Oneida

Community Health Improvement Plan 2023 - 2028

Mid Cycle Review

Last updated July 2026

ONEIDA

Accredited Health Department
PHAB
Advancing Public Health Performance
Public Health Accreditation Board

Table of Contents

Partners

Yawʌʔkó (thank you) to all the partners who collaborated on the Oneida Community Health Improvement Plan. Your time, insight, and continued involvement is incredibly valued.

Big Bear Media
- Tourism
- Printing

Oneida Division of Public Works Community Development
- Community Development/GIS
- Engineering
- Planning

Oneida Community Members

Oneida Comprehensive Health Division (OCHD)
- Behavioral Health
- Community Health Services
- Dental
- Medical
- Optical
- Tribal Action Plan

Oneida Human Services Division
- Aging and Disability Services
- Cultural Heritage
- Food Distribution Center
- Public Transit
- Recreation

Oneida Nation Commission on Aging (ONCOA)

Land, Environmental, Agriculture, and Food as Medicine
- Natural Resources
- Sanitarian

Oneida Nation School System

Oneida Self-Governance

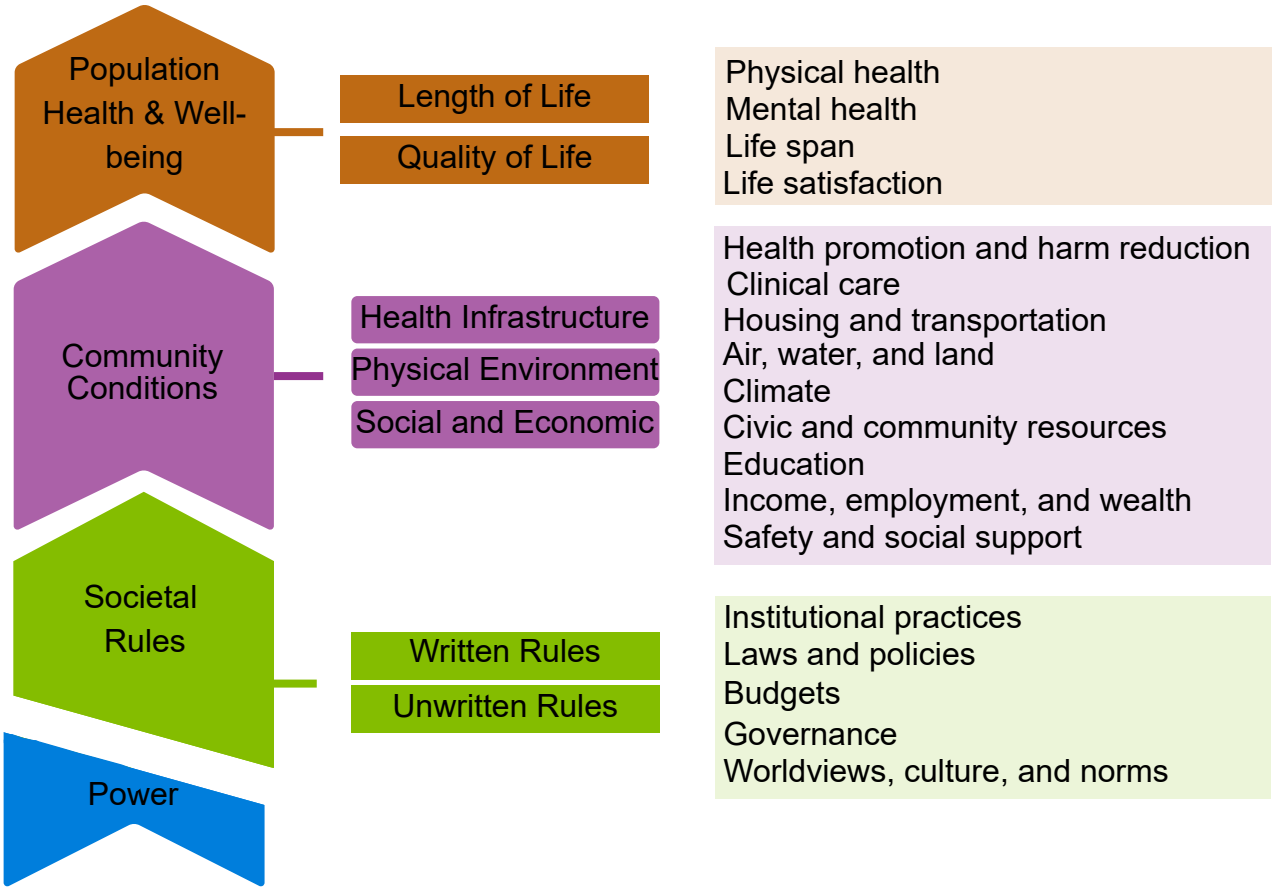
Introduction

What is a Community Health Improvement Plan?

A Community Health Improvement Plan (CHIP) is a five-year plan that serves as a guiding framework for health improvement initiatives within a community. The CHIP is a collaborative effort developed from community feedback and input. Its goal is to positively change the community's health.

