

Phase II Essay Instructions (Do Not Delete):

The Phase II application provides an opportunity for you to add to your Phase I Essay in order to broaden and deepen judges' understanding of your community's commitment to building a Culture of Health.

Since judges will carefully and systematically review each community's Phase I and Phase II submissions as a complete package, applicant communities are strongly urged to use the Phase II Essay to *enhance rather than repeat* content submitted in Phase I.

The Phase II Essay should have five distinct sections, composed of responses to each of the five items below. To maximize space for responses, signal the start of each new section by using the bolded phrases as shown (rather than repeating each question or prompt in its entirety).

- 1. Building a Culture of Health.**
 - a. Showcase additional accomplishments that go beyond the efforts featured in your Phase I essay. Describe each additional accomplishment in a brief paragraph that illustrates:
 - Specific policies, programs, or strategies undertaken
 - Different sectors, partners, and populations involved
 - Impact to date and/or expected future impactDo not simply list additional accomplishments.
 - b. Describe how your accomplishments, taken together, reflect intentionality toward building a Culture of Health in your community.
- 2. Working Together.** Describe the role of partnerships in your community. How is your community working together across health factors, sectors, and organizations, and weaving efforts to improve health outcomes?
- 3. Defining Success.**
 - a. How do you define success in your efforts to build a Culture of Health? How are shared priorities, definitions of success, and specific goals established among partners?
 - b. Describe a specific example of how the community is consistently using data and evidence to continuously improve processes and inform action.
 - c. How do you know your community is making measurable progress on desired results? What measurable outcomes is your community especially proud of?
- 4. Creating Conditions to Improve Equity.**
 - a. How would you describe your community's approach to cultivating a shared commitment to equity, and what actions are you taking to improve opportunities for all to be healthy?
 - b. Describe a specific example to illustrate how community residents – especially excluded or marginalized groups and those most affected by poor health outcomes – are regularly engaged in making decisions and driving solutions to address barriers to good health.
- 5. Sustaining Community Impact.** Building a Culture of Health means creating change designed to last. Tell us why you believe your health improvement efforts will endure for the long haul. Provide brief but specific examples to illustrate your community's continued commitment to ensuring that your accomplishments take root and flourish over time. Judges recognize the important role that financial resources play, but are eager to learn about other effective sustainability strategies that cut across all Prize criteria.

Please note that there are no expectations or requirements as to the length of each response. Depending on your community's experience, responses to some questions may be necessarily longer or shorter than others. For each response, judges will value quality and authenticity over length. The only requirement is that all five essay questions must be answered within five total pages, using the format settings in this template.

Please begin your essay on the next page. Do not delete the instructions above.

Building a Culture of Health

Our collective efforts to create a supportive environment for health, quality of life and economic vitality in our community has led to many accomplishments creating numerous impacts throughout Delaware County. For many years, Delaware County has made infant mortality an important priority in creating a Culture of Health. In 2013, four programs were accessible to pregnant mothers, and now in 2018 there are eleven programs. Many have specific focuses such as first time moms, pregnant moms, and addiction and substance abuse. As we continue to move forward, several community partners are involved and working together to address Infant Mortality in Delaware County through a Fetal Infant Mortality Review (FIMR) team and Community Action Team (CAT). These cross sections of partners involved in these teams include the Delaware County Health Department, Department of Child Services, Open Door Health Services, Muncie Police Department, the Delaware County Prevent Child Abuse Council, and March of Dimes. FIMR analyzes root causes of infant mortality and CAT uses the findings to provide targeted interventions for at-risk women and babies. Unsafe sleep techniques and poor parental habits have been identified as risk factors. In response, “We Care Indiana” was formed to provide moms-to-be with timely messages about healthy living, having a healthy pregnancy, and caring for baby during the first year of life.

Another county-wide focus has been revitalization of smaller and rural areas. In the past 5 years, Daleville has taken strides toward building a Culture of Health. The Daleville town board worked with the Delaware County Redevelopment Commission to create a revitalization plan centered around active living opportunities. Daleville increased access to physical activity by opening the largest splash pad with adjoining park and trail system in East Central Indiana. This public park can hold up to 3,000 people, and has been attracting visitors from all over the state. Daleville has also collaborated with the Indiana Department of Environmental Management to provide additional access to walking trails, greenery, and surrounding water stream. Despite built environment updates, many families struggle with affordable housing, as school free and reduced lunch rates are over 50%. A new income-based housing structure is being constructed in the middle of town. It will provide 64 additional section 42 housing units. Their new mixed-land use plan will also provide loft apartment housing further demonstrating Daleville’s focus on increasing opportunities for housing that is accessible and affordable for families.

