

2023-2025 WILLIAMSON COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN



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EXECUTIVE SUMMARY

Following the completion of the 2022 Williamson County Community Health Assessment (CHA), which identified the top health priorities for Williamson County, the Williamson County and Cities Health District (WCCHD) and Healthy Williamson County (HWC) coalition formulated goals, objectives, strategies and action steps to develop the Community Health Improvement Plan (CHIP). Williamson County's CHIP is a three-year plan effective from 2023-2025 and addresses how the Williamson County community will tackle the most pressing issues identified by the 2022 Williamson County CHA.

2022 WILLIAMSON COUNTY HEALTH PRIORITIES



Access to Healthcare



Chronic Disease and
Contributing Risk Factors



Mental Health and
Well-being



Social and Structural
Determinants of Health

One hundred seventeen diverse coalition partners, including community members and representatives of local healthcare, government, behavioral health, public health, schools, and non-profit organizations participated in CHIP planning meetings, and facilitated activities that prompted partners to generate actionable steps that will be taken to improve the health of the Williamson County.

29

Planning Meetings

117

Partners

70

Organizations

20

Objectives

WCCHD thanks HWC coalition partners for their participation and leadership in developing the 2023-2025 Williamson County CHIP. Join the HWC coalition to collaborate and improve the health of the community - visit www.healthywilliamsoncounty.org to learn more.

INTRODUCTION

A CHIP rallies community-wide efforts, targets resources to improve local health, and looks outside the work of the local health agency to the broader, cross-sector work of partners, stakeholders, and residents. For the 2023-2025 Williamson County CHIP, WCCHD, the local public health agency and backbone agency of the countywide health and wellness coalition, HWC, partnered with working group members of HWC to develop a long-term, systematic action plan to address community-identified local health priorities.



Working Groups of Healthy Williamson County Coalition

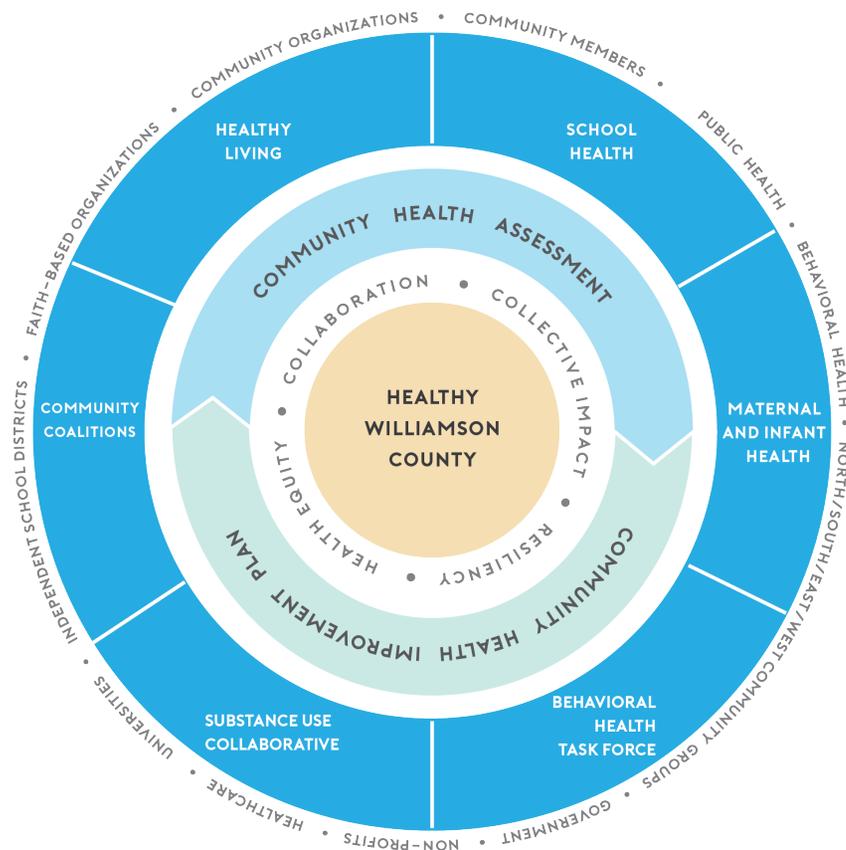
Working groups are topic-based and meet throughout the year to learn about resources, collaborate, network, and partner on projects identified through CHIP objectives.

- Behavioral Health Task Force (BHTF)
- Child Youth and Behavioral Health Task Force (CYBHTF)
- Healthy Living (HL)
- Maternal and Infant Health (MIH)
- Substance Use (LifeSteps Council)*
- School Health (SH)



Members of Healthy Williamson County Coalition

The HWC coalition is comprised of community members and organizations from the healthcare, school, government, business, non-profit, and faith-based sectors. HWC unites diverse partners to work to improve the health of all via the Williamson County CHA and CHIP by utilizing a collective impact approach. HWC strives to represent the diverse community of Williamson County by cultivating an inclusive and welcoming environment. HWC facilitates working group meetings centered on resource sharing, mutually beneficial educational topics, community presentations and works as a platform for members to align goals and calendars for the greater good of the community. HWC engages community members to provide input to plan and implement services and programs to ensure that programming is tailored and responsive to community needs.



*At time of publication, LifeSteps Council was no longer convening the Substance Use Collaborative

METHODOLOGY

Developing Action Plans

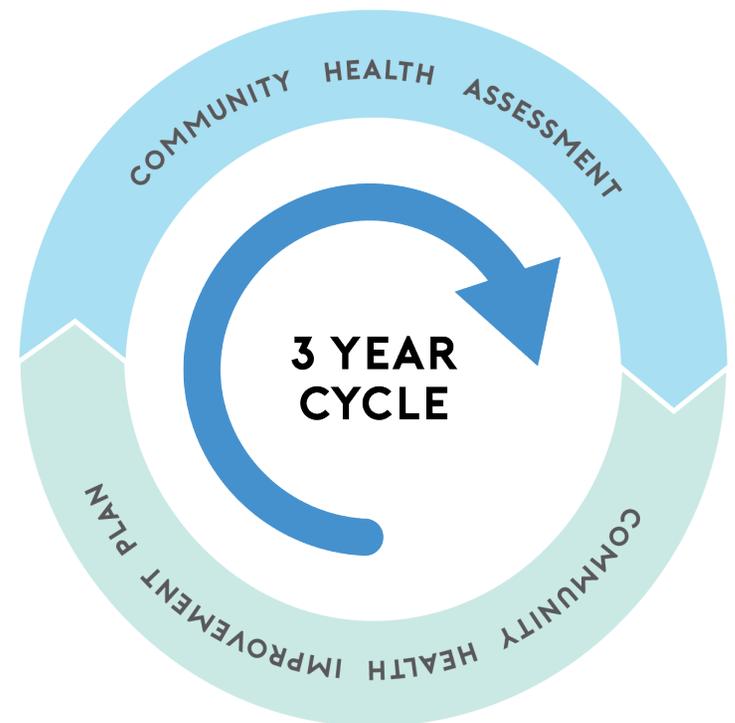
In March 2022, WCCHD published an updated Community Health Assessment ([CHA](#)). WCCHD used the National Association of County and City Health Officials Mobilizing for Action through Planning and Partnerships framework to engage local stakeholders, and as a result, identified four Top Health Priorities. The explanation of determining the Priorities can be found in the CHA on page 108. From August 2022 to April 2023, WCCHD used consensus-based, strategic planning activities with the HWC Coalition (Appendix C), and subsequently categorized HWC working group feedback to develop action plans that target each of the Top Health Priorities.

