed and owned CHIP.

The purpose of the CHIP is to develop targeted strategies and interventions to address the health issues and priorities identified in the 2022/2023 Yellowstone County Community Health Needs Assessment (CHNA) and establish measurable goals and objectives for improvement. The plan takes into account various factors influencing health, such as social determinants of health, economic conditions, and cultural factors. Proposed initiatives adhere to evidence-based practices, promote health equity, utilize a policy, system, and built environment (PSE) approach, and leverage multi-sectoral partnerships.

The process of conducting the CHNA and developing the CHIP follows the updated nine-step Community Health Assessment Toolkit provided by the Association for Community Health Improvement (ACHI) (See Figure 1). ACHI recognizes the renewed dedication of hospitals and health systems across the nation in creating equitable communities following the Covid-19 pandemic. The revised toolkit emphasizes the intentional prioritization of health equity at every stage, particularly in community engagement and data practices. A detailed explanation of compliance with IRS Form 990, Schedule H and National Public Health Accreditation Board standards is available in Appendix A.



Figure 1. Association for Community Health Improvement (ACHI) Process

#### UPDATED COMMUNITY HEALTH ASSESSMENT TOOLKIT AND COVID-19

“The COVID-19 pandemic — tied to a renewed, deepened national focus on racial and social justice — has led many hospitals and health systems to recommit to the goal of achieving equitable communities. To reflect this commitment and the evolution of CHA practices, the American Hospital Association (AHA) has revised the CHA Toolkit to highlight intentional health equity focus at every juncture, especially in community engagement and data practices.”

– AHA Community Health

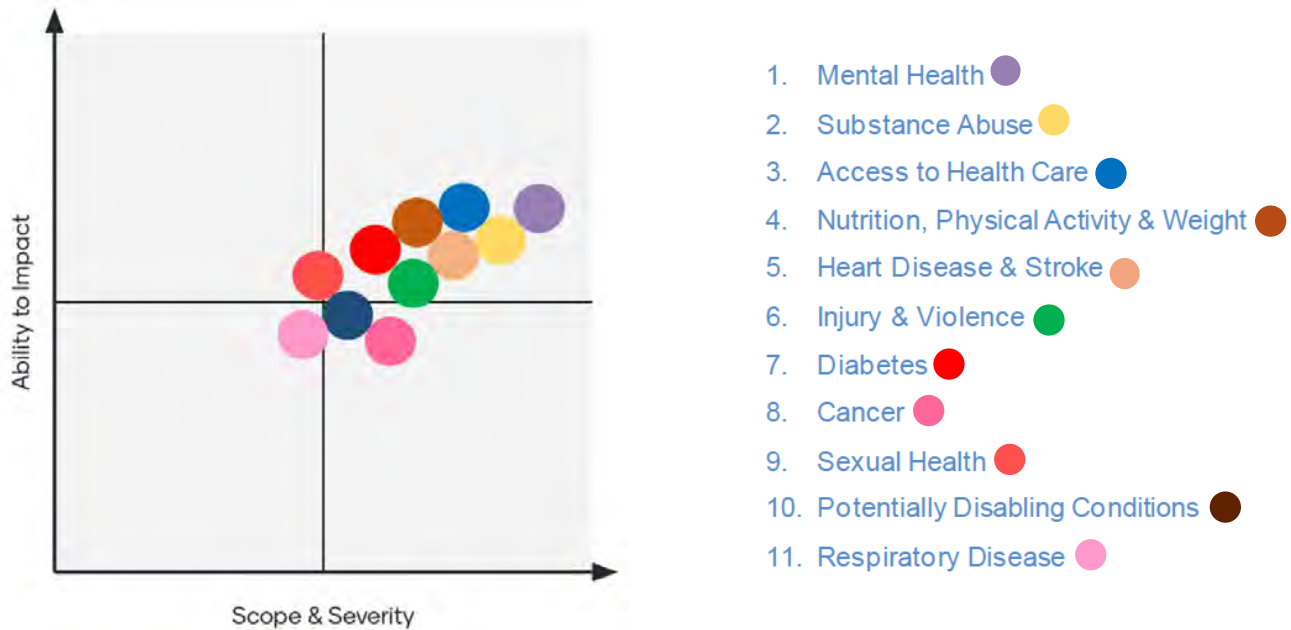
## Community Health Needs Assessment (CHNA)

Professional Research Consultants, Inc. (PRC) conducted the 2023 Yellowstone County CHNA on behalf of the Alliance in partnership with the Rehabilitation Hospital of Montana, a joint venture of Billings Clinic and St. Vincent Healthcare/Intermountain Health. The assessment aimed to comprehensively evaluate the health status of Yellowstone County by collecting and analyzing data concerning health status, behaviors, needs, and the social and environmental factors impacting health. The analysis of the data identified existing disparities within the community.