What Makes a Community Healthy?

The World Health Organization describes health as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. Rather than treating an illness once someone is sick, disease prevention uses upstream efforts to reduce someone's chances of getting sick. Holistic health addresses all areas of wellness and is important to build a healthy community. Health is impacted by more than daily behaviors and choices. The health of the community is impacted by where people work, live, and play.



Adapted from University of Wisconsin Population Health Institute Model of Health (2025).

Indigenous Social Determinants of Health

What are indigenous social determinants of health?

Indigenous social determinants of health incorporate specific and unique aspects of American Indian and Alaska Native social, cultural, knowledge and beliefs, and political ways of life that create conditions that influence the health, healing and wellbeing of the peoples, which goes beyond the mainstream determinants of health. Tailored Indigenous frameworks can be used to strengthen Indigenous health and health-related systems, decolonize public health, and achieve health equity.

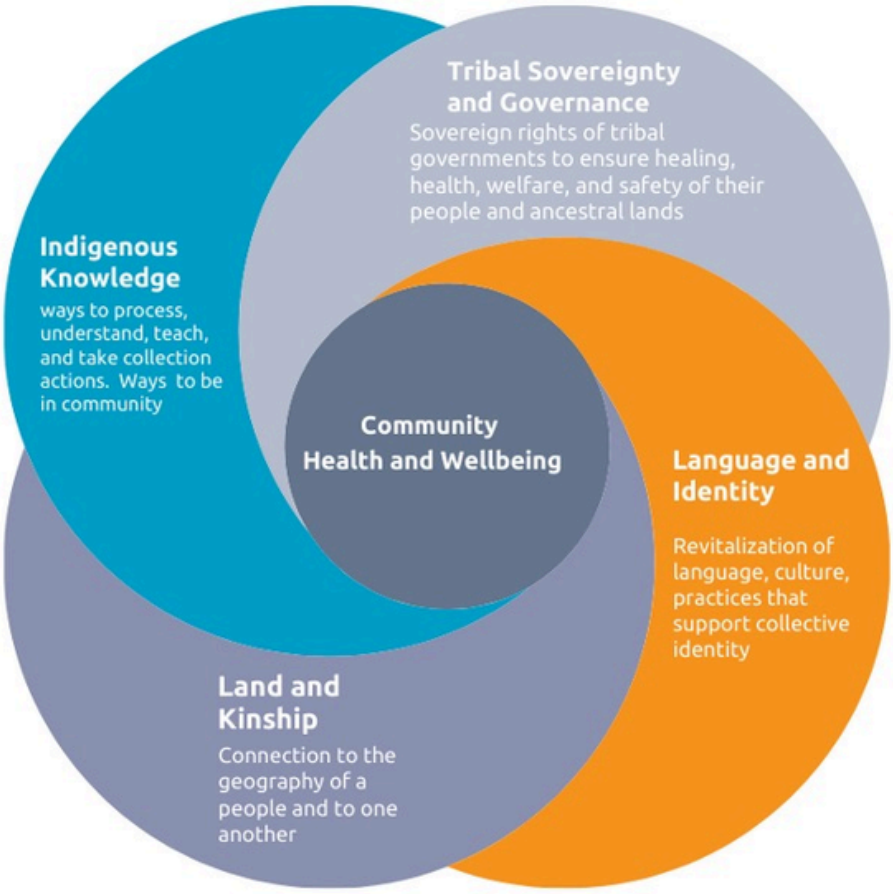
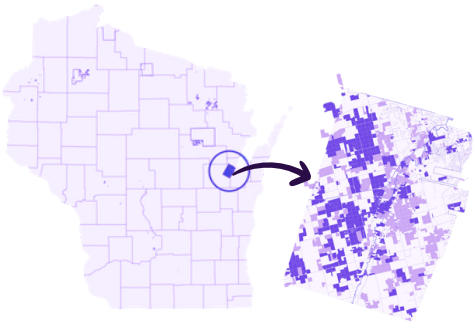