The action plans consist of:

- **Goals:** statement of improvement to identified health priorities looks like
- **Objectives:** how success is measured. Objectives are specific, measurable, achievable, realistic, time bound statement, inclusive and equitable (SMARTIE).
- **Strategies:** groups of actions taken to move the objective forward.
- **Action Steps:** steps to complete the strategy.
- **Potential Partners:** Coalition members that have agreed to participate in achieving the goals, objectives, strategies, and action steps.

Action Cycle (Planning, Implementation, and Evaluation)

Annual planning, implementation, and evaluation of progress on the 2023-2025 CHIP, hereafter referred to as the “action cycle”, will guide the next steps in the health improvement process. Each January and February, working groups will plan for implementation of strategies by assigning specific individuals and/or organizations and resources to outlined strategies. In March through November, assignees will implement strategies by completing action steps. In December, working groups will evaluate progress and address barriers to implementation of action steps and strategies. At the start of each new year, feedback from earlier cycles will inform and guide later action cycles, allowing for iterative improvement of the action plans.



ACCESS TO HEALTHCARE ACTION PLAN

FOCUS ON INCREASING ACCESS TO CULTURALLY AND LINGUISTICALLY APPROPRIATE HEALTH CARE AND DENTAL CARE FOR VULNERABLE POPULATIONS (E.G., OLDER ADULTS, PEOPLE OF COLOR, AND PEOPLE EXPERIENCING HOMELESSNESS)

GOAL AH 1	Williamson County residents have access to high quality, equitable, affordable, and timely healthcare.
OBJECTIVE AH 1.1	By 2025, providers in Williamson County will explore equity-based models of healthcare services with a primary focus on health equity zones.
STRATEGY AH 1.1.1	Improve care coordination to individuals at highest risk for poor health outcomes.
ACTION STEPS:	Explore ideas for creating a master directory for health care resources that is in plain language and easy to navigate.
	Collaborate with electronic referral platforms to identify currently available accessible, culturally competent healthcare resources.
	Promote awareness of Community Health Workers and open Community Health Worker positions.
	Promote the expansion of telehealth options.
	Encourage medical providers to provide follow-up and wraparound services to support patients in poverty.
STRATEGY AH 1.1.2	Increase awareness of family, infant health, and early childhood health services with a primary focus on residents in Health Equity Zones in Williamson County.
ACTION STEPS:	Promote the use of doula and midwives, CHWs, NPs, PAs, acupuncturists, massage therapists, and other evidence-based health and wellness providers.
	Promote WIC services.
	Promote referrals to maternal, infant health and early childhood health service screenings.
	Intentionally include fathers, grandparents and other supportive family and friends in the pregnancy and parenting process.
STRATEGY AH 1.1.3	Provide technical assistance to partners to support the implementation of policies and programs that support needs for vulnerable populations (African Americans, Hispanics, Asian Americans, pregnant and breastfeeding mothers with children under six years of age, people with disabilities, and low-income aging people).

ACTION STEPS:	Collaborate between coalitions, providers, health plans, Community Health Workers, and patient advocates to identify and remove barriers that individuals face in accessing current and new services procedures, and coverage.
	Form a leadership committee to coordinate activities and services for family, infant health, and early childhood health services.
STRATEGY AH 1.1.4	Explore academic-business partnerships to connect residents to scholarships, apprenticeships, incentives, and paid internships for healthcare professionals and educators.
ACTION STEPS:	Partner with Workforce Solutions Rural Capital Area, businesses, and school districts to identify programs and resources for residents of Williamson County Health Equity Zones.
	Encourage collaboration among universities, chambers of commerce, school district foundations and businesses to coordinate the implementation of scholarships, apprenticeships, incentives, and paid internships for multicultural/multilingual candidates.
STRATEGY AH 1.1.5	Increase exposure to health careers to high school students through schools and other programs such as HOSA-Future Health Professionals.
ACTION STEPS:	Participate in academic, city health, and career fairs and promote working in the healthcare industry.
	Promote participation of high school students in health-related volunteer opportunities in community-based organizations and clinics.
STRATEGY AH 1.1.6	Increase training and technical assistance opportunities for the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Healthcare and Cultural Humility for partners in Williamson County.
ACTION STEPS:	Coordinate and promote support, training, technical assistance, and use of the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Healthcare and Cultural Humility - PDF through trainings, meetings, events, social posts, and emails.
STRATEGY AH 1.1.7	Research and share information on non-traditional methods of care delivery focusing on access, equity, quality, and costs of care in Health Equity Zones.
ACTION STEPS:	Explore care delivery methods such as telehealth and mobile clinics.

	Promote partnerships between higher education, community partners, and health providers to pilot programs focused in Health Equity Zones.
OBJECTIVE AH 2.1	By 2025, increase the proportion of adults whose health care provider ask them to describe how they will follow health instructions 5%. Baseline 25.6% to 30.6%. Source: Healthy People 2030/Health Literacy
STRATEGY AH 2.1.1	Explore health education opportunities tailored to the needs of Health Equity Zones.
ACTION STEPS:	Recommend services and health education materials be offered in multiple languages and low literacy content.
	Encourage community partners to recruit, hire, train, and fund culturally and linguistically appropriate Community Health Workers, volunteers, and other staff.
	Increase events on www.healthywilliamsoncounty.org calendar promoting health education.
OBJECTIVE AH 3.1	By 2025, increase the rate of adults that report having visited a doctor for a routine checkup within the past year by 5%. Baseline is 70.5% to 75.5%. Source: CDC PLACES
STRATEGY AH 3.1.1	Increase health promotion to community members on the importance of routine screenings.
ACTION STEPS:	Provide education and screenings at food pantries, public housing, crisis centers, barbershops, schools, libraries, transitional houses, and community resource centers that serve at-risk populations.
STRATEGY AH 3.1.2	Explore creating partnerships with local universities to collect, analyze, and share local data.
ACTION STEPS:	Promote importance of early intervention screenings through social media campaigns.
	Promote the work of organizations focused on prevention and early detection of chronic disease.

