



MISSOULA CITY AND
COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN

2025 – 2030



mph MISSOULA
PUBLIC HEALTH

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Message from Missoula Public Health

We want to thank everyone who participated in the development of this Community Health Improvement Plan. 40 organizations and over 100 individual people participated in this process. It's been exciting to see all of the work being done in the community, people passionate about that work, and how these different efforts intersect with one another.

Missoula's last Community Health Improvement Plan was implemented in 2018. At the same time, many of the challenges identified in the 2018 CHIP persist as challenge today. Childcare costs remain high, the cost of housing has skyrocketed, behavioral health remains a gap in the community. This plan seeks to focus on challenges those involved in the process identified as we felt we could have a local impact on.

Since then, a lot has changed in the Public Health landscape because of the COVID-19 pandemic. This plan is a culmination of a year's worth of discussions to identify challenges and determine where we could work collaboratively to strengthened and support health improvement efforts. The priority areas identified are reflected in this plan. Some of these efforts will take a long time to bear fruit, others are first steps towards broader efforts. In the end, the priority areas selected were:

- Substance Use Disorder, Mental Health and Behavioral Health
- Community Living
- Access to Care
- Family Resources and Support
- Physical Health, Environmental Health, and Climate Health
- Housing and Houselessness

This plan is a living document. We're not expecting the implementation to go perfectly, especially in these uncertain times. What we hope is people and organizations who are involved remain involved, and those who are not currently but are interested ask how they could fit into the efforts outlined in this plan. We're stronger together, and working together towards the same goals and objectives helps set the groundwork for future collaboration.

If you have questions about the Community Health Improvement Plan, or are interested in being involved, reach out to Michael Garder at Missoula Public Health at:

Accreditation@missoulacounty.us

Thank you,

Michael Garder

Accreditation and Workforce Development Coordinator

Missoula Public Health

People and Organizations Involved in the Planning Process

A special thank you to the people and organizations who gave their time, energy, and resources for the development and implementation of this Community Health Improvement Plan.

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SUMMIT INDEPENDENT LIVING	Mary Willard Travis Hoffman Sabrina Quimby
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THE PARENTING PLACE	Bobbi Roysdon
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Summary of Community Health Improvement Plan

A. What is a Community Health Improvement Plan?

A Community Health Improvement Plan is a collaborative document which draws from community needs identified in the Community Health Assessment, community available resources to address those needs, and experiences of partner organizations. This is a process facilitated by Missoula Public Health, but it is not solely the work of Missoula Public Health. One of the major intentions of a Community Health Improvement Plan is to identify existing efforts in our community that would benefit from a collaborative approach to improve factors which affecting community health in a meaningful way.

Just because activities are identified in this document does not imply an endorsement by all organizations involved in the process.

B. Summary of Community Health Improvement Plan

6 priority areas were selected for this iteration of the Community Health Improvement Plan. They are:

- Substance Use Disorder, Mental Health, and Behavioral Health
- Community Living
- Access to Care
- Family Resources and Support
- Physical Health, Environmental Health, and Climate Health
- Housing and Houselessness

The following is a summary of the goals, objectives, the strategies for achieving those objectives. A more detailed description of these, including reasons for those objectives and strategies, can be found under the more detailed Health Priority Areas section of the Community Health Improvement Plan.

As structural and institutional barriers are major causes of unequal health outcomes, each group was asked to identify policy recommendations to alleviate those differences in health outcomes. A summary of those recommendations is listed below. Further reasoning for these policy recommendations can be found under the Health Priority Areas section of the Community Health Improvement Plan.

Priority Area: Substance Use Disorder, Behavioral Health, and Mental Health

Page Number: 20

Goal 1	Objective 1	Strategy
Strive for a behavioral health system that can respond to people's needs promptly, efficiently, and appropriately by ensuring services are grounded in best-available practices and focused on sustainability.	Support people with behavioral health needs by collaborating with partners to implement effective and efficient services using data and policy to guide efforts.	Quarterly data reports from 988, Emergency Medical Services (EMS,) Medicaid, Vital Statistics, Mobile Support Team (MST), 911, Detention Center, Riverwalk, Dakota House, Frequent Users of System Engagement (FUSE), Community Medical Center (CMC), Providence, and Crisis Intervention Team (CIT).
		Strategy Strengthen the behavioral health care continuum for youth by increasing access to community-based transition services.
		Strategy Strengthen the care continuum for adults through increased coordination between adult-serving agencies.
Goal 2	Objective 1	Strategy
Look upstream to prevent issues related to Behavioral Health, Mental Health, and Substance Use Disorder by enhancing protective factors and reducing risk factors.	Align in our understanding of community needs.	Conduct, analyze, and disseminate results of listening sessions with people with lived experience in priority populations.
		Strategy Disseminate results of Community Resource Guide Needs Assessment and report.
		Strategy Disseminate results of Youth Behavioral Health Needs Assessment & present the data, results, and recommendations to community stakeholders.
Goal 3	Objective 1	Strategy
Foster Community Understanding and Support to cultivate a community-wide dialogue to destigmatize substance	Develop community-wide communication procedures and practices.	Disseminate the Community - Wide Communication Procedures and Practices Guide of best practices related to public communication around overdose, suicide, and trauma.
		Strategy

use disorder, mental health, and behavioral health challenges, and promote empathy and understanding regarding mental health and substance use disorders.

Develop a 30-minute training for the media guide which includes examples of best practice, data supporting best practice results, poor practice examples, and present this to community partners.

Policy Recommendation(s)

Businesses & organizations in Missoula City and County should make efforts to become certified Recovery-Friendly Workplaces. Adopting Recovery Friendly Workplace policies would include a commitment to creating a supportive and inclusive environment for employees impacted by substance use disorder and those in recovery.

Allocate funding at the State level to ensure the regular inclusion of adverse childhood experiences (ACEs) and positive childhood experiences (PCEs) in the Behavioral Risk Factor Surveillance System (BRFSS) to gather essential data that will inform targeted public health interventions.

Full implementation of the [HB872 Behavioral Health Systems for Future Generations commission report](#) recommendations, with a focus on expanding prevention programs, youth behavioral health services, and substance use disorder (SUD) treatment facilities statewide.

Priority Area: Community Living

Page Number: 27

Goal 1

Objective 1

Strategy

Enhance awareness and understanding of opportunities and obstacles impacting community living.

Increase awareness of existing community services, emphasizing access to resources for older adults and people with disabilities, and advocate for enhanced and additional services.

Develop and distribute educational materials on health and wellness services for older adults and people with disabilities through community events, social media, and local media outlets.

Strategy

Promote social and recreational programs, including adaptive fitness classes and Village Network models.

Strategy

Strengthen community resource hubs to improve access to health programs and services. Expand 211 as a key connection point.

Objective 2

Strategy

Address biases and stigmas surrounding aging or disability through education and community dialogue to foster a culture of respect and inclusion.

Record and track storytelling initiatives and outreach efforts to improve understanding of how community-wide efforts are addressing implicit biases and promoting inclusivity. Highlight the needs and contributions of older adults and people with disabilities..

Strategy

Partner with institutions like the University of Montana and allied medical services to enhance training programs for emerging professionals with a focus on the unique needs of diverse populations.

Goal 2

Objective 1

Strategy

Ensure older adults and people with disabilities have the supports and services needed to live at home and engage in community life.

Strengthen the network of services and support systems that enable individuals to maintain independence and participate fully in their communities.

Assess gaps and work to secure funding to improve in-home services, such as personal care, home modifications for accessibility, and meal delivery programs.

Strategy

Explore options to enhance or supplement public transit.

Strategy

Provide caregivers with resources and training, including access to respite care and mental health support, to sustain their vital roles effectively.

Strategy

Partner with local organizations and government programs to expand home modification and chore services.

Objective 2

Advocate for affordable and suitable housing to meet the needs of older adults and people with disabilities.

Strategy

Join and collaborating with existing housing advocacy committees to influence policies and initiatives that prioritize affordable, accessible housing.

Strategy

Create and sustain a collective data pool on affordable and suitable housing needs.

Policy Recommendation(s)

Support and incentivize the development of accessible housing meeting visit-ability standards and universal design principals.

Priority Area: Access to Care

Page Number: 34

Goal 1

Increase the number of people in Missoula County that access appropriate health services.

Objective 1

Increase attainment of Health Insurance for Missoula City and County peoples.

Strategy

Increase Medicaid Enrollment in Missoula County.

Strategy

Increase Medicaid Enrollment for Indigenous Residents of Missoula County.

Strategy

Increase Affordable Care Act enrollees in Missoula County.

Policy Recommendation(s)

Maintain Montana's current expanded Medicaid coverage for Montana residents.

Priority Area: Family Resources and Support

Page Number: 37

Goal 1

Objective 1

Strategy

Enhance access to resources and support for families in a way that creates belonging, addresses stigma, and connects families with existing resources.

Align in our understanding of parental/familial need for support resources within the Missoula community.

Conduct a mapping project (which includes a series of listening sessions and distributes a community- wide survey) to assess how parents/ caregivers are connecting to early childhood and familial support resources.

Strategy

Host an Early Childhood Stakeholders meeting which reviews key data from the KEA, the Early Childhood Transitions Summit, and the Mapping Project.

Strategy

For Missoula Public Health's Foster Child Health program to assist in accessing medical, dental, and/or specialty providers to better meet medical needs for children in foster care.

Objective 2

Strategy

Improve means to connect low-resource families to support services in the community.

Expand existing resource fairs for early childhood & parental support services. (post-birth services to age 11)

Strategy

Strengthen the use of 211 as a way to connect individuals with services through human connections.

Strategy

Increase awareness of existing family support resources via LIFTS online resource guide.

Goal 2

Objective 1

Strategy

Use data and community driven advocacy to create a culture of openness and acceptance around seeking help and accessing familial support services.

