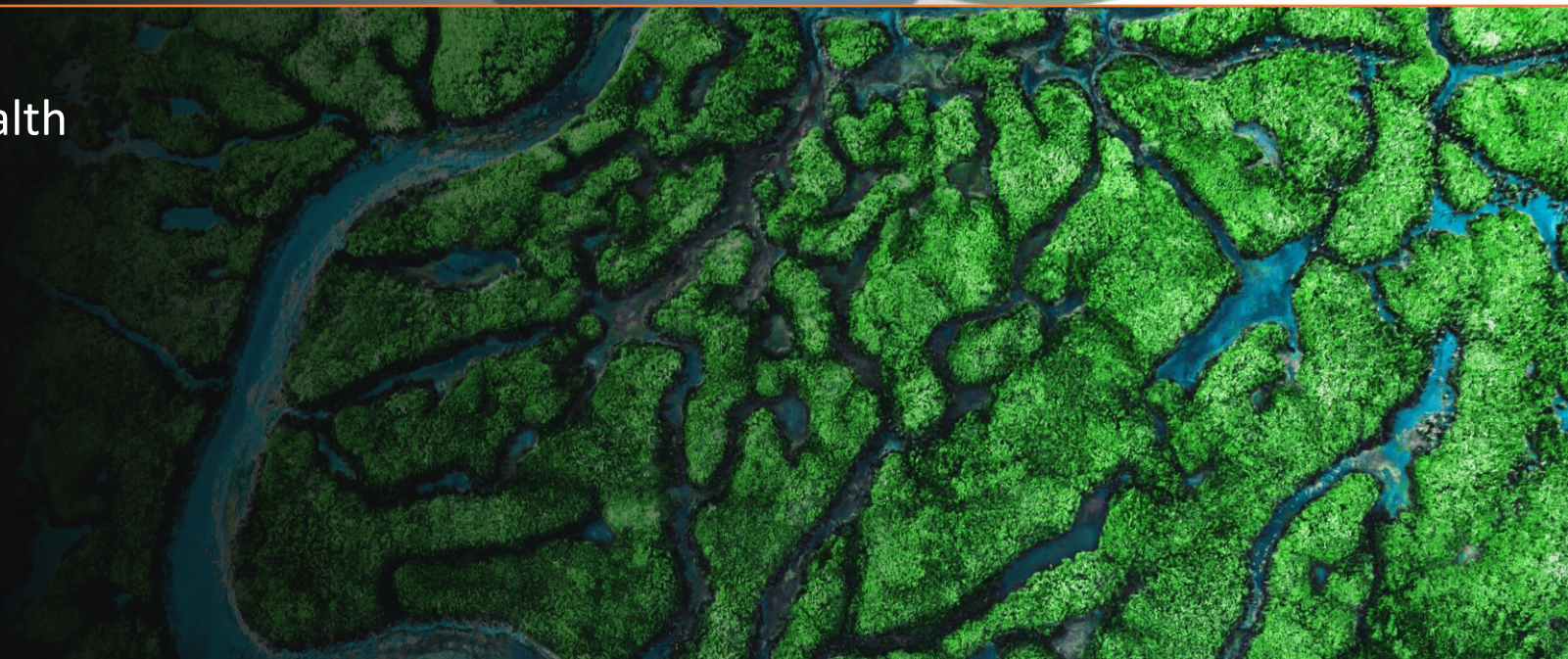


# Planning the 2028 North Central MA Community Health Improvement Plan



Based on the 2024 Community Health  
Assessment



# The 2025 CHIP Domains

Racial and Social Justice

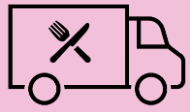
Healthy Food Access

Healthy and Safe Relationships

Mental and Behavioral Health

Transportation, Housing, and the Built Environment

# 13 Goals of the 2025 CHIP



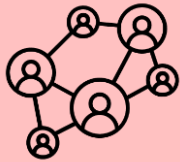
Local Food Works: Building a custom-designed, holistic and equitable food system



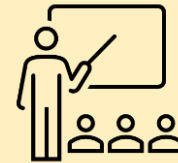
Increase emergency shelter options



8 districts participate in YRBS data collection



Increase the capacity and connectedness of critical needs access programs



K-12 evidence-based health curriculum in all districts



Equity in education through curriculum and training



Crisis Prevention and Response Systems regionwide



Policies that increase food security and support a sustainable food system



Anchor Collaborative: supporting the economic and social wellbeing of the region through local, inclusive employment; supporting community leadership; local purchasing; investing in community resources