CHRONIC DISEASE AND CHRONIC DISEASE RISK FACTORS ACTION PLAN

FOCUS ON INCREASING HEALTHY FOOD ACCESS AND PHYSICAL ACTIVITY TO MEET COMMUNITY NEEDS

GOAL CD 1	Williamson County focuses on reducing the occurrence and severity of chronic disease through collaborative approaches that improve the health and well-being of all people.
OBJECTIVE CD 1.1	By 2025, increase the Food Environment Index, which measures food insecurity, from 7.8 to 8.
STRATEGY CD 1.1.1	Encourage collaboration among existing food systems organizations in Williamson County.
ACTION STEPS:	Facilitate partnerships between community resource centers, churches, and food pantries to share best practices in Central Texas.
	Connect Williamson County food systems organizations to regional and state resources.
	Research partners to offer education on how to prepare healthy meals.
	Promote and support farmer markets, community gardens, food pantries in the community.
OBJECTIVE CD 2.1	By 2025, decrease the percentage of adults who do not participate in any leisure-time activities (physical activities other than their regular job) during the past month from 16.9% to 16%. Source: Centers for Disease Control and Prevention.
STRATEGY CD 2.1.1	Explore collaboration with cities, schools, faith-based organizations, local transportation providers, and other partners to create free or low-cost opportunities for access to health and wellness resources and programming.
ACTION STEPS:	Identify current free/low-cost chronic disease prevention resources/classes and identify areas with lack of resources.
	Advocate for cities with Health Equity Zones to increase recreational facilities in those areas.
	Increase public awareness for existing trails/parks/recreation programming in Health Equity Zones.
OBJECTIVE CD 3.1	By 2025, increase designated Texas Mother-Friendly Worksites by 5% in Williamson County. Baseline is 50 sites. Source: Texas Mother-Friendly Worksite Directory.
STRATEGY CD 3.1.1	Promote worksite wellness policies and practices.

ACTION STEPS:	Research which organizations have a wellness policy.
	Showcase employers with wellness programming to share best practices.
	Invite worksite wellness subject matter experts to give presentations for working group meetings.

MENTAL HEALTH AND WELL-BEING ACTION PLAN

FOCUS ON BUILDING RESILIENCE BY IMPROVING MENTAL HEALTH FOR CHILDREN AND YOUTH AND MITIGATING THE IMPACT OF THE COVID-19 PANDEMIC

GOAL MHWB 1	Williamson County residents have access to high quality, equitable, affordable, and timely mental healthcare.
OBJECTIVE MHWB 1.1	By 2025, Increase enrollment and usage of Texas Child Health Access Through Telemedicine (TCHAT) in all 13 Williamson County School Districts. Baseline is 7 out of 13 school districts not fully onboard. Source: TCHAT District and Campuses - Smartsheet.com.
STRATEGY MHWB 1.1.1	Integrate behavioral health into primary healthcare systems and schools for individuals and families.
ACTION STEPS	Promote the use of effective educational resources to improve public understanding of mental and substance use disorders and when to seek treatment.
	Increase awareness of effective 365/24/7 crisis services and systems to community partners.
	Support partners by promoting events, trainings, educational resources, curriculum, and services.
	Increase awareness of Texas Child Mental Health Care Consortium (TCMHCC) services.
OBJECTIVE MHWB 2.1	By 2025, Reduce the Substantiated Child Abuse Rate in Williamson County from 4.7 cases/1,000 children to 2 cases/1,000 children. Source: TX Department of Family Services.
STRATEGY MHWB 2.1.1	Increase safeguards and education to empower families and communities to prevent and respond to neglect, abuse, and violence while supporting those who have experienced trauma or violence.
ACTION STEPS	Connect families directly to parenting education and other community resources.
	Encourage pediatric providers to screen patients for Adverse Childhood Experiences and provide resources for their patients.
	Promote Mental Health First Aid Training for schools, community, and providers.

BEHAVIORAL HEALTH TASK FORCE ACTION PLAN

The Williamson County Behavioral Health Task Force focuses on countywide mental health policy and systems changes for all age groups.

GOAL BHTF 1	WILLIAMSON COUNTY WILL ADVOCATE WITH REPRESENTATIVES IN THE TEXAS LEGISLATURE TO INCREASE AND SUSTAIN FUNDING FOR BEHAVIORAL HEALTH SERVICES THAT SUPPORT A ROBUST CONTINUUM OF CARE.
OBJECTIVE BHTF 1.1	Williamson County will work with the Texas legislature to increase and sustain local funding opportunities available through public/private partnerships.
STRATEGY BHTF 1.1.1	BHTF’s subcommittee will commit to continue to work with the Conference of Urban Counties, Texas Council of Community Centers, Texas Sheriff’s Association and Bluebonnet Trails Community Services to discuss identified gaps and develop an action plan.
STRATEGY BHTF 1.1.2	BHTF’s subcommittee will provide legislative recommendations through developing talking points and preparing standardized materials and will present to BHTF during quarterly meetings.
STRATEGY BHTF 1.1.3	BHTF’s subcommittee will organize for BHTF to host legislators to discuss the future of behavioral healthcare in Williamson County with possibility of discussion about local match to address identified gaps. Invite individuals with lived experience to share stories with legislature.
ACTION STEPS:	Identify session priorities. Monitor legislation written and proposed.
	Identify necessary responses. Provide data and information to support and/or address changes needed.
GOAL BHTF 2	WILLIAMSON COUNTY THROUGH COLLABORATION AND PARTNERSHIP WILL BEGIN A PILOT PROJECT OF A JAIL-BASED COMPETENCY RESTORATION PROGRAM REDUCING THE NUMBER OF DAYS FROM ARREST TO DISPOSITION OF COURT CASE.
OBJECTIVE BHTF 2.1	By 2025, the average number of days of incarceration for individuals with severe mental illness will decrease from established baseline, after implementation of jail-based competency restoration program in Williamson County. Source: <i>Baseline</i>: Average number of days individuals with severe mental illness remain in custody.
STRATEGY BHTF 2.1.1	A jail-based competency restoration committee will be formed to monitor success, identify any issues that may arise and ensure communication among involved agencies and departments.

STRATEGY BHTF 2.1.2	A baseline of average number of days of incarceration for individuals eligible for the jail-based competency restoration program will be identified.
STRATEGY BHTF 2.1.3	Bluebonnet Trails Community Services and the Williamson County Sheriff’s Department (Corrections Division) will expand the jail-based competency restoration program.
ACTION STEPS:	Start of jail-based competency restoration program.
	Create a dashboard to track activity.

According to the CDC, suicide rates increased approximately 36% between 2000–2021. Suicide was responsible for 48,183 deaths in the US in 2021, which is about one death every 11 minutes. The number of people who think about or attempt suicide is even higher. In 2021, an estimated 12.3 million American adults seriously thought about suicide, 3.5 million planned a suicide attempt, and 1.7 million attempted suicide, according to [SAMHSA](#).