### Priority Setting

During a CHNA preview held on November 18, 2022, nearly 100 community leaders, public health officials, healthcare professionals, and community residents attended. PRC presented a snapshot of the data, and participants engaged in a collaborative exercise to prioritize the identified areas of opportunity in the CHNA. The priorities were evaluated based on the community's capacity to address the issues and the severity of the issues within Yellowstone County. A recording of the presentation was posted on the HBD website, and community members were invited to participate in a second prioritization poll. The results of the virtual poll closely mirrored those of the forum poll.

Figure 2. Public Forum Prioritization Results, November 18, 2022



# CHIP Development

## Communication of Results

On February 3, 2023, Alliance representatives and HBD staff reviewed the prioritization results to ensure transparency and validity of the process. Their purpose was to provide feedback and confirm the top four health priorities or areas of opportunity for the 2023-2026 CHIP. The following priorities or areas of opportunity were affirmed:

1. Mental Health
2. Substance Abuse (Misuse) and Safety
3. Access to Healthcare
4. Physical Activity, Nutrition, and Healthy Weight

Additionally, Alliance representatives re-affirmed the continued use of the following crosscutting strategies:

1. Healthy Neighborhoods
2. Healthy Connections
3. Healthy Investments
4. Strengthening Partnerships

The selection of these strategies for the CHIP was based on the shared recognition among the representatives that community health issues are not isolated incidents but rather deeply entrenched generational challenges. These challenges require sustained and comprehensive interventions that gather momentum from one CHIP to the next. The crosscutting strategies are rooted in the social determinants of health, which encompass the conditions and factors in daily life that significantly impact individuals' well-being and health outcomes.

As the landscape for community health improvement undergoes a transformative shift, various sectors are taking the lead in addressing community health issues. The increasing recognition of the crucial role played by social determinants of health and their complex interactions at the local level provides a unique opportunity to ignite fresh momentum, forge new partnerships, and mobilize additional resources for Coalition members. Many members have dedicated themselves to this vital work for well over a decade.

## Strategy and Intervention Planning

In May and June 2023, HBD shared a series of proposed tactics with various external partners and community stakeholders. On May 4, 2023, a community meeting was conducted that brought together representatives from government entities, healthcare, community development, business, social services, and more.

After reviewing the renewed strategies and proposed tactics, HBD invited the attendees to provide their direction on the 2023-2026 CHIP. Staff asked participants to 1) Identify any ongoing efforts within their respective organizations that align with the goals of the CHIP, 2) Suggest initiatives that have the potential to enhance community health but require collective action, 3) Express their interest in joining future strategic CHIP working groups. Throughout this process, staff considered the potential impact of the proposed interventions on different populations, particularly those who face the greatest disparities.



# 2023-2026 Yellowstone County Community Health Improvement Plan (CHIP) Overview

**Vision** A vibrant Yellowstone County where the healthy choice is the easy choice.

**Overall Goal** By 2026, increase proportion of Yellowstone County residents who self-report good or better overall health from 84.7% to 88.9%

**Priorities**  
Mental Health  
Substance Use (Misuse) and Safety  
Access to Healthcare  
Nutrition, Physical Activity, and Weight

- Priority-Specific Objectives**
- Increase the proportion of Yellowstone County residents who self-report good or better **mental health** from 79.3% to 83.3 %
  - Decrease the proportion of Yellowstone County residents whose lives have been negatively affected by **substance abuse** (their own or someone else’s) from 43.4% to 41.2%
  - Decrease the proportion of Yellowstone County residents who experience difficulty **accessing health care** from 45.4% to 43.1%
  - Decrease the proportion of Yellowstone County residents who find it very/somewhat difficult to buy **fresh produce** from 27.4% to 26.0%
  - Increase the proportion of Yellowstone County residents who are meeting **physical activity** guidelines from 29.3% to 30.8%
  - Increase the proportion of Yellowstone County residents who are at a **healthy weight** from 26.7% to 28.0%

**Strategies**



**Approach** Health Equity • Policy, Systems, Built Environment • Collective Evidence-Based • Community-Informed

## CHIP Strategies

A comprehensive and inclusive approach to community health improvement considers several key elements in HBD's strategies and initiatives. The Coalition prioritizes health equity, explores upstream policy, systems, and built environment opportunities, embraces a collective approach, relies on evidence-based practices, and actively engages the community (see Appendix B for additional details). Through these efforts, Coalition members aim to create sustainable and equitable improvements in community health outcomes.