Provide education and advocacy training to parents so they can become advocates for the interests of their children, families, and community.

Disseminate the Community - Wide Communication Procedures and Practices Guide of best practices related to public communication around overdose, suicide, and trauma.

Strategy

Develop a 30-minute training for the media guide which includes examples of best practice, data supporting best practice results, poor practice examples, and present this to community partners.

Objective 2

Promote the use of data to inform policy, program improvements, and access.

Strategy

Include a series of questions in the Community Health Assessment (CHA) which assesses when/how parents are accessing services.

Strategy

Use Kindergarten Entry Assessment (KEA) insights to educate partners in the community about positive childhood experiences & the malleable assets related to early childhood readiness.

Strategy

Facilitate conversations with community partners about which data metrics from the Kindergarten Entrance Assessment to include in the CHA.

Policy Recommendation(s)

Organizations operating within Missoula County should integrate a standardized referral system into their policies and practices to create a consistent and efficient process for referring individuals who seek services.

**Priority Area: Physical Health, Environmental Health,
and Climate Health**

Page Number: 44

Goal 1	Objective 1	Strategy
Improve access to nutritional food in Missoula County. Reduce food insecurity across Missoula County by addressing the causes of food and nutrition insecurity in the community.	Reduce food insecurity across Missoula County by addressing the causes of food and nutrition insecurity in the community and ensure culturally appropriate nutrition is available for residents.	Build knowledge of the existence of food support programs and how to access them.
		Strategy Evaluate and enhance local food support systems like community gardens, gardening, and local agriculture.
		Strategy Work with communities to determine the unique food access needs and barriers of their community by incorporating community members in problem identification and solution building processes.
Goal 2	Objective 1	Strategy
Strengthen community resiliency and enable the community to take resilient actions related to heat and wildfire smoke events through education and outreach, direct services, and equitable access to resources to address the physical and mental health impacts from those events.	Maintain and improve existing tools and educational resources for new and existing residents for navigating heat and smoke events in Missoula County.	Connect residents to Missoula County extension's Home Upgrade Hub and connect residents to Extreme Heat Tool Kit and Story map.
		Strategy Maintain and improve and connect residents with Montanawildfiresmoke.org, as an educational website with wildfire smoke-ready resources. Ensure health professionals and service providers share with clients.
		Strategy Identify population groups to focus on communicating smoke information to and strategies for engaging with them.
		Strategy Provide current updates on wildfire smoke events impacting Missoula County communities and education about how to reduce smoke exposure on platforms beyond Missoula Public Health's Air Quality Email updates.
		Strategy Partner with DPHHS to create and implement the Clean Air Center Program.
	Objective 2	Strategy

Provide community partners with tools and toolkits to enable them to implement actions which promote health and resilient actions.

Update goals and strategies related to heat and smoke within the Climate Ready Missoula Plan and strengthen outreach.

Strategy

Implement Extreme Heat Toolkit by working with community partners to implement strategies within Climate Ready Missoula's Extreme Heat Toolkit.

Strategy

Identify a partner to collect, synthesize, and study more hyperlocal data on baseline heat and extreme heat events.

Goal 3

Improve physical activity and human connection with improved infrastructure which promotes active travel and access to green spaces throughout Missoula County. Prioritize development and infrastructure that supports resilience and the vitality of populations and communities.

Objective 1

Be forward thinking in the development of infrastructure and the impact it has on human health

Strategy

Incorporate public health, safety, and accessibility considerations and strategies into PROST (Parks, Recreation, Open Space, and Trails) plan development and implementation.

Strategy

Convene members from other city and county planning efforts to better align existing plans, and ongoing planning efforts.

Objective 2

Plan for, and address, the impacts of climate change on the health of Missoula County Residents

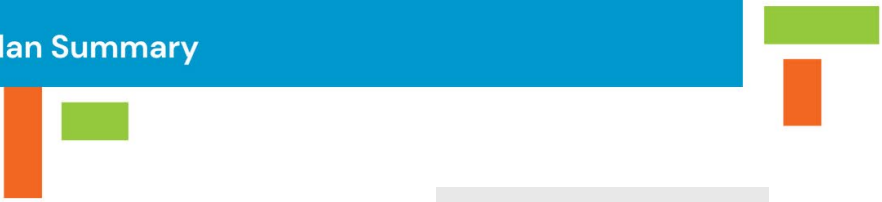
Strategy

Continue and increase education around the use of sustainable transportation in Missoula

Strategy

Climate Vulnerability and Climate Health Mapping

Strategy



Continue urban forestry and reforestation efforts in the City of Missoula and Missoula County.

Policy Recommendation(s)

Support infrastructure development practices which increase human connection, improve environmental resilience, and protect public health in the face of climate change.

Priority Area: Housing and Houselessness

Page Number: 54

Goal 1

Evaluate the community's collective response to urban camping, (both the impact to the individuals who are camping and the environments in which they are camping), to develop collaborative and strategic interventions that will result in more affordable, accessible housing, adequate shelter facilities, and fewer individuals experiencing houselessness.

Objective 1

Evaluate and enhance our community's strategies and initiatives related to housing and houselessness to develop a new community strategy to make houselessness rare, brief, and non-recurring in Missoula.

Strategy

Convene a group of local organizations and decisionmakers.

Strategy

Examine other similarly situated cities and communities to compare and contrast strategies and outcomes. Analyze the resources allocated to encampment clean-up. Identify potential shifts in resources that may better serve individuals who are camping, and protect public spaces for all.

Objective 2

Explore providing tenants in eviction court with legal counsel as a part of tenants Right-to-Counsel and evaluate success and outcomes of pilot program to determine what, if any, recommendations are feasible and effective.

Strategy

Establish a pilot program to demonstrate efficacy as a means to reduce the number of Missoula residents who become unhoused from a loss of housing.

Policy Recommendation(s)

Support community polices and programs to align with the *On Our Way Home: Missoula Community Houselessness Strategy 2025-2028* to protect the natural environment and shared public spaces, and reduce the number of people in Missoula County who are houseless or housing insecure.

C. Guiding Principals

During the early stages of the Community Health Improvement planning process the following in the identified guiding principles were identified to help us determine the shape we wanted our combined efforts to take:

- **Health Equity:** To identify and consider the impact of the Social Determinates of Health, biases, and the impact that structural/institutional barriers in care have on local health disparities and how we choose to address them.
- **Economic:** To identify and consider the historic and current economic barriers which create and enable continuing disparities in health outcomes.
- **Access to Care:** To identify and consider how the systems work to meet the ability of community members and to reduce barriers to care.
- **Climate:** To identify and consider the impact of climate change on the priority area, and who will be most impacted when discussing potential goals.
- **Connectedness:** To identify and consider what enables people to remain connected with and/or supported by community.

Priority Area: Substance Use Disorder, Mental Health, and Behavioral Health

Why is this a priority area?

Substance Use Disorder, Mental Health, and Behavioral Health were identified as one of the primary health topic areas in the Community Health Assessment Survey conducted in 2023. Factors which contribute to community concerns are Missoula's binge drinking rates that are higher than state and national rates¹, a very high number of cannabis dispensaries per capita compared to peer communities², and lack of treatment options for those experiencing Substance Use Disorder. Because of the complexity of this public health concern, the identified goals address the priority area from both a treatment and prevention lens. This is also identified as a priority topic area in the Montana State Health Improvement Plan.

Goal 1

Strive for a behavioral health system that can respond to people's needs promptly, efficiently, and appropriately by ensuring services are grounded in best-available practices and focused on sustainability.

Convening Organization

Strategic Alliance for Improved Behavioral Health

Objective 1

Support people with behavioral health needs by collaborating with partners to implement effective and efficient services using data and policy to guide efforts.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Quarterly data reports from 988, Emergency Medical Services (EMS,) Medicaid, Vital Statistics, Mobile Support Team (MST), 911, Detention Center, Riverwalk, Dakota House, Frequent Users of	Improve data collection, tracking, and analysis efforts to strengthen the behavioral health system with partner organizations submitting data consistently and timely	12/31/25	Analyze data to measure outcomes, make informed decisions, and continually improve the behavioral health care system.	Strategic Alliance for Improved Behavioral Health Partners

¹ Missoula Public Health, 2024 *Community Health Assessment*. 2024.

² Missoula Public Health Board of Health Meeting, July 2024

System Engagement (FUSE), Community Medical Center (CMC), Providence, and Crisis Intervention Team (CIT).	for quarterly reports.			
Strengthen the behavioral health care continuum for youth by increasing access to community-based transition services.	Reduction of avoidable emergency room encounters and inpatient admissions (Minors).	10/01/2028	Earlier and improved interventions which result in improved health outcomes for the target population.	Strategic Alliance for Improved Behavioral Health
	Shorter length of stay in in-patient settings.	10/01/2028		
	Reduction of youths at risk for, or with SED/SMI, that are involved in the juvenile justice system.	10/01/2028		
Strengthen the care continuum for adults through increased coordination between adult-serving agencies.	Reduction of avoidable emergency room encounters and inpatient admissions (Adults).	10/01/2028	Earlier and improved interventions which result in improved health outcomes for the target population.	Strategic Alliance for Improved Behavioral Health

Goal 2

Look upstream to prevent issues related to Behavioral Health, Mental Health, and Substance Use Disorder by enhancing protective factors and reducing risk factors.

Convening Organization

Missoula SPACECAT Network/Missoula Public Health

Objective 1

Align in our understanding of community needs.