Long term affordable housing solutions



Affordable and convenient on-demand transportation



Increase awareness of interpersonal violence and trafficking



Increase access to mental and behavioral health services

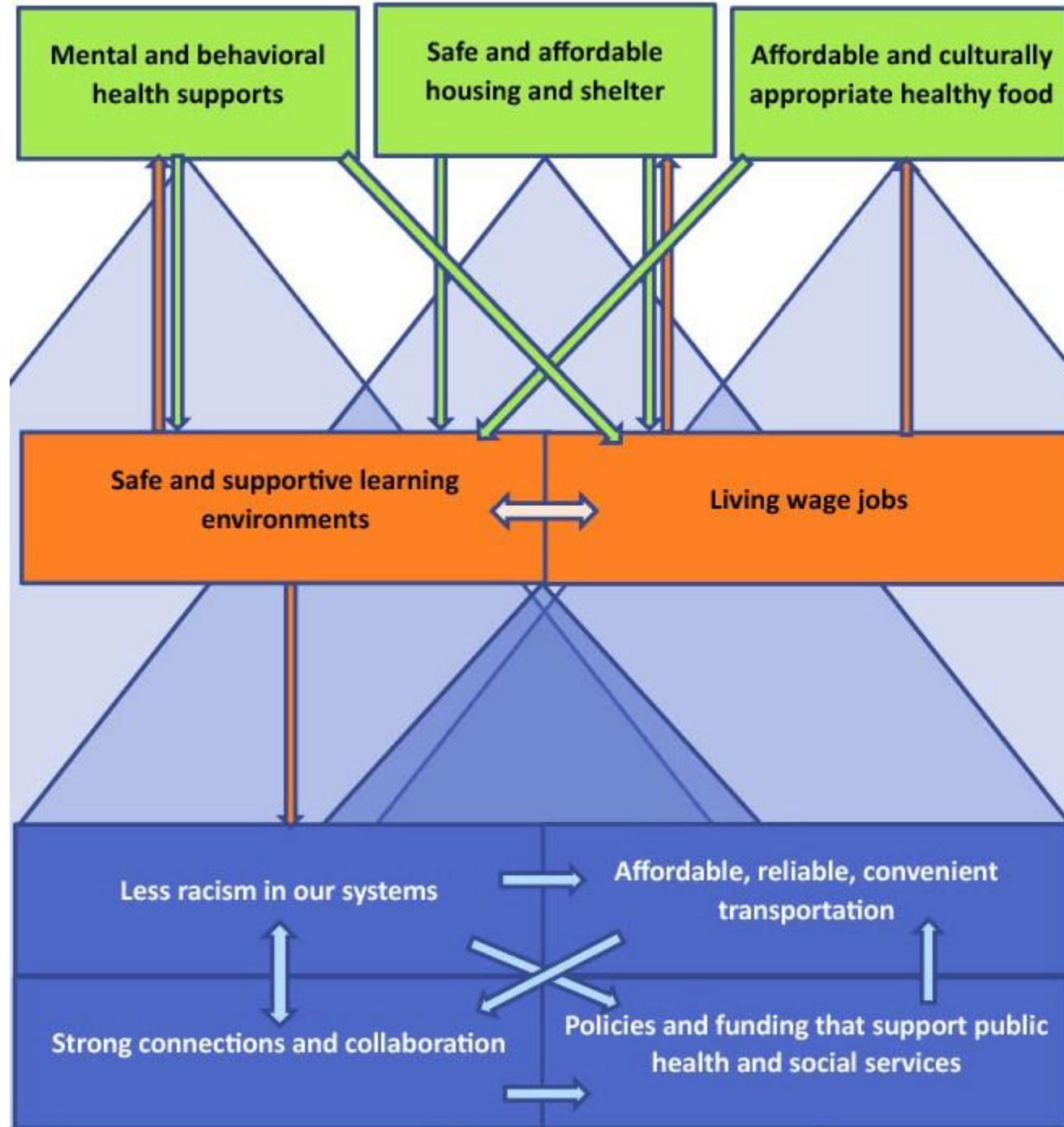
Key:

➔ Directional arrows indicate positive impact from one to another.

↔ Bi-directional arrows or ⇄ two directional arrows indicate a reinforcing positive loop.

▲ Triangles indicate all the key drivers in the block have positive impact on the levels above.

These are the **key drivers**. While they have positive impact on each other, all four have direct positive impact on the goals at every other level.



These are the **conditions for basic human health**. They can have a positive impact on our environments but can also be supported by below but rely heavily on the key drivers.