Each of the following *Strategy Areas* includes an overview of the approach, vision of the work, population specific health disparity indicators, and tactics for action that working groups will focus on over the next six months.

### HEALTH DISPARITIES

Social Determinants of Health (SDOH) contribute to wide health disparities and inequities. For example, people who don't have access to grocery stores with healthy foods are less likely to have good nutrition. That raises their risk of health conditions like heart disease, diabetes, and obesity — and even lowers life expectancy relative to people who do have access to healthy foods.

– Healthy People 2030

## Strategy Area #1: Healthy Neighborhoods



**Overview:** Healthy neighborhoods support and promote the physical, mental, and social well-being among residents. Such neighborhoods are structured in a way that provides easy access to essential resources and services, fosters social connectedness, and facilitates healthy choices. Neighborhoods lacking these attributes give rise to increased health disparities that result in poor health behaviors and outcomes. ([Healthy Planning Guide. ChangeLab Solutions.](#))

**Vision:** All Yellowstone County residents have access to vibrant neighborhoods that are welcoming, accessible, and foster health.

### Population Specific Health Disparity Indicators (CHNA 2023)

- 55.3% of people of color report being “food insecure”
- 52.9% of low-income residents report low food access

### Tactics to be completed by HBD Coalition members by December 2023

- Develop and disseminate Bright Side Neighborhood Clean Up playbook to support beautification efforts.
- Coordinate with City of Billings to complete Mobilize the MAGIC City creative placemaking playbook to increase ease of public art implementation in Yellowstone County.
- Develop criteria for Complete Neighborhoods definition to inform baseline mapping of average distance to quality of life resources.

## Strategy Area #2: Healthy Connections



**Overview:** Healthy Connections refer to the social interactions, or positive and beneficial ways in which individuals engage with others in various social settings. These connections contribute to the overall health and quality of life of individuals *and* communities. In contrast, social isolation refers to a state in which an individual or group experiences a lack of social engagement or meaningful relationships. Characterized by feelings of loneliness, disconnection or a lack of social support, social isolation can occur due to mobility limitations, physical distance, stigma, or discrimination. Individuals with few healthy connections are at greater risk of poor health outcomes including mental health concerns, substance misuse, increased stress and decreased physical activity.

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**Vision:** All Yellowstone County residents have the social or emotional support to integrate into the community in a way that is relevant, accessible, and fulfilling across all life stages.

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### Population Specific Health Disparity Indicators (CHNA 2023)

- 63.9% of older adults report 3+ hours of daily screen time for entertainment
  - 25.9% of men are excessive drinkers (heavy and/or binge drinkers)
  - 61.0% of people of color have experienced symptoms of chronic depression
- 

### Tactics to be completed by HBD Coalition members by December 2023

- Re-launch three HBD Healthy Recognition initiatives to increase the number of healthy events, food trucks, and worksites in Yellowstone County.
  - Coordinate with Age Friendly Billings coalition leaders to finalize a coalition workplan to improve age friendly practices in Yellowstone County.
- 



*Age Friendly Billings coalition members attend the mayoral proclamation to support quality of life for all ages and abilities.*

## Strategy Area #3: Healthy Investments



**Overview:** Investing in quality of life has become crucial for communities seeking to not only sustain their existing workforce and population, but also attract and retain new residents. The livability and desirability of a community is intrinsically connected to the availability of certain life necessities, including trails, parks, walkability, safety measures, access to healthy foods, family-friendly destinations, quality schools, and employment opportunities. Recognizing the significance of these factors, communities are prioritizing healthy investments that enhance the overall well-being and health of their residents.

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**Vision:** Enhance Yellowstone County’s ability to respond to the demand for livability through investments in community development, policies, systems, and infrastructure that directly impact the health and wellbeing of area residents.