Suicide affects people of all ages. In 2021, suicide was among the top nine leading causes of death for people ages 10-64. Suicide was the second leading cause of death for people ages 10-14 and 20-34. Williamson County’s age-adjusted mortality rate due to suicide of 13.5 per 100,000 population exceeds the Healthy People 2030 target of 12.8. ([CDC Wonder](#))

GOAL BHTF 3	WILLIAMSON COUNTY WILL CONTINUE TO WORK TO REDUCE THE STIGMA OF SEEKING BEHAVIORAL HEALTH SERVICES BY INCREASING PUBLIC AWARENESS THAT MENTAL HEALTHCARE IS AN IMPORTANT PART OF OVERALL HEALTHCARE AND WELLNESS.
OBJECTIVE BHTF 3.1	By 2025, Williamson County will create a data-informed suicide fatality review committee to gather appropriate data to identify community needs.
STRATEGY BHTF 3.1.1	Improve suicide-related data collection by receiving all reported cases from all four precincts.
STRATEGY BHTF 3.1.2	Suicide fatality review committee will define mission and scope of work, within legally authorized ability to pursue Objective BH.4.1.
STRATEGY BHTF 3.1.3	BHTF will host first suicide fatality committee review meeting after reviewing ethical and legal concerns and receiving approval from leadership.
ACTION STEPS	Identify key professionals to inform a suicide fatality review committee.
	Explore obtaining suicide data from all four precincts via Juvenile/Probation meetings.
	Recruit key professionals and representatives from identified fields to join committee.

OBJECTIVE BHTF 4.1	By 2025, Williamson County will work with mental health providers, non-profits, churches, schools, first responders, and the justice system to increase knowledge of risk factors of suicide and lifesaving resources available.
STRATEGY BHTF 4.1.1	Establish subcommittee to increase knowledge of risk factors of suicide and lifesaving resources available by forming a partnership with The American Foundation for Suicide Prevention (AFSP).
ACTION STEPS:	Promote suicide prevention toolkits and curriculum for Williamson County to be made available on www.healthywilliamsoncounty.org .
	Develop a coordinated local public service announcement (PSA) campaign for Suicide Awareness (September) and Mental Health Awareness Month (May).
STRATEGY BHTF 4.1.2	Increase efforts to train Williamson County residents on Mental Health First Aid/Suicide Prevention Training, including local businesses, schools, churches, and parents.
ACTION STEP:	Utilize media outlets to promote the accomplishments in the community.
STRATEGY BHTF 4.1.3	Explore creating an annual BHTF mental health conference.
ACTION STEPS:	Identify and promote Suicide Prevention Social Media Toolkits.
	Conduct a public service announcement campaign.

CHILD AND YOUTH BEHAVIORAL HEALTH TASK FORCE ACTION PLAN

STEP UP Texas is a project funded by the U.S. Department of Justice to bring trauma-informed and restorative practices training and implementation support to school districts, law enforcement, and the judicial system to reduce racial and ethnic disparities in engagement with the juvenile justice system (JJCPA Title II, Part B, Core Requirement 4). It is a partnership between The University of Texas at Austin, Williamson County Juvenile Services, and STARRY. Initially funded in 2021, STEP UP Texas began providing training in Williamson County, Texas while also convening a Task Force of community and organizational stakeholders to better understand local challenges and possible solutions. In 2022, STEP UP Texas received additional funding to include implementation support alongside the training and to expand its reach to additional jurisdictions in Texas.

With this funding, Williamson County STEP UP Texas Task Force participants defined specific areas of activity that could be mobilized to address the challenges and opportunities identified during group discussions across the Sequential Intercept Modeling process. These opportunities were narrowed down to a list “priorities for change.” Once the full list of priorities was established participants were given three votes, with the goal of identifying five priorities for action planning. The top five priorities established through this voting process are listed below. Task Force participants then identified key objectives and developed action plans for the top five priorities for change identified through the voting process described above. These top priorities were integrated into the 2023-25 CHIP.

THEME/GOAL CYBHTF 1	IMPROVE SCHOOL-BASED DIVERSION & DISCIPLINARY ALTERNATIVE EDUCATIONAL PROGRAMS (DAEP).
OBJECTIVE CYBHTF 1.1	By 2025, Williamson County will reduce school-based expulsions/removals and referrals/arrests, especially related to zero tolerance policies. Baseline for Juvenile Justice Alternative Educational Programs (JJAEP) 2022-23 school year is a total of 104 Expulsions and 169 total school related referrals/arrests. Source: Williamson County JJAEP.
STRATEGY CYBHTF 1.1.1	Create a decision-making tree between police departments and school districts that allows for situational response.
ACTION STEPS:	Education on Texas Education Code.

	Perform annual reviews.
	Provide transparent collaboration between districts for awareness and sharing of best practices.
STRATEGY CYBHTF 1.1.2	Educate students regarding consequences (legal and life choices).
ACTION STEPS:	Promote resources for K-12 curriculum for substance abuse, law enforcement interaction, and potential consequences.
	Promote public service announcements depicting making school threats, gun violence, vaping, etc.
	Provide effective communication to community and school staff regarding decisions.
STRATEGY CYBHTF 1.1.3	Reform disciplinary alternate education programming by using and aligning trauma informed, relational and restorative practices in Williamson County.
ACTION STEPS:	Conduct JJAEP tours.
	Increase collaboration between DAEP campuses.
	Offer trauma-informed training.
THEME/GOAL CYBHTF 2	ELIMINATE SCHOOL VAPING IN WILLIAMSON COUNTY SCHOOLS
OBJECTIVE CYBHTF 2.1	By 2025, reduce school vaping in Williamson County schools. Baseline Total 104 Expulsions, 70% Felony Drug (THC vape pens). Source: Williamson County JJAEP.
STRATEGY CYBHTF 2.1.1	Form education and prevention subcommittee.
ACTION STEPS:	Create a county-wide team to establish K-12 preventative education program for vaping and substance use.
	Recruit students, campus administration, law enforcement members teachers, prosecutors and judges.
STRATEGY CYBHTF 2.1.2	Form intervention and postvention subcommittee.