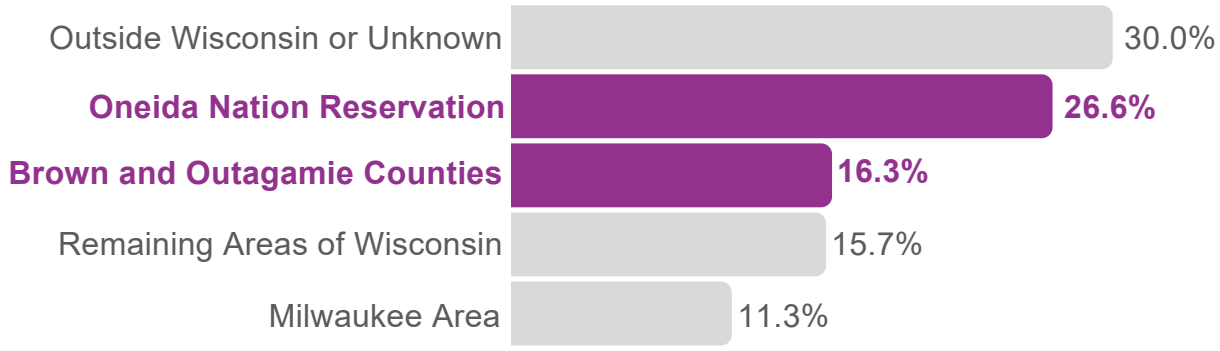
Image from Oré, Loerzel, Marziale, and Parker (2025).

Oneida Nation Community Profile

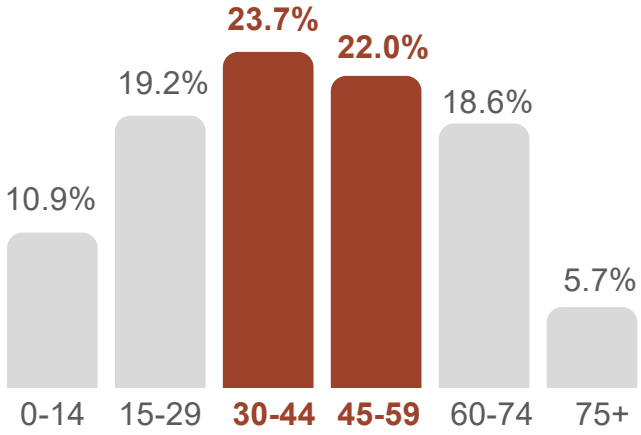
The Oneida Nation Reservation is located within the boundaries of Brown and Outagamie Counties in Northeast Wisconsin. It covers 65,400 acres, with approximately 28,888 being tribally owned. The Oneida Nation has approximately 17,246 citizens worldwide. **42.9% of Oneida citizens** (roughly 7,406 citizens) **live on the Oneida Nation Reservation or off the reservation in Brown and Outagamie Counties** (graph 1). **Almost half** (45.7%) **of Oneida citizens are between the ages of 30-59** (graph 2).