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### Population Specific Health Disparity Indicators (CHNA 2023)

- 54.4% of women experience difficulty accessing health care
  - 63.9% of older adults report 3+ hours of daily screen time for entertainment
- 

### Tactics to be completed by HBD Coalition members by December 2023

- Support Resilient Yellowstone sites in completing impact evaluations and sustainability self-assessments to guide future investments in Community Health Workers (CHWs).
  - Increase civic literacy in Yellowstone County as well as overall accessibility and understanding of community plans through completion and dissemination of executive summary-style 2-pager fact sheets.
- 



*Resilient Yellowstone site members complete CERT training*

## Strategy Area #4: Strengthening Partnerships



**Overview:** Yellowstone County is confronted with a number of intricate and long-standing health challenges, including mental health concerns, substance misuse, public safety, health conditions related to poor diet or inactivity, and limited access to affordable, healthy foods. By strengthening partnerships, the community can leverage collective expertise, resources, and shared responsibility to improve health outcomes for residents. In doing so, these partnerships will enhance the effectiveness of interventions, foster innovation, and promote a comprehensive approach to addressing community health needs.

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**Vision:** Advance collective action to make Yellowstone County a healthier, more vibrant community.

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### Population Specific Health Disparity Indicators (CHNA 2023)

- 13.9% of older adults report having “no impact” on improving life in the community
  - 15.7% of low-income residents report having “no impact” on improving life in the community
- 

### Tactics to be completed by HBD Coalition members by December 2023

- Support Resilient Yellowstone sites in completing impact evaluations and sustainability self-assessments to guide future investments in Community Health Workers (CHWs).
  - Examine population specific health disparities in 2023 CHNA to identify potential collaboration opportunities.
- 



*Community members attend HBD-hosted 2021 City Council candidate forum held at the Billings Public Library*

## 2023 – 2026 Yellowstone County Community Health Improvement Plan Logic Model

Inputs	Strategies	Short/Intermediate Outcomes (1 – 3 Years, CHNA data)	Long-Term Outcomes (5+ Years, CHNA data)
Healthy By Design Ops Team	Healthy Neighborhoods	<ul style="list-style-type: none"> <li>• Increase % of children who are physically active 1+ hours per day from 58.7% to 61.6%</li> <li>• Increase % residents who feel safe walking alone in neighborhood from 84.6% to 88.8%</li> <li>• Decrease % residents with low food access from 21.3% to 20.2%</li> <li>• Increase % residents who perceive neighborhood as safe from 77.8% to 81.6%</li> <li>• Increase % residents who get the social and emotional support needed 91.8% to 96.3%</li> <li>• Increase % residents who feel they can help make their community a better place to live from 89.4% to 93.9%</li> <li>• Decrease % residents who have considered suicide from 24.1% to 22.9%</li> <li>• Increase % residents who volunteered in the past year from 52.6% to 55.2%</li> <li>• Decrease % residents who report unfair treatment in day-to-day life from 33.3% to 31.6%</li> </ul>	<p>Increase the proportion of Yellowstone County residents who self-report good or better mental health from 79.3% to 83.3%</p> <p>Decrease the proportion of Yellowstone County residents whose lives have been negatively affected by substance abuse (their own or someone else's) from 43.4% to 41.2%</p> <p>Decrease the proportion of Yellowstone County residents who experience difficulty accessing health care from 45.4% to 43.1%</p> <p>Increase the proportion of Yellowstone County residents who are at a healthy weight from 26.7% to 28.0%.</p> <p>Decrease the proportion of Yellowstone County residents who find it very/somewhat difficult to buy fresh produce from 27.4% to 26.0%.</p> <p>Increase the proportion of Yellowstone County residents who are meeting physical activity guidelines from 29.3% to 30.8%</p>
Healthy By Design Backbone Staff	Healthy Connections		
Healthy By Design Members	Healthy Investments		
Strategy Area Workgroups	Strengthening Partnerships		
CHNA Priorities			

## Implementation & Next Steps

The CHIP is designed to be adaptable to the changing needs and opportunities within Yellowstone County between now and June 2026. The CHIP will undergo continuous monitoring and evaluation of needs, data, and workgroup feedback. This monitoring will be captured via strategy progress reports shared every 6 months via the Healthy By Design website and communication channels. This initial CHIP outlines the core strategic approaches of the Coalition. Over time, additional tactics will be set by Coalition members and the HBD Operations team. For more information on HBD Coalition membership, please see Appendix D.

HBD's Resilient Yellowstone initiative, a Centers for Disease Control and Prevention (CDC) funded effort, includes partnerships with eight area organizations to identify and address health disparities among populations in the community hardest hit by the COVID-19 pandemic. Over the next six months, member organizations and their community health workers (CHWs) will work on population-tailored CHIP initiatives and strategies to help build resilience in Yellowstone County.