Strategies	Aim	Timeframe	Expected Outcome	Lead Organizations
Conduct, analyze, and disseminate results of listening sessions with people with lived experience in priority populations.	100 listening sessions are conducted and report is published.	June 2025	Better understand the needs of priority populations to inform potential intervention strategies.	Missoula SPACECAT Network
Disseminate results of Community Resource Guide Needs Assessment and report.	Report is published and disseminated.	June 2025	Establish a baseline and recommendations for future actions.	Missoula SPACECAT Network
Disseminate results of Youth Behavioral Health Needs Assessment & present the data, results, and recommendations to community stakeholders.	Report is published and disseminated.	June 2025	Determination of future actions based on the results of this assessment.	Missoula SPACECAT Network

Goal 3

Foster Community Understanding and Support to cultivate a community-wide dialogue to destigmatize substance use disorder, mental health, and behavioral health challenges, and promote empathy and understanding regarding mental health and substance use disorders.

Convening Organization

Missoula SPACECAT Network/Missoula Public Health

Objective 1

Develop community-wide communication procedures and practices.

Strategies	Aim	Timeframe	Expected Outcome	Lead Organizations
Disseminate the Community – Wide Communication Procedures and Practices Guide of best practices related to public communication around overdose, suicide, and trauma.	Guide is published and disseminated.	June 2025	More uniform means of communicating about overdose, suicide, and trauma in a way which reduces stigma for those experiencing them.	Missoula SPACECAT Network
Develop a 30-minute training for the media guide which includes examples of best practice, data supporting best practice results, poor practice examples, and present this to community partners.	5 Trainings are conducted.	June 2025	More uniform means of communicating about overdose, suicide, and trauma in a way which reduces stigma more those experiencing them.	Missoula SPACECAT Network

Why did we select these objectives and strategies?

The goals and objectives identified address this topic area from two major directions. Goal 1 focused on the treatment aspects of the continuum of care, while Goals 2 and 3 are focused on prevention efforts. The Strategic Alliance for Improved Behavioral Health was established to improve coordination of care and behavioral health outcomes in the community. Because much of their work has been an ongoing collaborative effort, the Community Health Improvement Plan includes the work of the Strategic Alliance for Improved Behavioral Health to both highlight their ongoing efforts, and to point interested parties towards the work currently being done, this serves to prevent the duplication of efforts. To that end, the efforts noted in the Community Health Improvement Plan are efforts to collect and analyze data to best determine point of intervention for future efforts, and to strengthen the behavioral health care continuum for both youth and adults.

Starting in 2023, Missoula Public Health began collaborating with a diverse range of community partners with tools developed by the National Association of City-County Health Officers (NACCHO) from their Suicide, Overdose, and Adverse Childhood Experiences Capacity Assessment Toolkit (SPACECAT). This process involves identifying current capacity to prevent risk factors, promoting the protective factors related to all three issues, and identifying ways to increase capacity and effectiveness. Goals 2 and 3 are reflections of this work.

Goal 2 is focused on determining needs of priority population groups – LGBTQ+ youth, unhoused and housing insecure folks, and indigenous populations -- and communicating about two major assessments which the Missoula SPACECAT Network has recently completed: the Community Resource Guide Needs Assessment, and the Youth Behavioral Health Needs Assessment. Communicating the results of these assessment and their recommendations will inform much of the SPACECAT network's work moving forward. Much of the work currently identified is focused on addressing stigma is found in Goal 3. This stigma creates barriers to folks seeking access to services. Therefore, working to address these barriers caused by stigma is an important intervention point to address the impacts of Substance Use Disorder, Mental Health, and Behavioral Health.

Policy Recommendations:

Businesses & organizations in Missoula City and County should make efforts to become certified Recovery-Friendly Workplaces. Adopting Recovery Friendly Workplace policies would include a commitment to creating a supportive and inclusive environment for employees impacted by substance use disorder and those in recovery.

To meet this standard, businesses would be required to integrate Recovery Friendly Workplace practices, such as educating leadership and staff about substance use, offering fair-chance hiring policies, providing access to recovery resources, and adopting flexible, recovery-supportive workplace policies. Organizations would also be encouraged to engage in regular training, support employee wellness programs, and review existing policies to ensure alignment with Recovery Friendly Workplace principles.

As a significant portion of the workforce is impacted by substance use disorder, this policy would ensure that employees in recovery have the necessary support to maintain their health, productivity, and job satisfaction. Research indicates that workplaces that are supportive of recovery report increased retention, reduced absenteeism, and improved morale, all of which benefit both employees and employers. Additionally, this policy would reduce stigma surrounding addiction and recovery, fostering a more inclusive work environment.

Allocate funding at the State level to ensure the regular inclusion of adverse childhood experiences (ACEs) and positive childhood experiences (PCEs) in the Behavioral Risk Factor Surveillance System (BRFSS) to gather essential data that will inform targeted public health interventions.

Regular inclusion of ACEs and PCEs in the BRFSS would provide critical, population-level data on the prevalence and impact of these experiences across different demographics, helping to identify at-risk groups and regions. This data would empower those in the prevention field to design more effective evidence-based interventions aimed at preventing adverse childhood experiences and related behavioral health outcomes, promoting positive childhood environments which would ultimately improve long-term public health outcomes.

Full implementation of the [HB872 Behavioral Health Systems for Future Generations commission report](#) recommendations, with a focus on expanding prevention programs, youth behavioral health services, and substance use disorder (SUD) treatment facilities statewide.

Investing in prevention, early intervention, and expanded behavioral health services, as outlined in the HB872 report, is crucial to addressing the increasing need for mental health and addiction support, particularly among youth and underserved communities. By increasing funding for these initiatives, we can reduce long-term health impacts, prevent behavioral health challenges from escalating, and improve overall community well-being, while also decreasing healthcare costs by providing accessible, proactive care.

Priority Area: Community Living

Why is this a priority area?

Community living refers to the ability of individuals to live and actively participate in their communities to the fullest extent possible. It encompasses access to homes of their choice that are affordable, accessible, and designed to support physical, mental, and social well-being. Community living ensures that people who are aging or who have disabilities can remain in their homes, maintain independence, and engage in social life. This concept also assumes an adequate supply of affordable and accessible housing.

Community living was selected because Missoula has a growing aging population made more vulnerable by rural environments, who requires enhanced resources to maintain their quality of life as they age in place³. Additionally, those experiencing disabilities in Missoula County also experience barriers such as access to housing, with increased likelihood of experiencing houselessness⁴ and are nearly twice as likely to be experiencing poverty than those who do not report experiencing a disability⁵. Chronic health conditions – such as hypertension – were also identified as a health priority in the Montana State Health Improvement Plan.

³ Missoula Public Health, *2024 Community Health Assessment*. 2024.

⁴ Missoula Continuum of Care Coalition, *2024 Needs and Gaps Analysis*. May, 2024.

⁵ Missoula Public Health, *2024 Community Health Assessment*. 2024.

Goal 1

Enhance awareness and understanding of opportunities and obstacles impacting community living.

Convening Organization

Missoula Aging Services

Objective 1

Increase awareness of existing community services, emphasizing access to resources for older adults and people with disabilities, and advocate for enhanced and additional services.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Develop and distribute educational materials on health and wellness services for older adults and people with disabilities through community events, social media, and local media outlets.	Ensure widespread access to resource materials.	12/31/2030	Increased client knowledge of existing services for those accessing the services of other service providers.	Missoula Aging Services; Summit Independent Living;
Promote social and recreational programs, including adaptive fitness classes and Village Network models.	The launch of the Village Network framework in Missoula County. Supporting Missoula Parks and Recreation to provide increased programming and opportunities for those who are aging, those experiencing disabilities, and those experiencing chronic health conditions.	12/31/2026 10/01/2028	Reduced social isolation and increased connection to community.	Missoula Aging Services; Summit Independent Living; Missoula Parks and Recreation; Missoula County Parks, Trails, and Open Lands
Strengthen community resource hubs to improve access to health programs and	Strengthen the use of 211 as a way to connect individuals with services through	12/31/2027	Organizations will use existing resource guide to connect to local support services.	Summit Independent Living; Missoula

services. Expand 211 as a key connection point.	human connections.			Aging Services; 211
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Objective 2

Address biases and stigmas surrounding aging or disability through education and community dialogue to foster a culture of respect and inclusion.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Record and track storytelling initiatives and outreach efforts to improve understanding of how community-wide efforts are addressing implicit biases and promoting inclusivity. Highlight the needs and contributions of older adults and people with disabilities.	Create a yearly report of accomplishments, stories, barriers, etc. Identify data on aging and disability to include in the community health assessment.	Annually 12/31/2026	Promote a sense of self within the narratives told about aging, experiencing disability, and chronic health conditions which promotes empathy, understanding, and future planning for oneself.	Missoula Aging Services; Summit Independent Living Missoula Aging Services; Summit Independent Living; Missoula Public Health
Partner with institutions like the University of Montana and allied medical services to enhance training programs for emerging professionals with a focus on the unique needs of diverse populations.	Create a map of healthcare training programs pipelines for Missoula County to determine next steps.	12/31/2026	Improved ability to identify where to focus efforts in the professional development pipeline to best meet diverse patient needs.	Missoula Aging Services; Summit Independent Living

Goal 2

Ensure older adults and people with disabilities have the supports and services needed to live at home and engage in community life.

Convening Organization

Missoula Aging Services

Objective 1

Strengthen the network of services and support systems that enable individuals to maintain independence and participate fully in their communities.

Strategies	Aim	Timeframe	Expected Outcome	Lead Organizations
Assess gaps and work to secure funding to improve in-home services, such as personal care, home modifications for accessibility, and meal delivery programs.	Create a map of in-home services and funding sources for Missoula County to determine next steps.	12/31/2027	Better understanding of services in the community helps to determine where to focus efforts and potential interventions.	Missoula Aging Services; Summit Independent
Explore options to enhance or supplement public transit.	Evaluation and gap analysis of current transport options and supplemental options available in the community.	12/31/2027	Enabling individuals to attend medical appointments, access services, and engage in community activities.	Missoula Aging Services; Summit Independent Living; Mountain Line
Provide caregivers with resources and training, including access to respite care and mental health support, to sustain their vital roles effectively.	Establish framework by which to provide caregivers with training and respite care.	12/31/2030	Identification of gaps in resources, training, and access to inform future actions in the community.	Missoula Aging Services; Summit Independent
Partner with local organizations and government programs to expand home modification and chore services.	Determine current enrollees. Improve enrollee capacity to then determine expansion needs and goals.	12/31/2025	Ensuring more residents can adapt their homes to meet accessibility needs.	Missoula Aging Services; Summit Independent

Objective 2

Advocate for affordable and suitable housing to meet the needs of older adults and people with disabilities.