Yorktown, another rural suburb in Delaware County, is taking strides to make active transportation and healthier foods more accessible to all. The Yorktown Trail system currently provides over 5.5 miles of trails and sidewalks. The most recent trail extension spanning one mile along the south side of River Road, will allow trail users to connect with the White River Greenway and Cardinal Greenway leading straight through the northern parts of the county. Yorktown has also made significant strides in the last year to establish stronger ties with local organizations and businesses. For example, the Town of Yorktown, Chamber of Commerce, Yorktown Farmers Market, and Delaware County Purdue Extension partnered together to expand the Farmers Market celebrating its 10th year of establishment.

Gaston is another small town located in the northern part of Delaware County. They are looking to make a big impact and build a Culture of Health for its residents. Gaston accomplished more in the past year than they have in the last decade. Recently, they have updated street lighting and created a new park plan. Right now, Gaston is engaged in “Enhancing the Value of Public Spaces-Creating Healthy Communities”. In this project Gaston residents will work with Purdue Extension specialists and educators to learn more about the vital role that environmental structures like parks, town centers, and other public spaces play in the long-term economic, social, and health of communities. Collaborative activities will also introduce participants to best practices for improving public spaces, and give them the tools they need to plan and implement projects tailored to their community needs.

Working Together

Employees spend most of their waking hours in their workplace. Workplace wellness is an integral piece for improving the overall health and well-being for our workforce. After forming a

partnership with the Wellness Council of Indiana, workplace partners worked together to form the Delaware County Wellness Professionals in 2012. The vision behind Delaware County Wellness Professionals was to create a forum for those tasked with overseeing employee wellness in their workplaces while providing opportunities for continued growth and learning about the important necessities and “how-to” of workplace wellness. In collaboration with the Wellness Council of Indiana, 15 out of 30 organizations involved with DC Wellness received 3-, 4-, or 5-Star AchieveWell status recognitions gaining us the first “Indiana Healthy Community” designation in the state. Participating worksites have succeeded in changing policies and environment that surround issues of well-being in the workplace. Many workplaces now require that healthy options be made available at company-sponsored meetings and events, in onsite vending machines, and providing incentives for workplace wellness activities. They also provide onsite fitness, nutrition education, and other personal and professional development opportunities. Delaware County Wellness Professionals have adopted a learning community structure, asking all community partners to be actively involved in identifying what local workplaces need to improve their health and wellness focus. Future plans include continued work with partners and community groups to bring local government entities together with a goal of initiating more policy changes targeting health and wellness in the workplace.

Women in Business Unlimited (WIBU) is a partnership organization dedicated to providing networking opportunities for businesswomen of Delaware County and East Central Indiana. WIBU provides professional development programs to improve women’s business skills. They work to make a positive impact on local economic development and the business climate. They also increase the community’s awareness of the contributions businesswomen make in East Central Indiana. In 2017, women working in Indiana earned just 74% of what a man earned, which makes Indiana 46/51 for female earning potential. WIBU’s efforts look to open doors for women in the workplace since job creation and economic opportunity are critical issues for women who continue to struggle with economic insecurity and wage discrimination. WIBU collaborates with the YWCA of Muncie, a local emergency shelter for women and children serving Delaware County, which empowers women and those of color to realize and reach their career goals. WIBU provides professional development and networking opportunities through monthly onsite lunch and learns, occupational field trips, and connecting of partner services. WIBU annually hosts “Catalyst”, an educational symposium for women in all walks of life. Attendees gain insight on who they are, what they want, and how to reach their goals.

Our biggest partnership crosses several sectors, organizations, health factors, and even crosses counties to sustain a Culture of Health. The Healthy Community Alliance of Delaware and Blackford Counties (HCA) was launched in 2015. Their goal is to reduce the impact of chronic disease by mobilizing organizations in a collective impact model aimed at improving nutrition, increasing physical activity, and eliminating tobacco use. Indiana University Health Ball Memorial Hospital works as the backbone organization, and the HCA is guided by a steering committee composed of representatives from healthcare, education, government, philanthropy, economic development, business and more. Currently, HCA is composed of 109 local partner organizations willing to engage audiences around healthy lifestyles. Partner organizations are recruited from a cross-section of the community including schools, churches, neighborhood associations, factories, small businesses, community centers, and more. Many organizations include populations that could be described as marginalized, and membership in HCA promotes connections with resource-rich organizations. Partners participate in workgroups to develop and share policies, programming and best practices. In 2017, these workgroup connections resulted in many examples of resource sharing and development, including new nutrition educational programs for a women’s shelter; tobacco toolkit distribution at dentist offices; walking programs for low income and minority neighborhoods; and a farmer’s market program targeting the underserved.