These are the **environments** that support the conditions for health above. They rely on the key drivers below.

# Racial and Social Justice

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
Anchor Collaborative: supporting local, inclusive employment – institutional DEIB policy, childcare policy, transportation	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Transportation</li> </ul>	Cost, low availability, lack of cultural/linguistic diversity in childcare options is a barrier to employment	Promote ESL, licensure/certification waivers, transportation, and other efforts to value and increase workplace diversity	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Transportation</li> </ul>
Anchor Collaborative: supporting community leadership – civic engagement toolkit, Youth Advisory Council, Spanish-speaking Ambassadors	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Policies and funding</li> </ul>	BIPOC and veterans face higher rates of unemployment	Support “Know Your Rights” awareness campaigns to promote accurate information to vulnerable populations	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
Anchor Collaborative: local purchasing – local food and supplier diversity	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Policies and funding</li> </ul>	Education and healthcare are largest service employment sectors	Continue Anchor Collaborative initiatives under the CHIP domains/working groups	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
Anchor Collaborative: investing in community resources – grants, partnerships, advocacy	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Policies and funding</li> </ul>	Career training and recruitment can’t keep up with demand, gap between patient/student demographics and providers widening	Support school, workplace, and community anti-hate campaign	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
Equity in Education (curriculum, staff diversity, trainings and resources)	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Resources and enthusiasm for diversity, equity, and inclusion drying up	Support opportunities for community dialogue	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>

# Healthy Food Access

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
Local Food Works: Building a custom-designed, holistic and equitable food system	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	45.6% of NCMA has low access to healthy food	Grow and sustain LFW	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
Policies that increase food security and support a sustainable food system	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	1 in 10 residents is food insecure. 2 in 10 Black and/or Hispanic residents are food insecure	Support LFW Food Policy efforts to advance municipal and institutional policies	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
Increase the capacity and connectedness of critical needs access programs	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	3 in 10 low-income residents are food insecure	Integrate food delivery with social service navigation	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
		Access means: income/affordability; knowledge; transportation/distance/time; cultural familiarity	Support Food Is Medicine and healthier food in schools (not only school meals)	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
			Support new farmers, sustainable farming, and farmland preservation	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>

# Healthy and Safe Relationships

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
<i>Crisis Prevention and Response Systems regionwide (modified, see 2028 Goal 1)</i>	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Not enough police data coded correctly for certain program eligibility (must have 2 years worth)	Promote co-response programs and provide technical assistance and convening/education as well as funding for DV advocates	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> </ul>
Bring Syringe Service Program/mobile harm reduction to the region	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Lower reported STD rates than state. Highest reported rates of HIV/AIDS, syphilis, and gonorrhea in the Nashoba Region (but lowest rates of COVID).	Promote asking about sexual activity in SUD intake. Increase use of clinical opportunities to educate, test, treat STDs – one stop.	<ul style="list-style-type: none"> <li>• Connections and collaboration</li> </ul>
Increase awareness of interpersonal violence and trafficking	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Housing/cost of living is a significant barrier to exiting.	Increase education/ advocacy re: strangulation and coercive control	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> </ul>
		Trafficking increases when people are afraid to use systems (legal, CJ, benefits, etc)	Improve education and policies supporting safety for birthing persons.	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> </ul>
			Increase awareness of stalking, including digital, and support digital safety education	<ul style="list-style-type: none"> <li>• Connections and collaboration</li> </ul>

# Mental and Behavioral Health

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
K-12 evidence-based health curriculum in all school districts: published health curriculum toolkit and recorded educational webinar	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Girls 2x as likely to have poor mental health as boys LGBTQ+ youth 3x as likely to have poor mental health as cis/straight youth	Programming/curriculum in all schools incorporates healthy communication/ conflict resolution. Increase training and support for trauma informed care in schools	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
8 districts participate in YRBS data collection	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>	Lower reported substance use by young people but poorer mental health than state averages	All districts collecting some risk data – work toward some way to aggregate	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> </ul>
Increase access to mental and behavioral health services	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	Drinking, smoking and depression all prevalent across the region.	Improve social connectedness and economic opportunities (Anchor Collaborative, HEAL, etc)	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
		Lost 15 geri-psych beds when NVMC closed.	Increase Age and Dementia Friendly plans and services.	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>