Strategies	Aim	Timeframe	Expected Outcome	Lead
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				Organizations
Join and collaborating with existing housing advocacy committees to influence policies and initiatives that prioritize affordable, accessible housing.	Identify and participate in housing committees.	12/31/2025	More groups will consider prioritization of affordable, accessible housing in their work.	Missoula Aging Services; Summit Independent Living
Create and sustain a collective data pool on affordable and suitable housing needs.	Identify data which reflects affordable and suitable housing needs, and identify where the data will be housed.	12/31/2027	Better data to help inform affordable and suitable housing interventions. More data to help shape storytelling efforts related to Community Living and housing.	Missoula Aging Services; Summit Independent Living; University of Montana; Missoula Organization of Realtors®

Why did we select these objectives and strategies?

By comparing the strategic priorities and ongoing activities of the organizations involved in the Community Living discussions we were able to identify efforts to be strengthened, and where there are gaps where a more coordinated response would improve outcomes. From this, two major goals emerged.

Goal 1 is focused on addressing the social impacts and isolating effects of experiencing a disability, aging, or chronic health condition. There is a strong focus on working to connect people with resources and community in the objectives and strategies identified in this goal. Additionally, efforts were also identified to work towards addressing biases in the community, and with medical and care providers.

The second goal is focused more on the support services many folks need to live an independent life. It also incorporates data collection to better understand the scale and scope of gaps which exist in these services in the community. Because of the impact access to suitable housing has on the ability of someone to live independently, getting new and more robust data on what the state of accessible housing looks like for the City of Missoula and

other communities in Missoula County is important for addressing health impacts faced by those expiring chronic health conditions, aging, and disability in the community.

Policy Recommendation:

Support and incentivize the development of accessible housing meeting visit-ability standards and universal design principals.

At its most basic level, Visit-ability for housing means, “a friend or family member with a physical disability can easily visit you in your home,” or living in a home⁶. There are three basic criteria a home must meet to be considered Visit-able:

- One zero step entrance on an accessible path of travel from the street, sidewalk or driveway;
- Doorways that provide 32 inches clear space throughout the home’s main floor and hallways that provide 36 inches of clear width; Basic access to a half or (preferably) full bath on the main floor;
- and a bathroom with basic access is long and wide enough for a person using a wheelchair to enter and close the door.⁷

Universal design takes a step beyond the physical limitations to accessible housing to include, “the concept and practice of designing buildings, products, and environments to be accessible to all people. This includes all physical, sensory, and cognitive needs, and the needs of people for whom chemical, electrical / wi-fi, or other environmental factors present barriers.”⁸

As of 2004, it’s estimated roughly 19.3% of homes in Montana meet visit-ability standards, while an unknown number meet universal design principals⁹. In 2014, the City of Missoula passed a resolution to encourage developers and

⁶ Montana Disability and Health Program, *Rural Fact Sheet on Visit-ability*. https://mtdh.ruralinstitute.umt.edu/?page_id=976. Last accessed 03/24/2025

⁷ Summit Independent Living Website, *Visitability: A Pathway Home*.

<https://www.summitilc.org/visitablemt/#:~:text=Visitability%20Means%3A&text=They%20are%3A-.One%20zero%20step%20entrance%20on%20an%20accessible%20path%20of%20travel,bath%20on%20the%20main%20floor>. Last accessed 03/24/2025

⁸ Montana Disability and Health Program, *Rural Fact Sheet on Visit-ability*. https://mtdh.ruralinstitute.umt.edu/?page_id=976. Last accessed 03/24/2025

⁹ Montana Disability and Health Program, *Rural Fact Sheet on Visit-ability*. https://mtdh.ruralinstitute.umt.edu/?page_id=976. Last accessed 03/24/2025

builders to meet voluntary visit-ability standards by incentivizing those who do so to have first priority in plan review and issuance of permits¹⁰. Working towards making housing more accommodating for folks helps address many of the secondary health impacts, as, “[v]isitable homes might...reduce the rates of depression and sense of isolation experienced by individuals with disabilities,”¹¹ and “[v]isitable homes offer features that benefit our community, whether it be new parents, older adults who wish to remain in their home, people with mobility needs, emergency services, and many others.”¹² Therefore, further incentivizing the development of homes and communities which are visit-able and incorporate universal design principals would work towards addressing health impacts experienced by these people and communities.

¹⁰ City of Missoula Website, *Visitability Program*. <https://www.ci.missoula.mt.us/3286/Visitability-Program>. Last access 03/24/2025

¹¹ Montana Disability and Health Program, *Rural Fact Shet on Visit-ability*. https://mtdh.ruralinstitute.umn.edu/?page_id=976. Last accessed 03/24/2025

¹² Montana Disability and Health Program, *Rural Fact Shet on Visit-ability*. https://mtdh.ruralinstitute.umn.edu/?page_id=976. Last accessed 03/24/2025

Priority Area: Access to Care

Why is this a priority area?

Having the ability to access the appropriate care – both in terms of type of care, and culturally appropriate care – are essential to the continued health of Missoula City and County residents. This was identified as a priority area due to recent and upcoming policy decisions such as the review of the eligibility of *all* Medicare enrollees, which have affected the ability of people to access care in our community. Health insurance was therefore identified as the main method for addressing economic barriers to accessing essential health services and preventable cost for individuals.

Goal 1

Increase the number of people in Missoula County that access appropriate health services.

Convening Organization

Cover Montana

Objective 1

Increase attainment of Health Insurance for Missoula City and County peoples.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Increase Medicaid Enrollment in Missoula County.	Determine baseline and aim datapoints after Montana's 2025 legislative session.	06/30/2025	Increased ability to access appropriate healthcare for peoples within Missoula County.	Partnership Health Center; Providence St. Patrick's; All Nations Health Center
Increase Medicaid Enrollment for Indigenous Residents of Missoula County.	Determine baseline and aim datapoints after Montana's 2025 legislative session.	06/30/2025	Increased healthcare access appropriate for Indigenous peoples within Missoula County.	Partnership Health Center; Providence St. Patrick's; All Nations Health Center
Increase Affordable Care Act	Determine baseline and aim	06/30/2025	Increased ability to access	Partnership

enrollees in Missoula County.	datapoints after Montana's 2025 legislative session.		appropriate healthcare for peoples within Missoula County.	Health Center; Providence St. Patrick's; All Nations Health Center
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Why did we select these objectives and strategies?

In 2023 Montana conducted a review of *all* current Medicaid enrollees in the state to redetermine eligibility following the lifting of the hold on redeterminations of Medicaid eligibility. Many eligible people and families lost their medical insurance as a result of this process for a variety of reasons. Indigenous peoples in Missoula County were disproportionately impacted by these redeterminations. There are also those who are eligible for coverage from the Affordable Care Act's marketplace coverage who are not currently covered by health insurance.

We chose to focus on increasing the number of enrollees in health insurance as it was the starting point for many of the discussions surrounding access. While there are gaps in services and difficulty with gaining access to care, ability to pay for care – especially preventative care – was a major barrier identified from an economic perspective. Therefore, given the shifts in the insurance landscape in recent years, increasing insurance enrollment and assisting folks in obtaining insurance was identified as the point of intervention where a significant impact could be made for improving access to care.

Policy Recommendation:

Maintain Montana's current expanded Medicaid coverage for Montana residents.

Expanded Medicaid, which covers adults up to 138% of the federal poverty line, fills a major gap in our current health insurance system. Failing to maintain this program is directly impacting the continued health of Missoula residents

and Missoula healthcare system¹³. As described by the Montana Budget and Policy Center, “[p]rior to 2015, Medicaid only covered parents with very low incomes and adults with certain disabilities. Childless adults and parents with incomes just above the threshold but who were still below the poverty line had little-to-no options for affordable health care...Today, over 80,000 Montanans have access to life-saving care through this expanded coverage.”¹⁴ This report also notes the impacts which would impact the health of individuals and the ability to access services in other areas identified as priorities by the community, such as substance use disorder treatment provides and rural hospitals.¹⁵

According to the Montana Healthcare Foundation, “...in addition to the program’s benefits for the health of enrollees and the state’s economy, Medicaid expansion has had a substantial impact on the health care system, particularly in rural areas. Specifically, reimbursement from Medicaid expansion allowed rural health providers to add and expand specialty services, for example, general and orthopedic surgery and mental health treatment. In a survey of 27 Montana critical access hospitals, 93% reported adding or expanding new specialty services since 2016.”¹⁶

In Missoula County specifically, Healthy Montana has identified 9,236 residents of the County – or 8% of the population – who are covered under Medicaid expansion, and 772 of those are American Indian or Alaska Native residents. 63% of the businesses in the County employ people who are currently covered under expanded Medicaid. A loss of this coverage would make it more difficult to provide healthcare services to rural communities, increase medical debt for those affected by this loss in coverage, and decrease the overall population health of the community.¹⁷

¹³ Healthy Montana, *County Fact Sheets*. <https://www.healthymontana.org/county-fact-sheets>. Last accessed 03/27/2025

¹⁴ Montana Budget and Policy Center, *Montana’s Medicaid Program: What’s at Risk*. <https://montanabudget.org/post/medicaid-at-risk>. 12/09/2024. Last accessed 03/27/2025.