Defining Success

Success occurs in a variety of ways including short and long-term goals and objectives. Many ongoing evidence-based studies have been conducted throughout Delaware County addressing needs that arise from food deserts, poverty, and health disparities. Delaware County's median household income is 22% lower than the state median household income and 5% lower than the East Central Indiana median household income. Delaware County's median household income is the fourth lowest in the state. Delaware County suffers from a significant number of people living under the federal poverty threshold. Approximately 22% or 1 in every 5 people, of Delaware County's population live under the poverty threshold. Five out of six public school districts in the county have at least one or more schools that qualify as 50% or more free and reduced lunch. There are many ways our diverse community partners work towards common goals to address broad social determinants of health that will provide sustainable solutions for the future.

Purdue Extension Delaware County uses evidence-based research to focus on community-based needs. Using the CDC Change Tool, Purdue Extension Community Wellness Coordinators work with community partners to create an Action Team and gain a picture of the policy, systems, and environmental (PSE) change strategies currently in place throughout the community. Action Teams consist of a variety of individuals that both live and work in every region of the county, and come from diverse backgrounds. Once the information is collected, a community action plan is created for improving policies, systems, and the environment to support healthy lifestyles, increase access to nutrition, physical activity, chronic disease management, and leadership used to help prioritize community needs and allocating available resources. Action Teams champion PSE change through community initiatives. For example in 2016, 37.5% of the Community-At-Large reported not having access and/or knowledge of community garden initiatives, and another 44% of schools lacked access to a garden. Action Team members and other concerned citizens came together to address this food access need and created a network for gardens throughout the county. This network provides an interactive map that community members can access online to identify where each garden is located, a brief description of the garden, and who to contact for more information. They also provide monthly meetings hosted at a different garden within the county to provide updates, best practices, education, and to share volunteer and funding opportunities.

For the past five years, "Kindergarten Essential Skills" information and data has been collected on all incoming kindergarten children within Muncie Community Schools. The data had remained consistent for the first few years. Then, in 2016 there was a statistically significant increase in the number of children who came "ready" to Kindergarten, a trend that we hoped would continue. However, due to the turbulent nature of the Muncie Community Schools and the number of families choosing to attend a different school system in 2017, we hypothesized that we would again see an uptick in the number of children coming to Kindergarten "Not Ready" in 2017. We were correct and climbed back to 58% of children within Muncie Community Schools deemed "Not Ready". We also found that 100 fewer children (on average) enrolled into MCS Kindergarten in 2017, with families choosing to send their children to other schools. Two years ago we began to collect information on some county schools to determine countywide Kindergarten Readiness. We believe we have close to 3/4th of all incoming Kindergarten Children accounted for in our Kindergarten Essential Skills Checklist. We have two years of Delaware County data as a whole indicating readiness level of incoming Kindergarten children. A healthy start in life is crucial to kindergarten readiness and success in life. Overall, we are seeing positive trends in young children's health.

Creating Conditions to Improve Equity

Nationally, successful stories of change share the common thread that for revitalization and structure to be sustainable it must be equitable and there is no better way to ensure equity than involving residents in the process. One way Delaware County has come together to help and work

alongside marginalized groups is through the creation of neighborhood associations in the greater Muncie area. Since 2014, eight Neighborhood Action Plans (NAPs) have been drafted covering ten separate neighborhoods within Muncie's most economically depressed areas. These NAPs were each drafted over a period of five months in partnership between the individual neighborhood associations and Ball State University's College of Architecture and Planning. As BSU's immersive learning students help give voice to the dreams and aspirations of residents, each neighborhood is placed in a position to move those plans into action. One success story is found in the Blaine/Southeast neighborhood whose association used the data collected in their NAP to apply for a KaBoom grant that funded the construction of a playground in a neighborhood that previously lacked a single safe play space for its children. Whitley neighborhood association is also making within their sphere of influence through community engagement. Monthly Neighborhood Association meetings average over ninety attendees and the association is actively using its Task Forces to tackle issues related to food insecurity, safety, and access to high-quality educational opportunities for all ages. Whitley residents developed a Year of Color program that transformed their neighborhood park from a worn-down and underutilized space into a clean, safe, bright space for children and families to enjoy. In 2017, the Whitley Neighborhood Association received Neighborhood of the Year for beautification by Neighborhoods USA.

Another example of our community's focus on equity is the annual Intentional Development and Education for Association Members (IDEA) Conference, which began in 2016 through a partnership between the Muncie Action Plan, Shafer Leadership Academy, and Ball State's Building Better Neighborhoods Program. Over the last few years, this one-day, free conference has provided an opportunity for hundreds of local residents to learn more about funding their efforts, developing their leadership skills, and successfully partnering with local government officials and law enforcement to improve parks, streets, sidewalks, and safety. The IDEA conference also provides the opportunity for networking with other individuals and groups interested in making their neighborhoods better places to live, work, and play. Since 2010, the number of active neighborhood associations within Muncie has grown from roughly five to over twenty-five.