ACTION STEPS:	Establish a peer support group, by recruiting students, school counselors, community partners and restorative practice practitioners.
	Provide restorative practices training for campus employees and students.
	Create a toolkit of resources for campuses to use for additional support.
STRATEGY CYBHTF 2.1.3	Form enforcement subcommittee.
ACTION STEPS:	Create a structure with options for alternative/graduated consequences.
	Provide training for campuses on balanced disciplinary approach.
	Utilize Juvenile Probation: First Offender Program, law enforcement and school resource officers, campus administration and Chambers Taskforce.
THEME/GOAL CYBHTF 3	INCREASE COMMUNITY AND STUDENT VOICE IN SHAPING SCHOOL SUPPORTS, RESOURCES, SEQUENTIAL INTERCEPT MODEL MAPPING WITH A FOCUS ON CULTURAL RESPONSIVENESS, REDUCING RACIAL DISPARITIES AND THE CENTRAL ROLE OF THE FAMILY IN ALL SOLUTIONS.
OBJECTIVE CYBHTF 3.1	By 2025, form a committee representing community and student voices from each city in Williamson County.
STRATEGY CYBHTF 3.1.1	Increase community trust (students and their families).
ACTION STEPS:	Identify key pillars of community (partners, students, and their families). Intentionally focus on those not currently participating in CYBHTF or HWC Coalition activities.
	Hold listening session in those communities.
	Create a survey for those not comfortable participating verbally and/or publicly.
	Determine which questions to ask in listening sessions and surveys.
	Partner with appropriate organizations to survey entire community (Kindergarten-higher education).
	Create a title and recognition program and structure for this large group and the community groups.

	Partner with The Georgetown Project to build on their Youth Council and Youth Summit concept.
	Involve partners in leadership and decision-making process of CHBHTF and HWC Coalition activities.
THEME/GOAL CYBHTF 4	IMPROVE BEHAVIORAL HEALTH SYSTEMS OF SUPPORT & DISCIPLINE REFORM.
OBJECTIVE CYBHTF 4.1	By 2025, decrease the number of referrals to JJAEP that could be handled by prevention programming.
STRATEGY CYBHTF 4.1.1	Expand focus of identifying and addressing root cause related to behavior linked to school discipline.
ACTION STEPS:	Support school districts in revising Code of Conduct, discipline policies, and discipline practices based on findings from SIM mapping exercise.
	Measure recidivism rates, district wide.
	Measure levels of care accessed; district wide.
	Measure the number of students going to JJAEP.
	Measure the number of students needing hospitalization, district wide.
	Identify champions for change in leadership, district wide.
STRATEGY CYBHTF 4.1.2	Connect students with multi-tiered systems of support through a blend of school and community resources.
ACTION STEPS:	Identify champions for change.
	Promote an automatic referral to mental health/behavioral services at beginning and end of disciplinary referrals in all Williamson County schools.
	Connect students with proactive, universal prevention services (Tier 1) and prosocial activities (SPARKS), especially those who lose access to those supports due to exclusionary discipline on their own campuses.

	Provide school districts with a layered continuum of evidence-based practices that ensures that every student receives equitable academic and behavioral support that is culturally responsive, matched to need, and developmentally appropriate.
THEME/GOAL CYBHTF 5	Lack of accessible residential treatment options (outside of juvenile justice placement) is a significant gap in the county. Behavioral health hospitals are not able to serve some of the youth in greatest need (homicidal ideation, physical aggression, intellectual difficulties, substance use, and youth who are “too acute” and require a high level of staffing)
OBJECTIVE CYBHTF 5.1	By 2025, increase residential treatment placement options in Williamson County.
STRATEGY CYBHTF 5.1.1	Use subcommittee to explore options for increasing, expanding, and creating hybrid funding stream options for more residential facilities and beds.
ACTION STEPS:	Collect multi-agency county-wide data related to youth unable to admit to behavioral health hospitals and residential treatment centers.
	Explore partnerships with Medicaid.
	Prioritize Tricare.
	Advocate for vulnerable populations.
	Explore privatization options.
STRATEGY CYBHTF 5.1.2	Continue advocating for increased options with expanded accessibility and work downstream to identify need for behavioral health intervention sooner, especially options for those vulnerable populations that are typically excluded from placement.
ACTION STEPS:	Collaborate with county commissioners, law enforcement, HHSC, Medicaid, comptrollers, legislation, churches, grass root groups coalition/ task forces, BTCS, funders, and foundations.
	Collect data from partner organizations.
STRATEGY CYBHTF 5.1.3	Increase and improve training for assessment and placement staff.
ACTION STEPS:	Research models in other states.
	Explore innovative ways to improve retention and recruitment of staff.
	Explore academic partnerships to develop a certification and/or career development pathway to encourage promotion and retention.

SOCIAL AND STRUCTURAL DETERMINANTS OF HEALTH ACTION PLAN

FOCUS ON IMPROVING BASIC NEEDS (HOUSING, TRANSPORTATION, BROADBAND INTERNET ACCESS, AND LIVING WAGES) FOR ALL AND ELIMINATING ETHNIC AND RACIAL SEGREGATION.

GOAL SDOH 1	Williamson County residents will have equitable opportunities for well-being and success by providing input on needs and services.
OBJECTIVE SDOH 1.1	By 2025, reduce incidence of the 65+ population with an independent living difficulty by 5% from 12.1% to 7.1%. Source: American Community Survey.
STRATEGY SDOH 1.1.1	Encourage collaboration with partners providing services for aging adults, people with disabilities, and their caregivers.
ACTION STEPS:	Provide community engagement opportunities for aging adults, people with disabilities and their caregivers to provide input on needs and services.
	Promote organizations focused on the age 65+ population, such as AGE of Central Texas, that provide resources for aging people.
GOAL SDOH 2	Williamson County residents will be able to easily locate and navigate resources for utility assistance, affordable housing, employment, transportation, and other financial resources to reduce/prevent homelessness and poverty.
OBJECTIVE SDOH 2.1	By 2025, reduce the number of “No Services Exists” response by 5% for Williamson County United Way 2-1-1 callers. Source: United Way 2-1-1 2022 Annual Calls for Service - Reason-No Services Exist. Baseline is 471 calls.
STRATEGY SDOH 2.1.1	Collaborate with potential partners (Community First, Mobile Loaves and Fishes, Family Eldercare, Dell Section 3, Hope Alliance, Housing Foundation, Wilco Homeless Coalition and other non-profits) to provide resources for the unsheltered population.
ACTION STEPS:	Collect data from law enforcement, crisis teams and other partners to surveil unsheltered persons status.
	Hold community outreach events to provide resources and services.
	Promote participation in the annual point-in-time count.

STRATEGY SDOH 2.1.2	Explore collaboration with cities, elected officials, transportation providers (e.g., CARTS, CapMetro, Drive a Senior, Faith-In-Action and healthcare and insurance providers.
ACTION STEPS:	Promote and encourage the use of public transportation and paratransit services in the county.
	Advocate for the expansion the definition of medical visits to include WIC appointments and trips to food pantries, grocery stores and thrift stores to obtain necessities that influence health, especially in food deserts and rural areas of Williamson County.
	Support community-based healthcare service delivery models to support whole person integrated and coordinated care to improve physical health and behavioral health outcomes.
OBJECTIVE SDOH 3.1	By 2025, decrease ratio of certified Community Health Workers in Williamson County from 15,765 to 1, to 10,000 to 1. Source: Texas Health Data - Health Profession Fact Sheets.
STRATEGY SDOH 3.1.1	Promote concept of local community members to be trained as community health workers.
ACTION STEPS	Participate in local community health worker collaboratives.
	Promote the work of Texas Association of Promotores & Community Health Workers (TAPCHW)
	Share resources and opportunities via working group and community coalition meetings.
	Invite Subject Matter Experts (SME)s to present at working group meetings and community coalition meetings.