¹⁵ Montana Budget and Policy Center, *Montana’s Medicaid Program: What’s at Risk*. <https://montanabudget.org/post/medicaid-at-risk>. 12/09/2024. Last accessed 03/27/2025.

¹⁶ Montana Healthcare Foundation, *2025 Medicaid Reports Press Release*. <https://mthf.org/news/2025-medicaid-reports-press-release/>. 01/15/2025. Last accessed 03/27/2025.

¹⁷ Healthy Montana, *County Fact Sheets*. <https://www.healthymontana.org/county-fact-sheets>. Last accessed 03/27/2025

Priority Area: Family Resources and Support

Why is this a priority area?

Family Resources & Support is a key priority in the 2025 Community Health Improvement Plan because stable, supportive family environments are essential for the healthy development of children. The U.S. Surgeon General's Advisory on the Mental Health and Well-Being of Parents highlights that, over the past decade, parents have consistently reported higher levels of stress compared to other adults, which has a direct impact on both their mental health and the well-being of their children¹⁸. This plan aims to address these challenges by empowering parents, strengthening family relationships, and ensuring access to vital resources that support the well-being of young children.

Family Resources & Support is prioritized because it directly affects the health and development of both children and caregivers. By focusing on enhancing family relationships, improving access to support resources, and reducing stigma, the 2025 Community Health Improvement Plan seeks to ensure families in Missoula County have the tools they need to thrive. The workplan's comprehensive approach — including education, advocacy, collaboration, and access to services — aims to tackle the root causes of family challenges, fostering a community where every child can grow up in a safe, supportive, and nurturing environment. Addressing the gap in connecting families to resources and reducing the stigma around seeking help is a key component of this effort.

¹⁸ *Parents Under Pressure: The U.S. Surgeon General's Advisory on the Mental Health and Well Being of Parents.*
<https://www.hhs.gov/surgeongeneral/reports-and-publications/parents/index.html>. 2024

Goal 1

Enhance access to resources and support for families in a way that creates belonging, addresses stigma, and connects families with existing resources.

Convening Organization

Healthy Start Missoula

Objective 1

Align in our understanding of parental/familial need for support resources within the Missoula community.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Conduct a mapping project (which includes a series of listening sessions and distributes a community- wide survey) to assess how parents/ caregivers are connecting to early childhood and familial support resources.	at least 50 survey responses. at least 10 listening session interviews.	December, 2025	Identify gaps/barriers in connection to services for early childhood.	Healthy Start Missoula
Host an Early Childhood Stakeholders meeting which reviews key data from the KEA, the Early Childhood Transitions Summit, and the Mapping Project.	At least 1 meeting is held.	August, 2025	Identify a shared vision, objectives, and key language to use when discussing the early childhood landscape in Missoula.	Healthy Start Missoula
For Missoula Public Health's Foster Child Health program to assist in accessing medical, dental, and/or specialty providers to better meet medical needs for children in foster care.	75% of children in the Foster Child Health program have secured a medical, dental, and/or specialty provider.	12/31/2030	Foster and biological parents gain a better understanding of children's medical needs, medications, and developmental milestones and support from public health nurses to help them navigate the health needs of the child. Reduce the disparity in medical access between those who are in foster care and those who are not.	Missoula Public Health

Objective 2

Improve means to connect low-resource families to support services in the community.

Strategy	Aim	Baseline	Timeframe	Expected Outcome	Lead Organizations
Expand existing resource fairs for early childhood & parental support services. (post-birth services to age 11)	2 fairs currently, with 10 community partners at each	Collaborate with an additional 5 community partners for these fairs.	12/31/2025	Connect families with existing support resources in Missoula via Roll & Read (Spring 2025) & Safe Kids Fair (Fall 2025).	Healthy Start Missoula

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Strengthen the use of 211 as a way to connect individuals with services through human connections.	Identify baseline data and relevant data points that we will track for future interventions.	12/31/2026	Parents will use existing resource guide organizations to connect to local support services and reduced stigma for those accessing them.	Healthy Start Missoula
Increase awareness of existing family support resources via LIFTS online resource guide.	Determine baseline and aim data goals for the number of people who access LIFTS in a 3-month period of time. Determine and implement strategies and interventions to meet this goal.	12/31/2025	Increased knowledge and access to existing family support resources will increase connection with these support services, and reduced stigma for those accessing them.	Health Mothers, Healthy Babies

Goal 2

Use data and community driven advocacy to create a culture of openness and acceptance around seeking help and accessing familial support services.

Convening Organization

Zero to Five of Missoula County

Objective 1

Cultivate Empowered Parent Advocates and Leaders for Action

Strategies	Aim	Timeframe	Expected Outcome	Lead Organizations
Provide education and advocacy training to parents so they can become advocates for the interests of their children, families, and community.	Maintain new enrollment numbers Identify and implement strategies to increase parent and caregiver diversity in program.	Ongoing 12/31/2030	Make accessible training and skills available to parents, strengthening parent voices in decision-making processes helps create policies that directly respond to community needs.	Parent Leader Training Institute

Objective 2

Promote the use of data to inform policy, program improvements, and access.

Strategies	Aim	Timeframe	Expected Outcome	Lead Organizations
Include a series of questions in the Community Health Assessment (CHA) which assesses when/how parents are accessing services.	Questions are developed, reviewed, and finalized for inclusion in Community Health Assessment Survey.	12/31/2026	Gain insights into when and why parents access services to address barriers and facilitators to improve accessibility.	Missoula Public Health
Use Kindergarten Entry Assessment (KEA) insights to educate partners in the community about positive childhood experiences & the malleable assets related to early childhood readiness.	To be determined.	To be determined.	KEA data allows stakeholders to identify specific areas for improvement, ensuring children receive necessary support before starting school.	Zero to Five of Missoula County
Facilitate conversations with	Inclusion of Kindergarten	12/31/2026	Community organizations	Missoula Public

community partners about which data metrics from the Kindergarten Entrance Assessment to include in the CHA.	Entry Assessment data in the community health assessment.		increase their knowledge of Kindergarten Entrance Assessment data and use this information to guide their program development.	Health
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Why did we select these objectives and strategies?

In Missoula County, as in the rest of Montana, parents and caregivers face evolving challenges, particularly in accessing affordable childcare. The 2023 Community Health Needs Survey identified childcare availability as a major concern, especially in rural areas, where accessing quality care is more difficult.¹⁹ The rising costs of living and childcare further exacerbate financial burdens for families raising children. While these are challenges families face, systems level change needs to be done at a State level to address this. As a result, the efforts of the Community Health Improvement Plan are focused on the connection to locally available resources.

The objectives and strategies outlined in this priority area of the CHIP were selected based on a comprehensive understanding of the needs in the Missoula community regarding family support systems, early childhood care, and educational resources. These were chosen with the understanding that healthy relationships with peers, teachers, and community members contribute to a child's sense of belonging and well-being. Supportive and nurturing relationships within the family provide a child with emotional security and resilience, and connecting to community events can significantly enhance strong family relationships by fostering shared experiences and providing opportunities for personal growth and social interaction. Each objective and its corresponding strategy aims to address specific, identified gaps and issues in the Missoula community, with a focus on sustainability, empowerment, and inclusivity.

Conducting a mapping project to assess how families are connecting to resources helps identify gaps and barriers in the current support system. Understanding these gaps is the first step in improving how resources are allocated and accessed. Listening sessions and surveys ensure that the voices of families and caregivers are *directly* incorporated.

¹⁹ Missoula Public Health, *2024 Community Health Assessment*. 2024.

One of the key issues in ensuring that families get the support they need is accessibility. Low-resource families might not be aware of existing services, so increasing awareness is essential for improving connection to resources. Pre-existing resources like 211 and LIFTS are specifically designed to connect people with the services they need, so strengthening their usage ensures that more families can navigate the system while sustaining capacity.

There is often stigma associated with seeking help, especially for families dealing with early childhood care or mental/behavioral health issues. This objective is aimed at changing the culture surrounding service-seeking behavior to reduce this stigma. Including questions about when and why parents access services in the Community Health Assessment will provide critical data on the barriers and facilitators families face in accessing services. Using Kindergarten Entry Assessment insights to normalize early support and proactive action before crises arise is key for empowering caregivers. The strategy ensures that information is used in a way that promotes *early* intervention *before* a crisis.

This can help pinpoint where children are struggling, so resources can be more effectively allocated to meet those needs. Working towards a shared understanding of this data by community partners through the Community Health Assessment process can help guide more coordinated interventions between partners.

Strengthening parent advocacy ensures that families' voices are heard in policy and decision-making. Providing training to parents and employers allows them to become active participants in advocating for the early childhood sector, ensuring that community-driven solutions are supported by those most impacted. Working to ensure children are enrolled in early learning opportunities which best fit them and their families needs are critical for setting a strong foundation for children's educational and emotional development. Navigators that help guide families to these services will increase accessibility and enrollment in appropriate programs.

Policy Recommendation:

Organizations operating within Missoula County should integrate a standardized referral system into their policies and practices to create a consistent and efficient process for referring individuals who seek services.

Implementing a formal referral system within organizations operating in Missoula County is a critical step toward ensuring consistent, efficient, and equitable service delivery for individuals seeking assistance. A well-structured referral system serves as a foundation for enhancing the accessibility and quality of services in the community. It

also helps reduce the barriers many families face when seeking resources by connecting them directly with services, rather than requiring them to make those connections on their own. Overall, this will improve coordination of services, increase efficiency, and enhance access to services, creating stronger community relationships and better outcomes for families.

Priority Area: Physical Health, Environmental Health, and Climate Health

Why is this a priority area?

Physical and Environmental Health was selected as a priority area because of its intersection with other health topic areas. This intersection is present because where one lives is one of the most important factors which affects individual health. Therefore, the physical makeup and environment where one lives are key factors to account for when attempting to improve health outcomes of the community. Additionally, climate and changes to climate affect are an important factor effecting health outcomes. Therefore, focusing on addressing some of the specific areas a changing environment affect our community were identified and addressed here.