### Community Involvement

Community residents, leaders, and organizations can engage in community health improvement through various means. Here are some ways you can get involved:

- ✓ **Join a strategy working group.** Take the initiative to become part of a strategy working group. To get involved as an individual or organization, reach out to Amy, the Community Health Improvement Manager at [amy@hbdyc.org](mailto:amy@hbdyc.org) or call 247-3223.
- ✓ **Share your feedback and experiences.** We value community input, especially from those with firsthand experience. Your feedback is crucial to our work. We will regularly provide opportunities for community members to contribute their perspectives to ongoing projects over the next three years.
- ✓ **Advocate for policies or programs that improve health.** Support community health initiatives by advocating for policies, plans, and investments that improve health. Subscribe to our newsletter for advocacy opportunities by emailing [info@hbdyc.org](mailto:info@hbdyc.org).
- ✓ **Use community health data in your grant-writing, decision-making, and evaluation.** Familiarize yourself with the Yellowstone County CHNA and other local data sources. This information, and corresponding resources, are a community tool that anyone can use and cite.
- ✓ **Stay informed.** Subscribe to our newsletter, follow us on Facebook ([@HBDYellowstone](https://www.facebook.com/HBDYellowstone)) or Instagram ([@hbdyellowstone](https://www.instagram.com/hbdyellowstone)) and read our bi-annual CHIP progress reports to stay up-to-date with our progress.
- ✓ **Connect with us.** If you have an idea for a new initiative or are working on something that we could partner on, please contact us at [info@hbdyc.org](mailto:info@hbdyc.org).
- ✓ **Make the healthy choice, the easy choice where you live, work, learn, or play.** Here are several ways you can promote community health:
  - Model healthy behaviors and encourage social connections by grabbing a friend and exploring your community's assets such as parks and walking paths, or cooking a healthy meal together.
  - Stay tuned for upcoming [HBD Recognition Opportunities](#) and resources for ideas to implement initiatives in your business or worksite, local schools, or during events.
  - Ask for healthier options at restaurants, food trucks, or events.

## Appendices

### Appendix A: Compliance for IRS Form 990, Schedule H and Public Health Accreditation Board (PHAB) Standards

**Schedule H Compliance:** For non-profit hospitals, a CHNA satisfies certain requirements of tax reporting, pursuant to provisions of the Patient Protection & Affordable Care Act of 2010. The following table aligns CHIP report components with RSH Form 990 Schedule H reporting requirements for hospitals.

**Public Health Accreditation Board Standards:** The CHNA addresses the public health accreditation domains listed below. By its nature, the CHNA is a cooperative venture sponsored by the Alliance to examine Yellowstone County trends, including comparisons to state and national data and benchmarks (Youth Behavioral Risk Survey, Healthy People 2023, etc.). Through this instrument and the associated community conversations, the Alliance identifies barriers to positive community health outcomes and seeks to understand community service gaps and assets. Ultimately, community health improvement plans, and institutional strategic plans result from the CHNA and the community's response.

IRS Form 990 Schedule H Component	Reference
<b>Part V Section B Line 3a.</b> Definition of the community served by the hospital facility	CHNA Page 8
<b>Part V Section B Line 3b.</b> Demographics of the community	CHNA Page 34
<b>Part V Section B Line 3c.</b> Existing healthcare facilities and resources within the community that are available to respond to the health needs of the community	CHNA Page 187
<b>Part V Section B Line 3d.</b> How data was obtained	CHNA Page 7
<b>Part V Section B Line 3e.</b> The significant health needs of the community	CHNA Page 16
<b>Part V Section B Line 3f.</b> The process for identifying and prioritizing community health needs and services to meet the community health needs	Throughout CHNA
<b>Part V Section B Line 3g.</b> Primary and chronic disease needs and other health issues of uninsured persons	CHNA Page 18
<b>Part V Section B Line 3h.</b> The process for consulting with persons representing the community's interests	CHNA Page 10
<b>Part V Section B Line 3i.</b> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA	CHNA Page 193
<b>Part V Section B line 6a and 6b.</b> Was the hospital facility's CHNA conducted with one or more other hospital facilities?	YES