Graph 1. Oneida Nation Citizens by residential location



Graph 2. Oneida Nation Citizens by age group

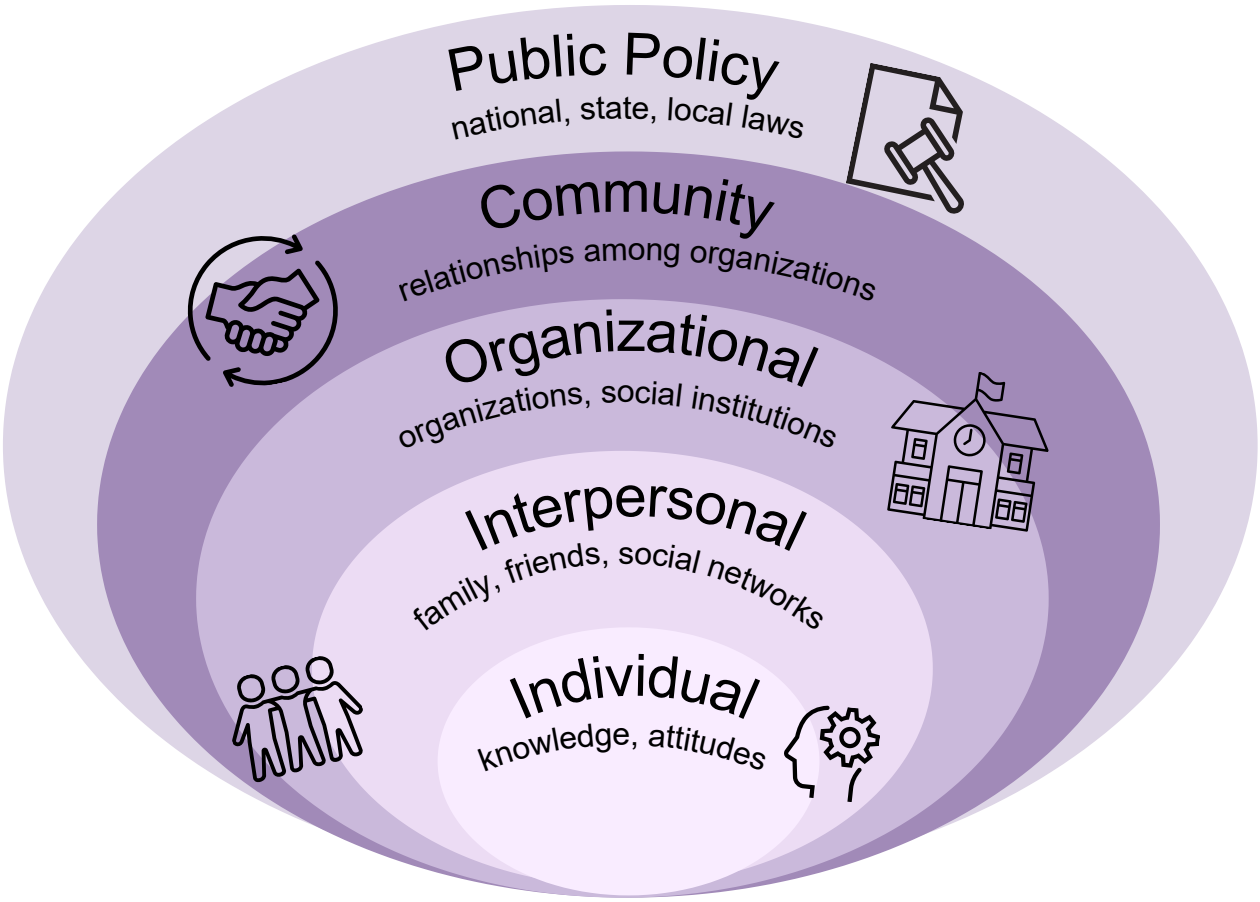


Data from Oneida Trust Enrollment Department (12/2025).

Health Improvement Model

Socio-Ecological Model

The socio-ecological model is used as a framework for the Oneida Community CHIP's strategies and initiatives. The socio-ecological model recognizes that there are multiple levels of influence on health behaviors and highlights the importance of working across levels to address the factors that influence both individuals and populations. The Oneida CHIP aims to improve health at the individual, interpersonal, organizational, community, and public policy levels.



Adaptation of McLeroy, Bibeau, Steckler and Glanz (1988).