Reconciliation Achieved through Community Engagement (RACE) Muncie started in the winter of 2014. Its mission and focus is to promote healing and inclusivity through community dialogue and engagement while celebrating our diversity. RACE is made up of many different community members from all walks of life. RACE meets once a month allowing community members opportunities to experience diverse cultures, beliefs, operations, and services provided throughout the community. The Facing Project is an international storytelling initiative about issues important to individuals and their communities. The project brings together writers and storytellers, those with stories about a particular issue, and culminates in a book and community events to bring the stories to the public to enhance awareness, create dialogue and impact change. The stories emerging from RACE members in our own community will be a powerful tool to create dialogue and impact change throughout the community. As part of RACE, members took strides for moving diversity forward in the community by starting a Facing Racism project.

Facing Racism began as a series of meetings at the Muncie Public Library (MPL) where a diverse group of people from the community came together. Facing Racism dedicated to respectful dialogue and moving the community forward. Facing Racism will educate, inform, and encourage ongoing dialogue to mobilize community action. The project recruited nearly 35 writers and 39 amazing storytellers collaborating to produce a hard copy book, a downloadable version, and on-line Ebook. Performances of these stories took place at the Muncie Civic Theatre, during Ball State University Multicultural Center Unity Week, and at other locations throughout the county. These stories are now being transformed into curriculum that can and will be used in schools and in community gatherings to teach people more about the negative impacts of systemic and structural racism through the lives of local community members.

Sustaining Community Impact

In addition to our institutionalized assets supporting long-term community health initiatives, the Muncie Action Plan (MAP) was a first of its kind strategic plan at the grass roots level. In 2009-2010, over 100 volunteers facilitated public input sessions attended by over 2,000 citizens identifying community issues and actions needed to make our community the best it could be. Within months of plan adoption by City Council, the Board of County Commissioners and the Delaware-Muncie Metropolitan Plan Commission, Muncie Action Plan, Inc. was formed as a non-profit created to carry out and address the plan's action steps. From 2010 to date, MAP, Inc. has either developed, assisted or supported programs of birth to five education (now a model used by other communities statewide), formation of neighborhood associations (from approximately 5 to 25+), lead testing of public garden areas, and creation of development standards promoting sidewalks and bike facilities. There are five initiatives in the Plan, each with specific actions. For example, the first is called "Linking Learning, Health and Prosperity" which includes a specific action step labeled "Support and promote a healthy community initiative". Enthusiasm and commitment for MAP has continued for over 7 years and will carry on into the future because of the commitment and passion of volunteers.

The Vision program, established in 1983 and led by the Muncie-Delaware County Economic Development Alliance, is founded on public and private partnerships that represent the most comprehensive and successful economic development program in the history of Delaware County. Vision 2021 contains five goal areas, which lay the foundation for on-going, sustainable work in creating and supporting a Culture of Health in Delaware County. The first two goal areas of Vision 2021, enrich quality of life and enhance quality of place, are new and are great examples of a Culture of Health being a priority in our community. The additional four goal areas are as follows: expand and retain existing business; create a culture of education; prepare the community for the future; and encourage job growth in target sectors that support health impacts our community is working toward. The longevity of the Muncie-Delaware County Economic Development Alliance gives us confidence that the Culture of Health work in our community will continue into the future.

Muncie is home to Indiana University Health Ball Memorial Hospital, a tertiary referral center offering 45 medical specialties as well as a graduate medical education program with family and internal medicine physician training residencies. The hospital allocates resources for community outreach activities targeting Obesity, Behavioral Health, Access to Care, Smoking and Tobacco and Infant Health Factors. Hospital experts, including physicians and nurses, engage in community service projects related to healthy weight. Other initiatives include safe sleep training for parents of newborns, free pack and play cribs, farmers market 'bucks' program, 'strong schools' funding for elementary school fitness programming, after school education programs, and physician practice integration of Screening and Brief Intervention to Referral (SBIRT) to identify substance abuse and depression at early stages. These partnerships and initiatives also work collaboratively with the community to provide opportunities that will help maintain a supportive culture and structure for encouraging families to grow, establish roots, and prosper in our local communities.

Lastly, one way our community is working towards maintaining a supportive culture is through Delaware County's "Walk Indiana" initiative. Walk Indiana is a community active lifestyle initiative led by multiple local community members and organizations. These organizations include IU Health Ball Memorial Hospital, our local Star Press Newspaper, Cardinal Greenway, Ivy Tech Community College, Addison Avenue Marketing, MITS public bus transit service, and the YMCA. Now in its ninth year as an annual event, it provides opportunities for residents, organizations, and groups to encourage active living and wellness. Walk Indiana is held along the Cardinal Greenway that stretches 26 of its 62 miles across Delaware County starting from Gaston going all the way down to Prairie Creek Reservoir. Walk Indiana engaged over 400 people in 2017, with more participation occurring each year. Delaware County and its communities are working together to create and maintain a Culture of Health.