### Adherence to Public Health Reaccreditation Standards and Measures (version 2022)

<b>Foundational Capability</b>	<b>Measure Description</b>	<b>Measure Reference</b>
Accountability & Performance Management	Base programs and interventions on the best available evidence.	Measure 9.2.1 A
Assessment & Surveillance	Develop a community health assessment.	Measure 1.1.1 A
	Collect non-surveillance data.	Measure 1.2.1 A
	Participate in data sharing with other entities.	Measure 1.2.2 T/L
	Engage in data sharing and data exchange with other entities.	Measure 1.2.2 S
	Analyze data and draw public health conclusions.	Measure 1.3.1 A
Communications	Implement health communication strategies to encourage actions to promote health.	Measure 3.2.2 A
Community Partnership	Participate actively in a community health coalition to promote health equity.	Measure 4.1.2 A
	Adopt a community health improvement plan.	Measure 5.2.1 A
	Collaborate with other sectors to improve access to social services.	Measure 7.2.1 A
Equity	Address factors that contribute to specific populations' higher health risks and poorer health outcomes.	Measure 5.2.3 A
	Manage operational policies including those related to equity.	Measure 10.2.1 A
Policy Development	Examine and contribute to improving policies and laws.	Measure 5.1.1 A

## Appendix B: CHIP Strategy Definitions and Illustrations

Proposed HBD initiatives adhere to evidence-based practices, leverage collective action, are community informed, utilize a policy, system, and built environment (PSE) approach, and promote health equity. Below are brief descriptions of these criteria. Please visit the HBD website at

<https://www.healthybydesignyellowstone.org/> for more information.

1. **Evidence-Based Strategies** use reliable and validated evidence to achieve desired outcomes or goals that are proven to impact health priorities. The table below includes reputable sources from public health and community health improvement sectors. Strategies proposed for this CHIP are derived from one or more of these sources. Impacted strategy areas are noted as follows: Healthy Neighborhoods – N; Healthy Connections – C; Healthy Investments – I; Strengthening Partnerships – S.

- AARP – Livable Communities - <https://www.aarp.org/livable-communities/> (N, C)
- Art Place America - <https://www.artplaceamerica.org/> (All)
- Build Healthy Places Network - <https://www.buildhealthyplaces.org/> (All)
- Centers for Disease Control and Prevention (CDC) - [www.cdc.gov](http://www.cdc.gov), various pages (All)
- ChangeLab Solutions - <https://www.changelabsolutions.org/> (All)
- Collective Impact Forum - <https://www.collectiveimpactforum.org/> (P)
- Healthy People 2030 <https://health.gov/healthypeople/tools-action/use-healthy-people-2030-evidence-based-resources-your-work> (All)
- National Academy of Sciences - <https://www.nap.edu/resource/24624/anchor-institutions/> (I)
- National Council on Aging - <https://www.ncoa.org/> (N, C)
- PolicyLink – <https://www.policylink.org> (All)
- Safe Routes Partnership - <https://www.saferoutespartnership.org/> (N, C)
- The Community Guide – <https://www.thecommunityguide.org/> (All)
- Trust For America’s Health: Obesity <https://www.tfah.org/report-details/state-of-obesity-2022/> All)
- US Surgeon General’s Office - <https://www.hhs.gov/surgeongeneral/reports-and-publications/index.html> (All)

2. Multisector partnerships bring people together to make a **Collective Impact** on community health issues.

3. **Community-Informed** initiatives involve and prioritize the input, needs, and preferences of community members in the planning, implementation, and evaluation process.