Process and Timeline

Community Health Services (CHS) utilized the Mobilizing for Action through Planning and Partnerships (MAPP) process to guide the CHIP work. The MAPP process is a framework for communities to prioritize health issues, identify resources to address them, and take action. There are a total of six phases in MAPP. The CHIP is in Phase 6 (Action Cycle) where continuous planning, implementation, and evaluation is occurring.

Phase 1
Organizing

In January 2022, a community health survey was put together by representatives from CHS, OCHD, Environmental Health, and Self Governance. The survey was sent out to all enrolled Oneida citizens 18+ years living in Brown and Outagamie Counties.

In March 2023, CHS put together a comprehensive Community Health Assessment (CHA) that incorporated data findings from the community health survey, community led focus groups, and additional data sources.

Phase 2
Visioning

Phase 3
Four MAPP Assessments

In April 2023, CHS completed the Forces of Change Assessment and the Local Public Health System Assessment to determine how current/future events may impact the health of the community and the capacity of CHS to deliver the essential public health services.

In May 2023, CHS requested community members, partners, and stakeholders to review the CHA and vote on which health areas to be prioritized over the next 5 years.

Phase 4
Identify Strategic Issues

Phase 5
Formulate Goals and Strategies

In August 2023, CHS invited partners and stakeholders and community members to discuss the priority areas. Three Priority-Area Teams were formed. Each team determined goals and strategies to be completed over the next 5 years.

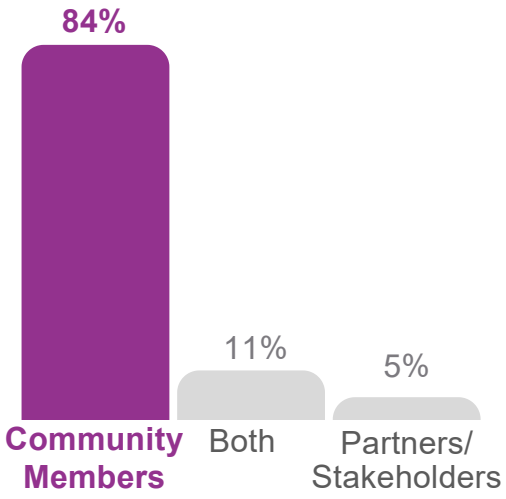
Since August 2023, CHIP Priority-Area Teams have been actively working towards meeting identified objectives.

Phase 6
Action Cycle

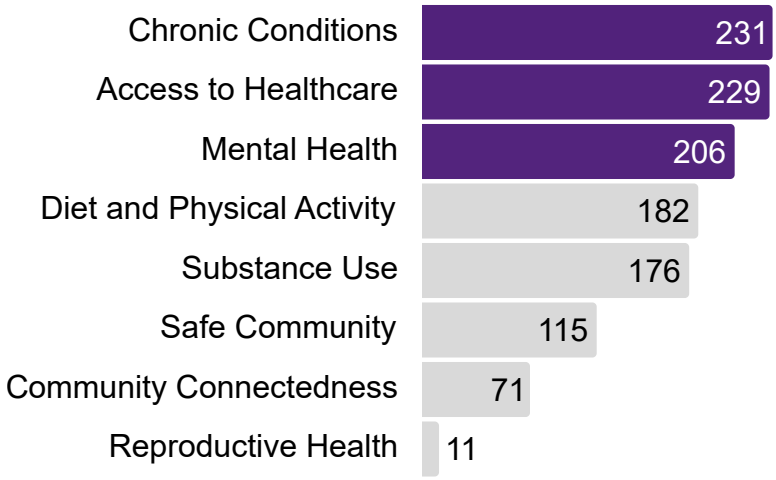
Determining the Priority Areas

To help determine which areas of health should be prioritized over the next five years, CHS sought out community and partner feedback through a brief survey. The CHA was posted online and shared through multiple communication channels to reach both Oneida Community Members and partners/stakeholders. At the end of the assessment, a link to a survey was provided for participants to vote on which health priorities they felt should be an area of focus for the next five-year CHIP. In addition, booklets of the 2022 CHA were mailed to all Oneida citizens 55+ years living in Brown and Outagamie Counties along with a paper version of the survey for them to mail back.