# Transportation, Housing, and the Built Environment

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
<i>Complete a regional mobility master plan, advocate for local RTA funding (nearing completion)</i>	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	Transportation for senior and disability populations continues to be under-resourced (COAs turn away up to 30 ride requests daily).	Restart the Regional Coordinating Council	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
Anchor Collaborative: Start a Transportation Management Association	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	Transportation is a significant barrier to employment, career mobility, and workforce development.	Continue advocacy for carve-outs for rural transportation and regional mobility managers	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
Increase emergency shelter options (working with CMHA, UW, MOC, SMOC, advocated for safer shelters)	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	Lack of transportation increases isolation and stifles community engagement in rural areas.	Promote and support increasing resources and pathways to self-sufficiency for shelter residents	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
Long term affordable housing solutions – CPA, rent control, smart development	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	MBTA Communities laws and ADU law affecting town zoning.	Improve opportunities for older adults to safely age in place. Achieve Age-Friendly Community designation from AARP.	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
Participate in climate resilience/preparedness planning efforts	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>		Promote digital equity – access/affordability, literacy, training, equipment	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
			Support Healthy Homes programs and funding –	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Anti-racist systems</li> </ul>

# The 2028 CHIP Domains

Racial and Social Justice

Healthy Food Access

Healthy and Safe Relationships

Mental and Behavioral Health

Transportation, Housing, and the Built Environment

Healthcare Access

# Healthcare Access

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
Assess impact of NVMC closure and advocate to restore critical services	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>	Closure of NVMC	Policy reform preventing/regulating healthcare privatization	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> <li>• Anti-racist systems</li> </ul>
<i>Pass SAPHE 2.0 – funding for local public health (Passed December 2024)</i>	<ul style="list-style-type: none"> <li>• Policies and funding</li> </ul>	Loss of maternity care/delivery unit at HealthAlliance	Maternal care hub to identify and implement community-driven solutions	<ul style="list-style-type: none"> <li>• Anti-racist systems</li> <li>• Connections and collaboration</li> <li>• Transportation</li> </ul>
		Lack of pediatric care, esp inpatient and behavioral health	Improve tele-behavioral health uptake in schools	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> </ul>
		One of the lowest provider to patient ratios in MA. North Quabbin a HRSA designated primary care shortage area	Community health coalitions, especially in rural areas, funded under SAPHE 2.0	<ul style="list-style-type: none"> <li>• Policies and funding</li> </ul>
		Increasing cultural and linguistic diversity of patients without resources in the healthcare system	Increase home-based supports for birthing persons	<ul style="list-style-type: none"> <li>• Policies and funding</li> <li>• Connections and collaboration</li> <li>• Anti-racist systems</li> <li>• Transportation</li> </ul>

# General CHIP Support

Current Goal/Project	Key drivers addressed	2024 Key Findings	2028 Goal/Project	Key drivers addressed
Elevating diverse voices through intentional recruitment to boards, committees, and working groups. Providing the supports to ensure people are capable, confident, and heard.	<ul style="list-style-type: none"> <li>Anti-racist systems</li> </ul>	<p>DEIB is falling out of favor. Programs will need to reframe to continue.</p> <p>Misunderstanding/ misinformation causing fear and confusion</p>		<ul style="list-style-type: none"> <li>Anti-racist systems</li> </ul>
<ul style="list-style-type: none"> <li>Legislative Breakfast/Event</li> <li>Advancing the MA Rural Policy Plan and strengthening voices for Rural Health Policy</li> <li>Grant partnership and technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>Policies and funding</li> </ul>	<p>Funding priorities and opportunities:</p> <ul style="list-style-type: none"> <li>Digital equity</li> <li>Environmental justice</li> <li>Transportation</li> <li>Maternal Care</li> <li>Healthy Aging</li> <li>Workforce dev</li> </ul>	Get certified through AARP as an Age-Friendly Region	<ul style="list-style-type: none"> <li>Policies and funding</li> </ul>
<ul style="list-style-type: none"> <li>Hosting events like the 2024 Public Health Symposium</li> <li>Robust communication</li> <li>Mini-grants</li> </ul>	<ul style="list-style-type: none"> <li>Connections and collaboration</li> </ul>		2025 Social Services Networking Fair	<ul style="list-style-type: none"> <li>Connections and collaboration</li> </ul>
Co-chairing NVMC task force subcommittee	<ul style="list-style-type: none"> <li>Transportation</li> </ul>		Regional Coordinating Council	<ul style="list-style-type: none"> <li>Transportation</li> </ul>

Questions?  
Thoughts?  
Ideas?



Mini-grant application:  
<https://chna9.org/251/CHNA9-Funding-Opportunities>

Newsletter: Send an email to [sara@chna9.org](mailto:sara@chna9.org) with subject "Add me"