### Five Conditions for Collective Impact

Common Agenda

Shared Measurement

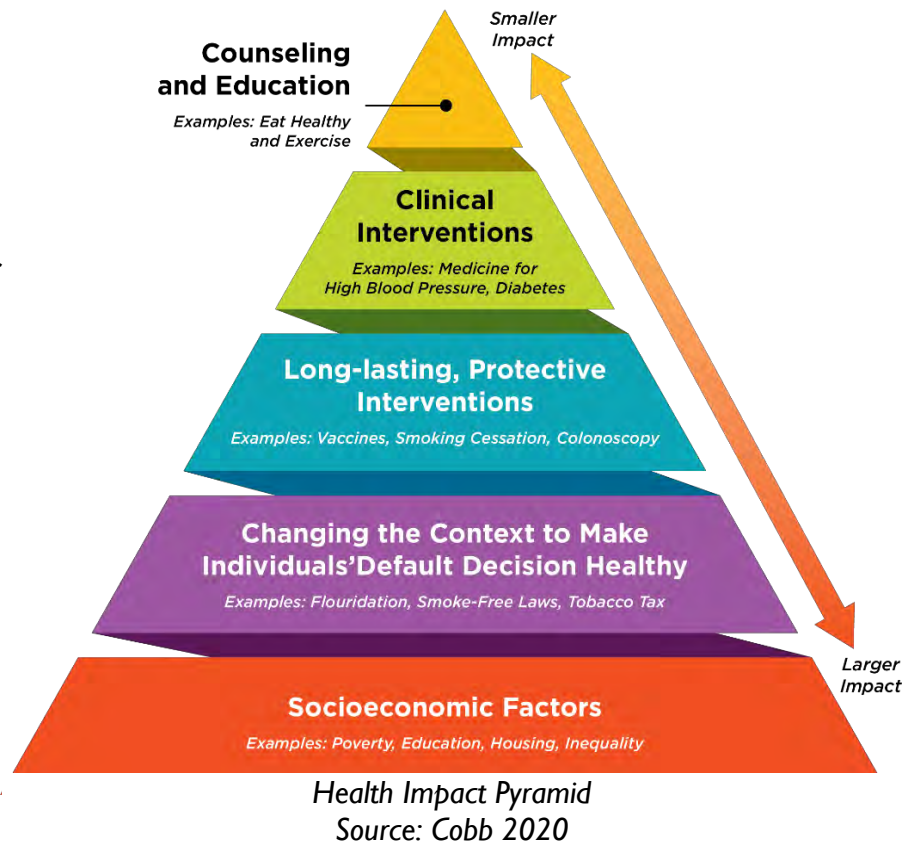
Mutually Reinforcing Activities

Continuous Communication

Backbone Support

*Healthy By Design Graphic  
More information: Collective Impact  
Forum, 2023*

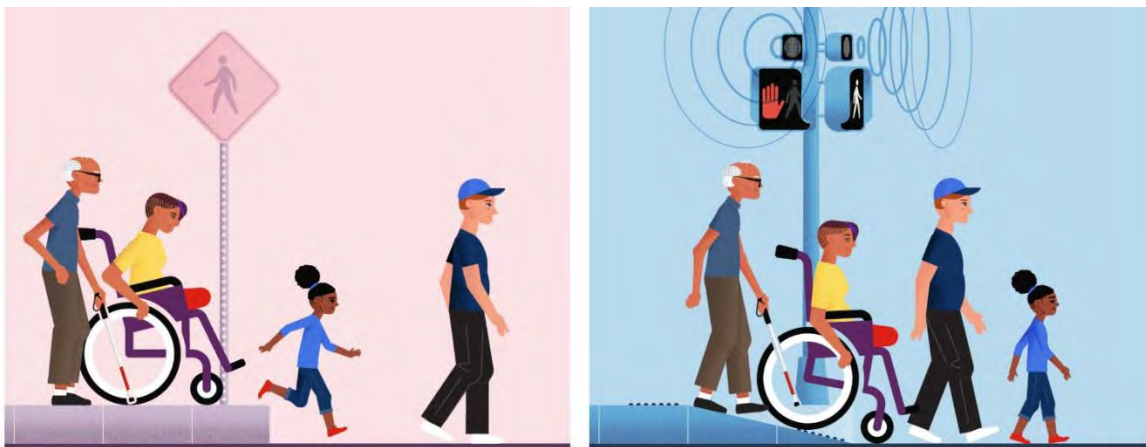
4. **Policy, System and Environment (PSE)** approaches aim to change the context to make healthy choices easier and address root causes of health.



5. **Health Equity** actively ensures that everyone has a fair and just opportunity to achieve their highest level of health possible.

**EQUALITY:** Everyone gets the same - regardless of if it's needed or right for them.

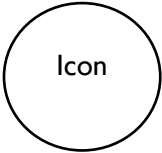
**EQUITY:** Everyone gets what they need – understanding the barriers, circumstances, and conditions.



Graphic differentiating equality and equity using a street curb and individuals with different characteristics.

Source: RWJF, 2022

**Appendix C: Work Plan Template**

 <p><b>Strategy Name</b></p> <p>Results Statement:</p>	<p><b>Outcome Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• Strategy Indicator (Source)</li> <li>• Strategy Indicator (Source)</li> <li>• Strategy Indicator (Source)</li> </ul>				
	<p>Current Strategy Working Group Partners:</p> <ul style="list-style-type: none"> <li>• Organization</li> <li>• Organization</li> </ul>				
	<p>Performance Indicator(s):</p> <ul style="list-style-type: none"> <li>• Indicator (Source)</li> <li>• Indicator (Source)</li> </ul>				
<i>Key Action</i>		<i>Output</i>	<i>Resources Needed</i>	<i>Responsible Partner(s)</i>	<i>Timeline</i>
<b>A. 1 Year Timeline By Quarters</b>					Target:
					Completed:
					Target:
					Completed:
					Target:
					Completed:
<b>Additional Resources</b>		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>			