Goal 1

Improve access to nutritional food in Missoula County. Reduce food insecurity across Missoula County by addressing the causes of food and nutrition insecurity in the community.

Convening Organization

Food Policy Advisory Board

Objective 1

Reduce food insecurity across Missoula County by addressing the causes of food and nutrition insecurity in the community and ensure culturally appropriate nutrition is available for residents.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Build knowledge of the existence of food support programs and how to access them.	Determine metrics for measuring knowledge of food support services and how to access.	12/31/2025	Decreased food and nutrition insecurity. Decreased stigma for using assistance programs.	Missoula Food Bank
Evaluate and enhance local food support systems like community gardens, gardening, and local agriculture.	Work to identify local food support system needs and gaps to determine future interventions.	12/31/2030	Improved nutrition and food access for those at the margins of eligibility for food and nutrition assistance programs. More access to culturally appropriate foods.	Garden City Harvest
Work with communities to	Determine which	12/31/2025	Ability to tailor interventions to	Missoula Food

determine the unique food access needs and barriers of their community by incorporating community members in problem identification and solution building processes.	communities to connect with and how to regularly seek problem identification with those communities.		the needs and wants of individual communities and populations within the City of Missoula and Missoula County.	Bank
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Goal 2

Strengthen community resiliency and enable the community to take resilient actions related to heat and wildfire smoke events through education and outreach, direct services, and equitable access to resources to address the physical and mental health impacts from those events.

Convening Organization

Climate Smart Missoula's Wildfire Smoke, Heat, and Health Working Group

Objective 1

Maintain and improve existing tools and educational resources for new and existing residents for navigating heat and smoke events in Missoula County.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Connect residents to Missoula County extension's Home Upgrade Hub and connect residents to Extreme Heat Tool Kit and Story map.	Ensure residents have info needed to make affordable home improvements to help people stay cool, and healthy.	Ongoing	Residents are more prepared for extreme heat during summer months. They understand health and climate risks as part of Climate Ready Missoula.	Missoula County Ecology and Extension; Climate Smart Missoula; City of Missoula; Missoula County
Maintain and improve and connect residents with Montanawildfiresmoke.org, as an educational website with wildfire smoke-ready resources. Ensure health professionals and service providers share with clients.	Ensure information is up-to-date and any new smoke-ready recommendations are posted including information about physical and mental health impacts of wildfire smoke events.	Annually	Awareness and knowledge around wildfire smoke and how to prevent smoke exposure will lead to improved health.	Climate Smart Missoula; City of Missoula; Missoula County

Identify population groups to focus on communicating smoke information to and strategies for engaging with them.	Connect residents with heat resources. Population groups and strategies for connecting and communicating with them are identified for implementation.	12/31/2026	Increased understanding of wildfire smoke events within an array of community groups.	Missoula Public Health: Environmental Health
Provide current updates on wildfire smoke events impacting Missoula County communities and education about how to reduce smoke exposure on platforms beyond Missoula Public Health's Air Quality Email updates.	Expand media platforms that updates are posted on (email, website, social media, and text).	12/31/2026	Available and well distributed information about current wildfire smoke events.	Missoula Public Health: Environmental Health
Partner with DPHHS to create and implement the Clean Air Center Program.	Establish three Clean Air Centers in Missoula County.	1 st Clean Air Center by 12/31/2025, then ongoing	Establish clean air centers to provide people with locations to go to during smoke events. Once initial clean air centers is established, work to expand this network to increase access across the county.	Climate Smart Missoula; Missoula Public Health; Missoula Public Library

Objective 2

Provide community partners with tools and toolkits to enable them to implement actions which promote health and resilient actions.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Update goals and strategies related to heat and smoke within the Climate Ready Missoula Plan and strengthen outreach.	Goals and strategies are updates to reflect progress and changes which have occurred since the Climate Ready Missoula Plan was originally drafted.	12/31/2026	Revised implementation actions on two elements of climate change most observed in the community which community partners can take to make themselves and the community more resilient to the impacts of climate change. Revisions to plan will attempt to include partnering	Climate Smart Missoula

Implement Extreme Heat Toolkit by working with community partners to implement strategies within Climate Ready Missoula's Extreme Heat Toolkit.	Priority organizations for implementation are identified and engaged for potential implementation.	12/31/2026	with mental health professionals to develop resources and actions to address the mental health impacts of climate change across ages and geographies. Implementation of the strategies identified in the Extreme Heat Toolkit.	Climate Smart Missoula; Missoula County Climate Team; City of Missoula Climate Team
Identify a partner to collect, synthesize, and study more hyperlocal data on baseline heat and extreme heat events.	Outline the who, how, when, and what's, for collecting more heat data around the community.	12/31/2025	Improved ability to include climate change and heat data in health and vulnerability assessments, growth policy updates, pre-disaster mitigation plans, and other future plans and strategies.	Climate Smart Missoula; Missoula County Climate Team; City of Missoula Climate Team; University of Montana; Missoula Public Health

Goal 3

Improve physical activity and human connection with improved infrastructure which promotes active travel and access to green spaces throughout Missoula County. Prioritize development and infrastructure that supports resilience and the vitality of populations and communities.

Convening Organization

Missoula City Department of Parks and Recreation

Objective 1

Be forward thinking in the development of infrastructure and the impact it has on human health

Strategy	Aim		Timeframe	Expected Outcome	Lead Organizations
Incorporate public health, safety, and accessibility considerations and strategies into PROST (Parks, Recreation, Open Space, and Trails) plan development and implementation.	Finalization of into PROST (Parks, Recreation, Open Space, and Trails) plan with public health interventions identified for inclusion to future revisions of the Community Health Improvement Plan.		06/31/2025	A Parks, Recreation, Open Space, and Trails (PROST) plan which incorporates public health considerations into the planning process, and identifies priority strategies which will be included in future revisions of this Community Health Improvement Plan.	Missoula City Parks and Recreation
Convene members from other city and county planning efforts to better align existing plans, and ongoing planning efforts.	Group convened to discuss and align city and county planning efforts.		12/31/2026	Improved plan alignment which improves the efficiency of resources and improves the ability of health to be considered as a part of city and county development and infrastructure planning efforts.	Missoula City Parks and Recreation
Strategy	Baseline	Aim	Timeframe	Expected Outcome	Lead Organizations
Reduce nitrate concentrations in Seeley Lake groundwater by regulating on-site septic, and advocating for public sewer system(s).	Determine baseline data for future monitoring.	Consistent downward trend from the baseline with the goal	2040* *Groundwater nitrate	Groundwater will meet state groundwater standards. Improved economic health for the community. Reduced risk to those who drink from	Missoula Public Health

		of reaching expected background nitrate concentrations over the long-term.	levels decrease slowly, downward trend more important.	groundwater, improved health of surface water including lakes and rivers. Builds economic and environmental resiliency in the face of climate change.	
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Objective 2

Plan for, and address, the impacts of climate change on the health of Missoula County Residents

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Continue and increase education around the use of sustainable transportation in Missoula	Identification and bolstering of ongoing education efforts to identify baseline and aim for educational efforts.	12/31/2025	Increased use of public transit and trails systems for movement through the City of Missoula and Missoula County.	Mountain Line
Climate Vulnerability and Climate Health Mapping	Development of a climate health dashboard which shows intersections between different social determinates of health for Missoula City and County	12/31/2026	More local data on the impacts of Climate Health and communities likely to be affected for use by decision-makers and the community.	University of Montana
Continue urban forestry and reforestation efforts in the City of Missoula and Missoula County.	Work with Missoula City and Missoula County forestry efforts to determine a baseline, aim, and timeframe for urban forestry efforts in the City and County.	12/31/2025	Reduced urban heat island and improved cooling options for residents. Improved mental health.	City of Missoula Urban Forestry; County Parks, Trails, and Open Lands; Trees for Missoula

Why did we select these objectives and strategies?

This is a broad topic area with many considerations, and the impacts won't be seen immediately. However, this is part of why these objectives were selected, because we need to start working on long-term initiatives today in order to see the impacts in the future.

The objectives and strategies identified in nutrition aim to address three gaps in food and nutrition insecurity. All of the efforts to address food and nutrition insecurity identified the importance of folks having access to culturally appropriate food options. The first gap involves services such as SNAP which are underutilized by those who are eligible for programs. The second gap is those who are not eligible for those programs, but are still experiencing food insecurity, and how we can meet that need through our local food systems. The final gap is tied to food and nutrition access in rural areas and including those affects communities in determining how best to meet their needs.

Goal 2 is focused on addressing two of the major effects of climate change observed by community residents in the 2024 Community Health Assessment and observed in climactic data analysis: adverse heat events and wildfire smoke.²⁰ The objectives and strategies identified in the Community Health Improvement Plan are focused on how we prepare and respond to these events rather than trying to prevent these events from occurring. Much of this is focused on creating tools and working to increase access to resources for those affected by the events. Updating the Climate Ready Missoula Plan will also provide additional interventions which will be highlighted and incorporated into future revision of the Community Health Improvement Plan.

Goal 3 is focused on bolstering planning and implementation efforts related to the development of infrastructure in and the impact it has on physical activity and human connection. It acknowledges the need for forward-thinking solutions and leverages planning and development processes to maximize the potential public health impacts over the long term. It also highlights direct actions with sizeable impact in the coming decades. One of the major tools for this is the development and implementation of Missoula City's Parks and Recreation Department's *Parks, Recreation, Open Spaces, and Trails* plan – also known as the PROST plan – which has intersections with many of the different priority areas and goals throughout the Community Health Improvement Plan. Following the development of the

²⁰ Missoula Public Health, *2024 Community Health Assessment*. 2024.