Survey Respondents



Health Priority Voting Results



After receiving just over 400 survey responses, it was determined that Access to Healthcare, Chronic Conditions, and Mental Health would be the 3 priorities over the next 5 years.

Access to Care

Chronic Conditions

Mental Health

Mission and Vision

Mission

We provide the highest quality, holistic health care to ensure the wellness for OUR Oneida Community.

Vision

Oneida Community Members will live healthy lifestyles through Improved Access to Care, Chronic Condition Management and Prevention, and Strong Mental Health.

Overview of Priority Areas

Priority Area 1: Improved Access to Care

Access to health care is defined as the “timely use of personal health services to achieve the best possible health outcome.” Having access to care allows individuals to seek out necessary care or treatment and have their health needs met. Access to affordable, quality health care is critical for overall health; however, many people face barriers that impact their ability to receive access to care and increase their risk of poor health outcomes. Access to care barriers can include lack of health insurance, poor access to transportation, and limited health care resources.

Priority Area 2: Chronic Conditions Management and Prevention

Chronic conditions are health problems that are long-lasting and tend to get worse over time. These conditions require continuing medical care and can lead to death or disability. Eating healthy, exercising, sleeping well, not smoking, and avoiding alcohol are some ways chronic conditions can be prevented and managed. Preventing and managing these conditions can ensure we live long healthy lives.

Priority Area 3: Strong Mental Health

Mental health is our emotional and social well-being. It is important for all ages as it affects how we think, feel, and act. Poor mental health can increase the risk of other problems, including chronic conditions, like diabetes and heart disease. Mental illness is very common, especially in the Native American population, yet it often goes untreated. Strengthening the community's mental health can improve quality of life to ensure the community lives happy, healthy lives.

Key Terms

To foster effective communication and collaboration among Oneida Community members, CHIP teams, partners, and collaborators, it is important to establish a shared understanding of key terms utilized within this document. By clearly defining these terms, we aim to eliminate ambiguity and ensure that everyone involved has the same understanding. This approach not only facilitates smoother interactions but also enhances the overall efficiency of our collective efforts.

PRIORITY AREA

Broad, health-related areas identified through the prioritization process that was informed by CHA data.

RESULT/GOAL

For our purpose, result and goal are used interchangably. These are general/broad statements about what change we want to see. These are paired with indicators, which measure progress.

INDICATOR

How we measure progress made towards a goal. They often are complex and can take years to see measurable progress. In other words, these are qualitative and quantitative methods to track community-level health and well-being changes (outcome measures).

OBJECTIVE

Statements that describe the result or goal to be achieved, and the manner in which they will be achieved. Objectives should be SMART.

Specific: Specify what should happen.

Measurable: Data that can be used to measure progress.

Achievable: Objectives are feasible.

Relevant: Aligned with the mission and vision of the agency.

Time Bound: Specify a timeframe for achieving the objective.

STRATEGY

General approach or coherent collection of actions which has a reasoned chance of achieving desired objectives. Policies, programs, or other actions intended to address the objectives.

PERFORMANCE MEASURE

Qualify how well a strategy is working or performing. These evaluate the quantity, quality, and overall impact of the strategies on the community. In other words, these are qualitative and quantitative methods to track the progress of actions or strategies (process measures).

Priority Area 1: Improved Access to Care

RESULT/GOAL

Increase access to comprehensive, high-quality care-coordination and health care services for all Oneida Community Members.

INDICATORS

Percent of patients that report neglecting the doctors because of transportation or distance (OCHD Electronic Medical Record).

Percent of adult (aged 18 years+) Oneida Citizens living in Brown and Outagamie County that had to delay medical care in the past 12 months because they were unable to get transportation (Community Health Survey).

OBJECTIVES

By December 31, 2028, decrease the percent of patients that report neglecting the doctors because of transportation or distance by 20%.

By December 31, 2028, decrease the percent of adults that had to delay medical care in the past 12 months because they were unable to get transportation by 20%.