## Appendix E: Coalition Member Pledge



### Coalition Structure



CONTRIBUTOR	CONTRIBUTION
<p><b>Strategy Partners</b> Individuals and organizations committed to the CHIP</p>	<ul style="list-style-type: none"> <li>• Advocate for HBD’s shared vision for community health</li> <li>• Commit to shared measurement, mutually reinforcing activities, and consistent communication</li> <li>• Participate in monthly strategy workgroup meetings</li> <li>• Provide leadership and capacity to initiatives as appropriate</li> </ul>
<p><b>HBD Backbone Staff</b> Community Health Improvement Manager and Specialist</p>	<ul style="list-style-type: none"> <li>• Coordinate meetings, resources, partners, and data</li> <li>• Provide technical assistance</li> <li>• Build momentum and resources for Coalition work</li> </ul>
<p><b>Operations Team</b> HBD staff and representatives from sponsoring organizations</p>	<ul style="list-style-type: none"> <li>• Provide resources/funding and guidance to support Coalition and CHIP decisions and operations</li> <li>• Attend monthly meetings</li> </ul>
<p><b>Advocates</b> Interested residents or organizations that may be called upon as needed</p>	<ul style="list-style-type: none"> <li>• Keep up with HBD communications, share as appropriate</li> <li>• Respond to calls for action and expertise as needed</li> </ul>
<p><b>Community Members</b> Individuals or groups with lived experience at the heart of our efforts</p>	<ul style="list-style-type: none"> <li>• Provide input on Coalition initiatives by participating in community engagement opportunities</li> </ul>

# Healthy By Design Coalition

## Strategy Partner Pledge



As a *Strategy Partner* of the Healthy By Design Coalition, our organization agrees to the following roles and expectations. Please see *HBD Member Frequently Asked Questions* for additional information regarding the Coalition’s approach, decision-making processes, helpful guidelines, and other important details.

### Roles & Expectations

As part of this agreement, our organization will actively:

- Commit 1 or 2 designated staff** people to participate in monthly Strategy Workgroup meetings
- Lead or participate in task groups** as appropriate
- Represent HBD** at meetings or events and ensure other community groups are aware of Coalition activities and opportunities for involvement
- Serve as project lead or fiscal agent** for a HBD related project or grant if appropriate
- Provide financial or in-kind support** to the efforts of the Coalition (e.g. seek/apply for grants)
- Commit to shared** measurement, mutually reinforcing activities, and consistent communication
- Respond to calls for advocacy** for HBD’s shared vision for community health as appropriate
- Stay informed** through emails, the Healthy By Design e-newsletter, and social media (Facebook)
- Promote** projects, messaging, mission and vision of Healthy By Design
- Model best practices** by applying for Healthy By Design recognition opportunities (e.g. Healthy Worksite Recognition, Event Recognition) and use healthy principles in business operations (e.g. recognized healthy food trucks, healthy eating, active living, work-life balance, safety, etc.)

As a recognized *Strategy Partner* of the Coalition, our organization understands we can:

- ✓ Access and use the Coalition logo when appropriate
- ✓ Promote through the Coalition’s multi-media communication outlets, including but not limited to:
  - Facebook/social media
  - Online events calendar
  - Monthly e-newsletter
  - In-person meetings or other avenues, as appropriate
- ✓ Submit an organizational profile and logo to be used in Coalition materials and messaging
- ✓ Take part in our annual celebration and other networking opportunities
- ✓ Request letters of support for grant funding, if relevant

Once reviewed on an annual basis, the representative should sign the acknowledgment page.

**Our organization agrees to work together with fellow members of the Healthy By Design Coalition to make *the healthy choice, the easy choice* in Yellowstone County, Montana.**

Organization: \_\_\_\_\_

Designated Staff (name, title, contact information):

1. \_\_\_\_\_
2. \_\_\_\_\_

Signature of Organization’s Leadership: \_\_\_\_\_ Date: \_\_\_\_\_



For more information on the  
2023 CHNA, 2023-2026 CHIP, or the  
Healthy By Design Coalition, please contact us.



[www.hbdyc.org](http://www.hbdyc.org)



[HBDYellowstone](https://www.facebook.com/HBDYellowstone)



[info@hbdyc.org](mailto:info@hbdyc.org)

**Contact:**

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Community Health Improvement Manager  
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*Billings city street showing mixed  
transportation uses*



*Summer evening at Gardeners' Market in  
South Park*