POTENTIAL PARTNERS

<p>-A- Addressing Cancer Together-United Way (ACT) AGE of Central Texas Amerigroup Annunciation Maternal Home Any Baby Can Area Health Education Center (AHEC) Ascension Seton Williamson</p> <p>-B- Baylor Scott & White Behavioral Health Organizations Behavioral Health Task Force Bluebonnet Trails Community Services Bridges to Growth Brighter Days Food Pantry</p> <p>-C- Capitol Area Rural Transit Services (CARTS) CapMetro Caring Place, The Carver Family Resource Center Catholic Charities of Central Texas Cedar Crest Psychiatric Hospital Cedar Park Regional Medical Center Cenikor Central Texas Food Bank Child Protective Services Community Health Connect</p> <p>-D- Dell Children’s Medical Center</p>	<p>Department of State Health Services Dickey Givens and Multipurpose Center Dieticians of Central Texas Drive a Senior</p> <p>-E- Eastern Williamson County Collaborative Educating Texas Healthforce for Optimal Success Collaborative (ETHOS)</p> <p>-F- Faith in Action Georgetown Findhelp.org</p> <p>-G- Georgetown Behavioral Health Institute Georgetown Housing Authority Georgetown ISD Georgetown Parks and Recreation Dept. Girls Empowerment Network Good Life Taylor Goodwill of Central Texas</p> <p>-H- Head Start Helping Hands of Georgetown Hill Country Community Ministries Hope Alliance Hutto ISD Hutto Resource Center</p> <p>-I- Interagency Support Council of Eastern Williamson County</p> <p>-J- Jail to Jobs</p>	<p>-L- Leander ISD Liberty Hill ISD Lone Star Circle of Care</p> <p>-M- Maximus Mother’s Milk Bank Austin</p> <p>-O- Operation Liberty Hill Opportunities for Williamson and Burnet Counties (OWBC)</p> <p>-P- Postpartum Health Alliance of Texas Postpartum Support International</p> <p>-R- Reveal Resource Center Rock Springs Hospital Round Rock Housing Authority Round Rock ISD Round Rock Volunteer Center</p> <p>-S- Sacred Heart Community Clinic Senior Access Shepherd’s Heart Food Pantry St. David’s Georgetown Hospital St. David’s Round Rock Medical Center State Office of Rural Health (SORH) Suicide fatality review committee members Sustainable Food Center</p> <p>-T- Taylor Housing Authority</p>
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<p>Taylor ISD Taylor Moms Group Taylor Parks and Recreation Texas A&M Texas Area Health Education Center (AHEC) Texas Council of Community Centers Texas Department of Agriculture Texas Department of Health Services Texas Health Steps Texas Organization of Rural and Community Hospitals (TORCH) Texas Sheriff’s Association Texas State University Texas Workforce Solutions Rural Capital Are Timothy Center TGP Bridges to Growth Program -U- Unite Us United Way for Greater Austin University of Texas Austin-Population Health Department & Dell Medical School -W- Well Church Williamson County Children’s Advocacy Center Williamson County and Cities Health District (WCCHD) Williamson County Community Resource Cent</p>	<p>Williamson County District Attorney’s Office Williamson County Emergency Medical Services (EMS) Williamson County Homeless Coalition Williamson County Interagency Working Group Williamson County Jail Williamson County Juvenile Justice Services Williamson County Medical Reserve Corps Williamson County Probation Services Williamson County Sheriff’s Department Georgetown Health Foundation Women, Infants and Children (WIC)</p>	
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APPENDIX A: PARTNER PLAN

Wilco Success By 6 Coalition (SX6) Coalition Plan Themes 2022-25

This Success By 6 (SX6) Strategic Plan is a community-wide roadmap that ensures all children in Williamson County enter Kindergarten happy, healthy, and prepared to succeed in school and beyond. www.unitedwayaustin.org/success-by-6-wilco/

Healthy Beginnings

Goal All pregnant moms receive early and regular prenatal care. All children receive physical healthcare, developmental and mental health supports, and community resources they need to thrive throughout their childhood.

Supported Families

Goal Families have access to and use the resources that provide them with the knowledge, skills, confidence, and social supports to positively nurture the health, safety, and development of their children, and develop greater financial stability.

Quality Care and Education

Goal Children and families are informed and able to access high-quality early learning environments that demonstrate positive developmental outcomes for all children (including children with unique developmental and cultural needs) through competent, responsive, and caring relationships. Caregivers are paid as professionals and can increase their own economic stability through career pathways.

Safe and Stimulating Communities

Goal Public and private sectors in Williamson County work together to ensure that the community has the resources and infrastructure to deliver services to children and their families and to provide a safe and healthy environment in which to raise children.

PRIORITY STRATEGIES

The focus is on specific groups Coalition work can be an effective force to reduce disparities among certain groups. As the new Wilco Success by 6 group defines its action steps for each strategy, the group should review the following research-backed disparities at each meeting. Stakeholders can plan to intentionally address these inequities by focusing on certain areas of the county, such as Taylor, and on certain groups, such as Black women.

Key Data Points Considered:

Black women are more likely to:

Give birth prematurely, have babies with low birth weight, Black and Hispanic children are less likely to be school ready, and Taylor has a higher incidence of child abuse and neglect.

APPENDIX B: ACKNOWLEDGEMENTS

The dedication, expertise, and leadership of many organizations and individuals made the 2023-2025 Williamson County CHIP possible. The Williamson County and Cities Health District (WCCHD) convened this project and coordinated the development with the HWC Coalition. Individuals representing city and county governments, non-profits, healthcare groups and providers, colleges, school districts, faith-based groups, community organizations, businesses, and community members contributed immensely to the health improvement process. The CHIP is the community's plan to improve the health of the community.