Parks, Recreation, Open Spaces, and Trails plan, collaborative implementation efforts which affect public health will be highlighted in the Community Health Improvement Plan to improve alignment of community efforts to enhance the impact of the Parks, Recreation, Open Spaces, and Trails plan.

Policy Recommendation

Support infrastructure development practices which increase human connection, improve environmental resilience, and protect public health in the face of climate change.

This is a broad policy recommendation which attempts to capture the overall spirit of the conversations participants in the process. Rather than focusing on the efforts of one of the more specific goals, the policy recommendation instead seeks to highlight the importance of our environments on human health as, “health determinants cannot be fully understood (or influenced) in isolation from the environmental contexts that shape and sustain them.”²¹ Because health outcomes are often special pattern, policies and practices which increase human connection, improve environmental resilience, and protect public health in the face of climate change should be supported.

²¹ Natural Research Council (US), Institute of Medicine (US), *U.S. Health in International Perspective: Shorter Lives, Poorer Health*. 2013.

Priority Area: Housing and Houselessness

Why is this a priority area?

Access to housing is a major determinant of health and health outcomes.²² While not initially identified as a priority area earlier in the Community Health Improvement Planning process, access to housing and resources for populations experiencing houselessness was brought up in almost every conversation in the objective and strategy setting phase of plan development. For this reason it was included as an identified priority area. Additionally, the inclusion of houselessness both improves the alignment of major planning efforts in Missoula City and County, and highlights the significant efforts being undertaken to improve systems and access to resources to improve conditions for the unhoused people in our community.

Goal 1

Evaluate the community's collective response to urban camping, (both the impact to the individuals who are camping and the environments in which they are camping), to develop collaborative and strategic interventions that will result in more affordable, accessible housing, adequate shelter facilities, and fewer individuals experiencing houselessness.

Convening Organization

Missoula Public Health

Objective 1

Evaluate and enhance our community's strategies and initiatives related to housing and houselessness to develop a new community strategy to make houselessness rare, brief, and non-recurring in Missoula.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Convene a group of local organizations and decisionmakers.	Meet regularly to respond to emergent needs or trends, and to develop and	Ongoing	Collective thinking, Collaborative strategies, Community buy-in and support for efforts. Resource	Houseless Leaders Group

²² Health Affairs, *Housing and Health: An Overview of the Literature*. 06/07/2018. Last accessed 03/27/2025. <https://www.healthaffairs.org/content/briefs/housing-and-health-overview-literature>

	implement long-term plans.		leveraging. Increased ability to respond to emergent issues or trends.	
Examine other similarly situated cities and communities to compare and contrast strategies and outcomes. Analyze the resources allocated to encampment clean-up. Identify potential shifts in resources that may better serve individuals who are camping, and protect public spaces for all.	Identify successful strategies and interventions for potential implementation.	07/01/2025	Identification of potential strategies and outcomes to include in strategic initiatives and interventions which are tailored to meet Missoula unique community profile and needs.	City of Missoula; Missoula County; HomeBase

Objective 2

Explore providing tenants in eviction court with legal counsel as a part of tenants Right-to-Counsel and evaluate success and outcomes of pilot program to determine what, if any, recommendations are feasible and effective.

Strategy	Aim	Timeframe	Expected Outcome	Lead Organizations
Establish a pilot program to demonstrate efficacy as a means to reduce the number of Missoula residents who become unhoused from a loss of housing.	Pilot program is funded and evaluation on program efficacy is conducted.	12/31/2027	Fewer people experience negative health outcomes associated with eviction and loss of housing. Reduced financial burden for those facing eviction proceeding. Potential for expansion of pilot program following evaluation.	Tennant's Right-to-Counsel Group

Why did we select these objectives and strategies?

The cost of housing is one of the major factors contributing to Missoula's high cost of living. The Community Health Improvement Plan is limited in its ability to impact the factors, as there are no goals or objectives related to lowering the cost of housing. However, there are ongoing efforts related to addressing this issue. Much of the groundwork for this is outlined in the City of Missoula's planning document, *On Our Way Home: Missoula Community Houselessness*

*Strategy 2025–2028.*²³ Because of state law there are also limited interventions which local governments are able to utilize to affect the costs of housing.²⁴ Despite these limitations, there are ongoing community efforts to address the impact of not being able to attain and maintain housing and address housing instability resulting from the eviction process.

Currently, the community is working to evaluate its existing efforts to address houselessness in the community. These efforts are ongoing, and will identify potential interventions for future efforts of the Community Strategy to End Homelessness. Initiatives from this related to public health and their reasoning will be included in future versions of the Community Health Improvement Plan.

While those efforts are focused on improving conditions and interventions for the unhoused, there are some preventative measures which can impact the health impacts related to housing instability. The Tenant’s Right-to-Counsel efforts outlined in this plan is one such measure and was identified as a potential intervention in the City of Missoula’s *A Place to Call Home: Meeting Missoula’s Housing Needs (2019)*²⁵. Eviction is one of the major reasons people become unhoused and has negative outcomes in other areas of people’s lives²⁶. Household who are evicted are more likely to face houselessness, even years after the original eviction occurred. Eviction also has a variety of negative outcomes for economic stability, physical and mental health, and premature death. While Montana Legal Services Association provides legal assistance across Montana – including in Missoula – they only had the resources to assist roughly half of those seeking counsel. This assistance is set to end in September 2025 as Federal funding for the program comes to its end.²⁷

In Missoula County during 2023, 282 eviction cases were filed and while 82% of landlords had an attorney, only 7% of tenants had legal counsel. Additionally, “95% of represented tenants avoid [eviction],” and “are also 4 times less

²³ City of Missoula, *On Our Way Home: Missoula Community Houselessness Strategy 2025–2028*. Last accessed 03/27/2025.

²⁴ Missoula Public Health, *2024 Community Health Assessment*. 2024.

²⁵ City of Missoula, Office of Housing and Community Development, *A Place to Call Home: Meeting Missoula’s Housing Needs*. 2019.

²⁶ Montana Legal Services Association, *Eviction Right-to-Counsel: Benefits of Civil Legal Aid*. 2024.

²⁷ Montana Legal Services Association, *Eviction Right-to-Counsel: Benefits of Civil Legal Aid*. 2024.

likely to use homeless shelter.”²⁸ This helps alleviate pressure on programs assisting unhoused peoples. Right-to-Counsel also provides benefits landlords as, “[it] introduces civility and professionalism into a process that can be unwieldy and costly. It enables attorneys for both sides to resolve the dispute in a less charged way.”²⁹

Policy Recommendation

Support community polices and programs to align with the *On Our Way Home: Missoula Community Houselessness Strategy 2025–2028* to protect the natural environment and shared public spaces, and reduce the number of people in Missoula County who are houseless or housing insecure.

Policy and program alignment is vital for the implementation of strategies seeking to alleviate or end houselessness in the community. No one person, organization – private or public -- or group has the resources alone to singlehandedly address the issue. Therefore, it is essential to engage in a private-public collaborative effort to build community buy-in for potential interventions and strategies. More time and effort are needed to integrate to continuum of care within in the coordinated housing entry system with the housing continuum to better align interventions with the needs of those engaging with the system. Matching and having consistency of services providers with clients to meet their needs where they are so there is more of a one-on-one relationship between those exercising housing instability, rather than a one-on-many relationship where it is difficult to build connections and maintain consistency when providing interventions because of a mismatch of needs, services, and a lack of connection.

²⁸ Montana Legal Services Association, *Eviction Right-to-Counsel: Benefits of Civil Legal Aid*. 2024.

²⁹ Montana Legal Services Association, *Eviction Right-to-Counsel: Benefits of Civil Legal Aid*. 2024.

Community Health Improvement Plan Framework

A. Plan Development Process

Our process began with the release of the draft 2024 Community Health Assessment at the end of January, 2024. This provided the community with local data about the social determinants of health and their potential intersections with health outcomes in Missoula City and County. During the comment period on the draft, we began recruitment of community partners to bring meetings for the Community Health Improvement Plan.

The first meeting for the Community Health Improvement Plan on May 2nd, 2024 focused on the identification of priority health concerns by community partners. This continued into the second meeting, held on July 1st, 2024, which identified 7 potential priority health areas for us to focus on during this planning cycle. These concerns were: Housing as Health; Community Living; Substance Use Disorder, Mental Health, and Behavioral Health; Family Resources and Support; Physical Health; Environmental Health; and Access to Care. To have more focused efforts to maximize the impact of collaborative efforts taken to improve Missoula's we transitioned to creating general goals to help us bring the number of priority areas down from seven to five.

Two meetings were held on each of the priority health areas as well as two others for the lenses which emerged from the priority identification meetings, for a total of 16 meetings. The meetings were held from late July to later August 2024. These meeting included a review of data from the 2024 Community Health Assessment, the 2023 Community Health Assessment survey of City and County residents, intersections with other major community plans, and partner input from the earlier Community Health Improvement Planning meetings. Following this discussion of the topic area's gaps, barriers, and strengths was facilitated to help consider goals. Using this data, participants in the process guided the groups towards broad goals were then established based on these discussions.

All groups were also informed the goals would need to have potential leaders or champion organizations identified for the goals and topic areas to be considered. The expectations given to groups were to hold meetings every three months with other organizations working on strategies and activities for the priority areas. They would also be expected to report on the progress made towards these goals as a part the Community Health Improvement Plan's implementation tracking.

Following these meetings, those who were involved in the process or were invited to be involved were then sent a draft of the priority areas and their draft goals. Using

these goals, participants were then asked as series of questions with different weightings for their scoring. These questions and weightings were presented to those involved in the process for feedback and approval for their use to determine prioritization.