STRATEGIES

By December 31, 2028, increase awareness and understanding of Oneida Public Transit medical trip scheduling requirements and processes among community members.

By December 31, 2028, increase awareness and understanding of available local non-emergency medical transportation options, including options through Medicaid.

By December 31, 2028, secure or formally pursue at least one funding source to improve equitable access to transportation for populations most impacted by transportation barriers.

PERFORMANCE MEASURES

Percent of patients with Medicaid or Medicaid HMO that neglect doctors because of transportation or distance (OCHD Electronic Medical Record).

Number of denied medical trips (Oneida Public Transit Report).

Number of denied medical trips to OCHD because nothing was available (Oneida Public Transit Report).

Number of denied medical trips for out of service area clinics due to lack of 24-hour notice (Oneida Public Transit Report).

Collaborators/Partners: Human Services Division, OCHD, Oneida Self-Governance

Priority Area 2: Chronic Conditions Management and Prevention

RESULT/GOAL

Improve, manage, and prevent chronic conditions by promoting healthy lifestyles and increasing awareness of resources in the Oneida Community.

INDICATORS

Percent of adult (aged 18 years+) Oneida Citizens living in Brown and Outagamie County that...(Community Health Survey)

Have been told they have diabetes by a doctor, nurse, or other health care professional.

Include exercise in their diabetes treatment plan.

Exercised in the past month.

Rate their physical health as “Excellent” or “Very Good”.

Are obese (Body Mass Index greater than 30 kg/m2).

Currently use e-cigarettes or other electronic “vaping” products every day or some days.

Have a working smoke detector in home.

Have a working carbon monoxide detector in home.

OBJECTIVES

By December 31, 2028, Oneida Community Members will be more aware of activities, on the Reservation, that promote a healthy lifestyle.

By December 31, 2028, OCHD Providers and Oneida Community Members will be aware of the most prevalent chronic conditions impacting the community through the promotion of prevention strategies and data.

By December, 31, 2028, increase the percent of adult Oneida Citizens that have a working smoke detector and carbon monoxide detector in home by 10 percent.

STRATEGIES

Through December 31, 2027, distribute Oneida Trail Guides to community members.

By December 31, 2027, increase utilization of trails on the Oneida Nation Reservation by implementing a story trail and launching a mobile trail application.

Through December 31, 2028, provide top three chronic condition resources and education to Oneida Community Members at 4 community events each year.

By December 31, 2028, establish sustained and consistent documentation for the top three chronic conditions and disseminate data, resources, and findings to departments across the Oneida Nation organization to support data-informed decision-making.

By December 31, 2026, implement one Youth Against Vaping Art Camp for up to 20 youth.

By December 31, 2027, provide carbon monoxide poisoning education to the community along with the distribution of smoke alarms/carbon monoxide detectors to patients in need.

PERFORMANCE MEASURES

Trail Guide Workgroup:
Number of Oneida Trails Guides that were distributed to community members.
Number of surveys completed via QR codes located on Oneida trails.
Number of events with trails guides available.
Number of storybooks each year on trail.
Number of mobile trail application downloads.

Top Chronic Conditions Workgroups:
Number of events where chronic conditions data and health resources were provided.
Number of community members that interacted with data and health resources at event.

Culture is Prevention – Youth Against Vaping Art Camp:
Number of youth who participated in art camp.
Percent of youth participants that strongly agree or agree that participation in this art camp helps them feel connected to their culture, the land-air-water-nature, community, and Nation through art.

Safe Homes Workgroup:
Number of OCHD patients screened for the presence of working carbon monoxide and smoke detectors in the home.
Number of OCHD patients that recieved smoke/carbon monoxide detectors.
Number of culturally relevant health education materials developed and approved for disseminated through print and social media channels.

Collaborators/Partners: Big Bear Media, Division of Public Works Community Development, Human Services Division, Land, Environmental, Agriculture, and Food as Medicine, OCHD, Oneida Digital Technology Services

Priority Area 3: Strong Mental Health

RESULT/GOAL

Strengthen and promote the mental wellness of the Oneida Community.