Community Health Improvement Planning Team

Lead: Valerie Zapien	Coalition Coordinator, WCCHD
Co-Lead: Deb Strahler	Director of Marketing and Community Engagement, WCCHD
Anjali Venkatesh	Research Specialist, WCCHD
Chethana Manjunath	Research Specialist, WCCHD
Orin Heintschel	Data Team Lead, WCCHD
Mehgan Murray	Communications Specialist, WCCHD
Caroline Hilbert	Executive Director, WCCHD
Ray Langlois	Everyone Thrives Consultant Services

Healthy Williamson County Working Group Participants by Organization

DeLeon, Roger	Amerigroup
Flores, Cynthia	Annunciation Maternal Home
Damron, Renee	Any Baby Can
Holland, Charlotte	Ascension Seton
Scott, J	Ascension Seton
Cherson, Leah	Ascension Texas Medical Response Unit
Eller, Shannon	Baylor Scott & White Health Hospice
Vasquez, Aelissa	BGC of Georgetown
Deb Miller	Blue Apple Express
Trinite, Brittany	Blue Sky Abilities
Hawley, Vanessa	Bluebonnet Trails Community Services
McNicoll, Kristy	Bluebonnet Trails Community Services

Richardson, Andrea	Bluebonnet Trails Community Services
Serrano, Jose	Bluebonnet Trails Community Services
Bettis, Terri Sue	Brighter Days Food Pantry
Collins, Ed	Capitol Area Rural Transit Services
Platt, Dana	Capital Area Rural Transit Services
De Olaguibel, Sarah	Catholic Charities of Central Texas
Morgan-Scott, Claudette	Cedar Crest Psychiatric Hospital
Spear, Mary Clare	Cedar Park Regional Medical Center
Guerra, Kayla	Cenikor
Bravo, Beatriz,	Central Texas Food Bank
Sinicropi, Tara	Central Texas Food Bank
Union, Scott	Community Member
Boyer, Arlene	Community Member
Tripp, Marge	Community Member-Retired WCCHD
Cossey, Melissa	Dell Children's Medical Center
Setterquist, Mary	Dell Children's
Martinez, Zenaida	Dell Children's Health Plan
Lopez, Wendolyn	Dell Children's Health Plan
Born, Laurie	Dickey Museum & Multipurpose Center
Thorson, Beth	Dietitians of Central Texas-Retired
Young, Carla	Drive a Senior Northwest
Hubbard, Jana,	Department of State Health Services
Hussey, Jacqueline	Department of State Health Services
Hill, Lisa	Faith in Action Georgetown
Potts, Joseph	Full Life Services, Inc.
Quiroz, Georgia	Georgetown Behavioral Health Institute
Parks, LTanya	Georgetown Behavioral Health Institute
Blanck, Stephanie	Georgetown Independent School District
Bettis, Terri Sue	Hill Country Church Ministries
Chimento, Kandy	Hill Country Church Ministries
Hollaway, Tiesa	Hill Country Church Ministries
Renaud, Aaron	Hill Country Community Ministries

Motal, Travis	Liberty Hill Independent School District
Meredith, Stacy	LifeSteps Council
Rizvi, Alina	LifeSteps Council
Sielaff, Rosana	LifeSteps Council
Miller, Marilyn	Maximus
Plancarte, Elvia	Maximus
Prince, Cynthia	Opportunities for Williamson and Burnet Counties
Ramirez, Dulce	Opportunities for Williamson and Burnet Counties
Martinez, Debbie	Opportunities for Williamson and Burnet Counties- Head Start
Pollard, Simone	Pflugerville Independent School District
Jones, Sarina	Pregnancy and Postpartum Health Alliance of Texas
Kocen, Lindsay	RecoveryATX-Peer Specialist/Consultant UT Austin
Hefner, Brandy	Round Rock Independent School District
Bradfield, Barbara	Round Rock Independent School District
Steiner, Tina	Round Rock Independent School District
Nunez, Monica	Sacred Heart Community Clinic
Gonzales, Dee	Sacred Heart Community Clinic
Goebem, Andrea	Samaritan Health Ministries
Hindes, Betsy	Samaritan Health Ministries
Lacasse, Serita	Senior Access
Pryor, Deneice	Texas Department of Health Services
Caulder-Fine, Pamela	Texas Department of State Health Services
Rosado-Santiago, Enrique	Texas Health Steps/Medicaid
Galles, Michelle	Texas State University
Hughes, Monica	Texas State University St David's School of Nursing
Paladino, Andrea	Texas State University, School of Nursing
Belcik, Kim	Texas State University, St. David's School of Nursing
Copeand, Christi	Timothy Center
Youngblood, Rondel	Unite Us
Light, Dorothy	United Way-Community Health Connect/Pathways HUB-Maternal and Infant Health Co-Chair
Fogle, Casey	United Way for Greater Austin
Santesteban, Martina	United Way for Greater Austin-Central Texas Perinatal Coalition

Adams, Zoe	Williamson County and Cities Health District
Cavazos, Jacqueline	Williamson County and Cities Health District
Kennedy, Emperatriz	Williamson County and Cities Health District
Lopez, Elizabeth	Williamson County and Cities Health District
Manjunath, Chethana	Williamson County and Cities Health District
Martinez-Samaniego, Maria	Williamson County and Cities Health District
Murray, Kelsey	Williamson County and Cities Health District
Saraswate, Asha	Williamson County and Cities Health District
Zabaleta, Erica	Williamson County and Cities Health District
Valdez, Julieta	Williamson County and Cities Health District
Halstead-Bohac, Sandi	Williamson County and Cities Health District
Jarosek, Amy	Williamson County Emergency Medical Services
King, Terri	Williamson County Emergency Medical Services
Algieri, Tori	Williamson County Children's Advocacy Center
Deazvedo, Jennifer	Williamson County Children's Advocacy Center
Gibson, Sharron	Williamson County Children's Advocacy Center
Lewis, Darlene	Williamson County Children's Advocacy Center
Martinez, Elena	Williamson County Children's Advocacy Center
Cook, Terry	Williamson County Commissioner
Rendon, Celeste	Williamson County Juvenile Services
Watts, Julie	Williamson County Probation Services

Behavioral Health Task Force and Child and Youth Behavioral Health Task Force CHIP Planning Team

BHTF Chair: Kathy Pierce	Precinct 2
BHTF Commissioners Court Liaison: Valerie Covey	Precinct 3
CYBHTF Chair: Matt Smith	Williamson County Juvenile Services
CYBHTF Chair: Linda Meigs	Community Advocate

Austin Police Department
 Bluebonnet Trails Community Services
 Cedar Park Police Department
 Georgetown Police Department

Hutto Police Department
Leander Police Department
Round Rock Independent School District
Round Rock Police Department
Seton Hospital
Williamson County Attorney's Office
Williamson County and Cities Health District
Williamson County Juvenile Justice
Williamson County Sheriff's Department (Law Enforcement and Corrections)

Child and Youth Behavioral Health Task Force Subcommittees

School-based Diversion and Disciplinary Alternative Education Program Improvement Workgroup Members:

Kaitlyn Bruch, Williamson County Juvenile Services / STEP UP
Rachelle Finck, Taylor ISD
Dr. Stephanie House, Georgetown ISD
Bryan Miller, Leander ISD
Chief Dennis Weiner, Round Rock ISD PD
Jeff Strickland, Leander ISD