These goals were then cross-walked with other major community-wide plans in both the City of Missoula, Missoula County, and Statewide Plans. These plans compared are as follows:

- *Our Missoula 2045 Land Use Plan*
- *Climate Ready Missoula: Building Resiliency in Missoula County (2020)*
- *City of Missoula Strategic Plan FY 2025–2026*
- *Missoula County Growth Policy, 2016 (Amended 2019)*
- *Montana State Health Improvement Plan (2024)*
- *Missoula Connect: 2050 Long-Range Transportation Plan*
- *Missoula County Housing Action Plan: Breaking Ground (2022)*

During the planning process there were 7 priority areas initially identified:

- Substance Use Disorder, Behavioral Health, and Mental Health
- Community Living
- Access to Care
- Family Resources and Support
- Physical Health
- Environmental Health
- Housing as Health.

In the prioritization process, Housing as Health was deprioritized, while Physical Health and Environmental Health were merged due to similarities in identified strategies and objectives. Houselessness was later added to improve alignment between community strategic plans, and to reflect the significant amounts of ongoing collaborative work to improve conditions for those expecting houselessness.

After the five priority areas were determined using the above process, additional meetings were held to identify more concrete objectives and strategies we felt would have the largest impact on the health of Missoula residents while also considering attainable and achievability. This took place from October through December 2024. During this time additional meeting were held to continue identifying potential organizations to convene the reporting groups for the implementation of the Community Health Improvement Plan and to better define those responsibilities.

During this process, Missoula Public Health began writing a draft of the Community Health Improvement Plan which reflected discussions had during the meetings and with additional partners. This plan included some changes to the language of the goal, previously discusses strategies and objectives, and the addition of another priority area. Following this, a draft of the Community Health Improvement Plan was sent out for review to all partners involved in the process.

It's important to note the goals which were not selected are still priority health areas identified through data collected from Missoula City and County residents, population level data on health and social determinants of health, and community partner input.

B. Unused Priority Areas, Strategies, and Objectives

During the development of the Community Health Improvement Plan there were elements which were not included for a few reasons. These reasons primarily fell into two categories: priority areas, strategies, and objectives which we were not able to identify resources or lead organizations with capacity to do the work at this time. Despite not including them as priority areas, strategies, or objectives, a broad summary of the ideas discussed is included below:

Priority Area: Substance Use Disorder, Mental Health, and Behavioral Health

- Same-day access to care which is not the Emergency Room.
- Continuity of care and integrated healthcare teams.
- Improve quality of childcare workforce.
- Address stigmas for parents who are seeking parenting support and resources.
- Improve access to respite care for parents.

Priority Area: Community Living

- Improve community-level data and data gathering related to aging, disability, and chronic health.
- Address gaps in in-home support services.
- Increase awareness of conditions found in individual communities.
- Address institutional funding biases which tend to incentivize aging adults to live in facilities rather than services which enable them to age in place.
- Implement practices which are inclusive for those with chronic health, disabilities and aging within organizations and community-wide.
- Address gaps in systems which are needed to enable community living (housing, transportation) .

- Advocate for Housing and transportation which works for people who live in the community.

Priority Area: Access to Care

- Increase coordination among service providers to help organizations work collaboratively without duplication and improve continuity of care.
- Increase community outreach/health messaging targeted at Indigenous Communities.
- Collaborate with 211 to improve real time knowledge of available resources and services.
- Increase the community knowledge and access to existing resources available to them in community.
- Effective two-way communication between healthcare providers and those receiving services.
- Increase community health literacy to develop knowledge of when and how to access appropriate services.

Priority Area: Family Resources and Support

- Explore ways to reduce the childcare cost burden felt by families.
- Explore and address staffing barriers experienced by childcare providers.

Priority Area: Physical Health, Environmental Health, and Climate Health

- Address health and safety concerns for those who are working outside during heat and wildfire smoke events.
- Work to improve access to clean water for those who are unhoused and those whose primary source of water is well water.
- Improve accessibility of recreational activities and infrastructure.
- Increase resources and incentives to improve ability of community to afford resilient actions.

Priority Area: Housing as Health

- Objective identified as part of Housing as Health was to build a new coalition for housing, focused on communicating and considering the intersection of health and housing as our community continues to develop.
- Consolidate community data around housing and houselessness to develop a mutual understanding from a shared data source, and to better understand where housing gaps lie.
- Expanded continuity of care for housing providers, and service providers in housing.
- Work toward, and applying for, Livable/Age Friend Community Status.

- Policy idea: Advocate for affordable, healthy, connected, accessible housing and supportive services.
- Goal Idea: Improve the transitory process for folks moving from houselessness to housing and coordinating individual health needs.
- Goal idea: Identify how CHIP can support and add to existing housing plans and planning efforts in Missoula and build a housing health coalition in Missoula.
- Develop a shared understanding of what affordability means.
- Develop Neighborhood Hubs as a part of housing policy.
- Increase access to housing at all price points.
- Incorporate measures like radon mitigation into new housing as prevention measure for radon linked health conditions.

C. Roles and Responsibilities

Backbone organization: Missoula Public Health acts as the Backbone Organization for the Community Health Improvement Plan. The coordination and work for these activities is conducted by the Accreditation and Workforce Development Coordinator at Missoula Public Health.

As a backbone organization, Missoula Public Health is responsible for shepherding the collaborative process for the development of the Community Health Improvement Plan. It is also responsible for housing, disseminating, tracking plan implementation, and communicating about the Community Health Improvement Plan.

Convening Organizations: These organization convene the organizations who are or want to be involved in the implementation of the Community Health Improvement Plan. Gather information to report to Missoula Public Health as part of the Community Health Improvement Plan's reporting process.

Their responsibilities are collaborating with lead and partner organizations to develop a work plan for at least the next year. They are also expected to hold a meeting *at least* once every 3 months. The purpose of those meetings is to check in on progress towards fulfilling the workplan, and then reporting the progress to Missoula Public Health.

Lead Organizations: People or organizations whose work is essential to the completion of the strategies identified in the community health improvement plan, and in many cases is the work which additional collaborative efforts would strengthen.

The responsibility of Lead Organizations is to continue engage in implementation activities, willing to work in a collaborative way in the implementation of identified

work in the Community Health Improvement Plan and Community Health Improvement Plan Work Plans. They are also responsible for reporting major changes to the work to those who are collaborating with them. They are also expected to attend the meetings set by the Convening Organization and provide updates of their work.

Partner Organizations: Organizations and people who have said they would like to be included in the process and are working towards the implementation of the Community Health Improvement Plan. They will often be collaborators working to fulfill the work conducted by the Lead Organizations.

Partner Organizations are responsible for work outlined in the Community Health Improvement Plan's Workplans. They are also expected to attend the meetings set by the Convening Organization and provide updates of their work.

D. Implementation Resources

At the time of plan finalization, the primary resource identified is staff time until more detailed workplans are developed.

Existing coalitions and collaborative efforts which were leveraged for plan development and implementation are:

- Strategic Alliance for Improved Behavioral Health
- Missoula SPACEACAT Network
- Healthy Start Missoula
- 0 to 5 of Missoula County
- *On Our Way Home* Leadership Group

Missoula Public Health creates and distributes a significant amount of data for the community as part of the Community Health Assessment. Additionally, Missoula Public Health maintains a staff member to track and report on Community Health Improvement Plan implementation efforts, and to coordinate future efforts.

Missoula Public Health has a Performance Management and Quality Improvement system which assists in tracking performance measures related to Community Health Improvement Plan efforts internal to Missoula Public Health. Missoula Public Health also has a staff member dedicated Performance Management and Quality Improvement who can be leveraged for Quality Improvement projects and processes for internal Community Health Improvement Plan implementation efforts which are not meeting their expected outcomes.

Missoula also has a large number of non-profits which are potential partners or implementation of Community Health Improvement Plan strategies and objectives. A list of these can be found in the 2024 Community Health Assessment.

E. Reporting Process and Communications Strategy

Tracking for the Community Health Improvement Plan implementation is facilitated by Missoula Public Health. Convening organizations are expected to hold meetings every 3 months to coordinate efforts and report on progress to Missoula Public Health's Accreditation and Workforce Development Coordinator. All objectives are expected to have a workplan detailing expected activities. It's expected these will be reported to Missoula Public Health by June 30th of each year.

As part of the tracking and reporting process, Missoula Public Health will also:

- Host the Community Health Improvement Plan, related population level health measures, and annual reports of the Community Health Improvement Plan on it's webpage.
- The webpage and the information on it will be updated regularly with updates from the groups and people working on implementing the Community Health Improvement Plan.
- Compile an annual report of the progress on the objectives and strategies.

Moving forward, there will be annual meetings to review progress towards the implementation of Community Health Improvement Plan activities. During this time there will also be a review of strategies and activities to consider if there needs to be revised based on experiences in the prior year. During the third year – 2028 – there will be a larger review to determine if this Community Health Improvement Plan is addressing health needs of Missoula and City County or if a new plan should be considered.

Missoula Public Health will also work to communicate the outcomes and efforts of the work identified in the Community Health Improvement Plan. Missoula Public Health will create and disseminate an annual report of progress towards achieving the goals, objectives, and strategies identified in the Community Health Improvement Plan to its governing bodies – the Board of Health, the City of Missoula, and Missoula County – and with the community through a multimedia approach.

- On release, the Community Health Improvement Plan will be presented to those the relevant bodies and parties.

- Disseminate the finalized copy of the Community Health Improvement Plan to organizations involved in the Community Health Improvement Planning process, as well as with partners who may not have been involved.
- Present and report about the Community Health Improvement Plan both internally, and with Missoula Public Health’s governing bodies.
- Missoula Public Health will provide updates on the implementation of the Community Health Improvement Plan twice a year to the Missoula’s Board of Health.
- Efforts will also be made to communicate about with community and neighborhood councils during the initial release.
- Engage with the media both on release and during implementation.
- Present the annual report at a meeting for all Community Health Improvement Plan partners.

F. Plan Revision History and Summary of Revisions

Revision History:

Summary of Revisions	Date
Initial Finalization	03/28/2025