Nanette Deaton; Region 13
Javier Rodriguez, Hutto ISD PD
Tine Steiner, Round Rock ISD
Lead: Tara Stewart, Williamson County Juvenile Services/
Georgetown ISD (JJAEP)

School Vaping Workgroup Members:

Chief William Edwards, Hutto PD
Heather Stoner, Georgetown ISD
Layla Fry, Meadows Mental Health Policy Institute

Teddy Jones, STEP UP Texas
Corby Holcomb, County Attorney's Office
Lead: Dan Tuiasosopo, Williamson County Juvenile Services

Youth and Family Voice Workgroup Members:

Leslie Janca, The Georgetown Project
Valerie Zapien, Williamson County & Cities Health District
Julie Watts, Williamson County Juvenile Services
Quincy Griffin, Taylor Community Member
Nita Riggins, STARRY/Carver Center for Families

Brigid Cooley, The Georgetown Project NEST
Kristi Montes, STEP UP Texas
Jose Serrano, Bluebonnet Trails Community Services
Rohan Satija, Community Member – Westwood High School
Lead: Jamie Maas, Williamson County Juvenile Services

School Behavioral Health Systems of Support and Discipline Reform Workgroup Members:

Candi Gadison, Impact Counseling

Ashley Wiseman Norment, Georgetown ISD

Rachelle Finck, Taylor ISD

Chief Dennis Weiner

Round Rock ISD PD

Mason Chambers, Rock Springs

Michelle Aguayo

Lead: Jen Porter, Hutto ISD

Residential Treatment Options Workgroup Members:

Julie Bijou, Williamson County Juvenile Services

Jon Hodgkiss, Williamson County Sheriff's Office

Mike Maples, Bluebonnet Trails

Bebe Johnson, Texas Baptist Children's Home

Michael Decker, Williamson County Juvenile Services

Mason Chambers, Rock Springs Hospital

Dawn Jennings, Georgetown ISD

Gina Torres, DFPS

Nate Jones, Georgetown Behavioral Health Institute

Lead: Heather Robison, Williamson County Juvenile Services

APPENDIX C: CONSENSUS-BASED STRATEGIC PLANNING ACTIVITY

Padlet activities

Visioning Exercise

Time: 45 minutes

School Health Working Group, Maternal and Infant Health, Healthy Living Working Groups and East Williamson County Collaborative. Along with individual one-on-one sessions with Taylor ISD, Round Rock ISD, Liberty Hill ISD, CARTS Marketing and Outreach Coordinator, LifeSteps Council, Behavioral Health Task Force and Child and Youth Behavioral Task Force, Williamson County Juvenile Probation Supervisor, Operation Liberty Hill, Reveal Resource Center, GTC Connect, OWBC, WilCo Homeless Coalition, Wilco IWG , Wilco Success by Six, WCCAC, City of Cedar Park Human Resources, The Georgetown Project Collaborative for Children, Samaritan Health Ministries, Central Texas Network Weavers, State Office of Rural Health, and Central Texas Perinatal Coalition.

- Facilitator presents topics to each large group.
 - Priority Issues/Focus Areas, Current Work in these Areas, Challenges that You Experience or Foresee, Accomplishments and Program Shout Outs, Concerns Moving Forward and Opportunities
- Facilitator will type ideas into Padlet.
- Facilitator will ask group to identify similar topics and group them together with a common heading/theme and transfer onto flipchart.
- Facilitator will make sure that consensus is reached (both writers of similar topics will agree that they should be grouped together)
- Participants will narrow down to top 3 Topics to continue to work on
 - Use stickers for group to vote – prioritization of topics.

Goals, Objectives, Strategies Exercise

Time: 15 minutes for goals, 15 minutes for objectives, 15 minutes for strategies

- Facilitator will review all Priority Issues/Focus areas with large group.
- Attendees are given QR code to login to Padlet activity.
- Attendees type all ideas for goals, objectives, and strategies directly into Padlet under each focus area.

APPENDIX D: ACRONYMS

ACRONYM	DESCRIPTION
ACEs	Adverse Childhood Experiences
AH	Access to Healthcare Health Priority
AHEC	Texas Area Health Education Center
ALICE	Asset Limited, Income Constrained, Employed
BHTF	Behavioral Health Task Force
BTCS	Bluebonnet Trails Community Services
CAPCOG	Capital Area Council of Governments
CARTS	Capital Area Rural Transit System
CD	Chronic Disease and Chronic Disease Risk Factors Health Priority
CDC	Center for Disease Control
CHA	Community Health Assessment
CHIP	Community Health Improvement Plan
CLAS	Culturally and Linguistically Appropriate Services
CYBHTF	Child Youth Behavioral Health Task Force
DAEP	Disciplinary Alternative Educational Program
DSHS	Texas Department of State Health Services
EMS	Williamson County Emergency Medical Services
ETHOS	Educating Texas' Healthforce for Optimal Success Collaborative
HEZ	Health Equity Zone
HL	Healthy Living
HP2030	Healthy People 2030
HWC	Healthy Williamson County
IDD	Intellectual and Developmental Disabilities
ISD	Independent School District
JJAEP	Juvenile Justice Alternative Educational Placement
LSC	LifeSteps Council on Alcohol and Drugs
MAPP	Mobilizing for Action through Planning and Partnerships

MHWB	Mental Health and Well-being Health Priority
MIH	Maternal and Infant Health
NACCHO	National Association of County and Cities Health Officials
OWBC	Opportunities for Williamson and Burnet Counties
SAMHSA	Substance Abuse and Mental Health Services Administration
SX6	United Way's Wilco Success by Six Coalition
SDOH	Social and Structural Health Determinants Health Priority
SH	School Health
SHAC	School Health Advisory Council
SIM	Sequential intercept Model
SMARTIE	Specific, Measurable, Achievable, Realistic, Time-Bound, Inclusive and Equitable
SNAP	Supplemental Nutrition Assistance Program
SORH	State Office of Rural Health
TCMHCC	Texas Child Mental Health Care Consortium
TORCH	Texas Organization of Rural and Community Hospitals
WCCAC	Williamson County Children's Advocacy Center
WCCHD	Williamson County and Cities Health District
WSRCA	Workforce Solutions Rural Capital Area
WIC	Women, Infants and Children

APPENDIX E: REFERENCES

2022 Williamson County Community Health Assessment (2022 WilCo CHA). Williamson County and Cities Health District (WCCHD), Mar. 2022, www.healthywilliamsoncounty.org/cha.

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“LifeSteps Coalition.” LifeSteps, www.lifestepscoalition.org.

“Mobilizing for Action through Planning and Partnerships (MAPP).” NACCHO, www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp.

[National CLAS Standards \(hhs.gov\)](http://www.hhs.gov)

Sequential intercept model mapping report for Williamson County. Policy Research Associates, Oct. 2019. Delmar, NY.

www.healthywilliamsoncounty.org