INDICATORS

Percent of adult (aged 18 years+) Oneida Citizens living in Brown and Outagamie County that always or usually get the social and emotional support they need (Community Health Survey).

Percent of adults that rate their mental health as “Excellent” or “Good” (Quality of Life Survey).

Percent of adult (aged 18 years+) Oneida Citizens living in Brown and Outagamie County that have considered suicide in the past 12 months (Community Health Survey).

Percent of adult (aged 18 years+) Oneida Citizens living in Brown and Outagamie County that are limited in activities due to physical, mental, or emotional problems (Community Health Survey).

Stigma surrounding mental health remains a concern and should be addressed, as identified through qualitative feedback from the 2025 Deliberative Inquiry Focus Groups and 2022 CHIP members.

OBJECTIVES

By December 31, 2028, increase the percent of adults that always or usually get the social and emotional support they need by 20 percent.

Reduce mental health stigma within the community.

STRATEGIES

By December 31, 2027, provide Mental Health First Aid (MHFA) training to all OCHD employees to build capacity to recognize and respond to mental health and substance use challenges among community members, clients, and colleagues.

By December 31, 2028, expand MHFA training to additional employees within the Oneida Nation and to community members.

PERFORMANCE MEASURES

Number (and percent) of OCHD employees who complete MFHA training.

Number of other Oneida Nation employees who complete MHFA training.

Number of Oneida Community Members who complete MHFA training.

Collaborators/partners: OCHD, Oneida Self-Governance

Next Steps and Monitoring

The CHIP is designed to address key health priorities by setting high-level goals, identifying clear objectives, and implementing effective strategies. Recognizing the dynamic nature of policies and external factors, the CHIP is adaptable and could evolve annually to reflect changing needs and conditions. Each year, the CHIP Team will gather to celebrate past achievements and identify work for the upcoming year.

The groups within CHIP continue to focus on establishing performance measures that will evaluate the quantity, quality, and overall impact of the strategies on the community. To facilitate ongoing evaluation and transparency, we are developing a better way to monitor our work, which will allow partners and CHIP Teams to track progress and outcomes over time, ensuring that the work remains responsive and effective in improving the health of the Oneida Community.

Are you interested in learning more or getting involved in this work?
Please contact:

Michelle Tipple, BSN, RN
Community/ Public Health Officer
mtipple@oneidanation.org
920-869-2711

Peggy Helm-Quest, MSEd, MHA-PH
Public Health Coordinator
phelmque@oneidanation.org
920-869-6545

Paige Dworak, MPH
Epidemiologist
pdworak@oneidanation.org
920-490-3907

References

Introduction (page 4)

- Centers for Disease Control and Prevention. Community Planning for Health Assessment: CHA and CHIP (May 16, 2024). https://www.cdc.gov/public-health-gateway/php/public-health-strategy/public-health-strategies-for-community-health-assessment-health-improvement-planning.html
- University of Wisconsin Population Health Institute. University of Wisconsin Population Health Institute Model of Health (March 19, 2025). County Health Rankings & Roadmaps 2025. https://www.countyhealthrankings.org/what-impacts-health/model-of-health
- World Health Organization. WHO Constitution. https://www.who.int/about/governance/constitution

Indigenous Social Determinants of Health (page 5)

- National Network of Public Health Institutes. Indigenous Social Determinants of Health. https://nnphi.org/relatedarticle/indigenous-social-determinants-of-health/
- Oré, Loerzel,Marziale, and Parker. Developing Indigenous-Centered Healing, Health, and Wellness Frameworks to Strengthen Indigenous Health Systems, Decolonize Public Health, and Achieve Health Equity (May 2025), from https://doi.org/10.2105/AJPH.2024.307958.

Oneida Nation Community Profile (page 6)

- Data from Oneida Nation Enrollements Department (June 2026).

Health Improvement Model (page 7)

- McLeroy, Kenneth R., et al. (1988). An Ecological Perspective on Health Promotion Programs. Health Education Quarterly.

Process and Timeline (page 8)

- National Association of County and City Health Officials. Mobilizing for Action through Planning and Partnerships: A Community Approach to Health Improvement Fact Sheet (February 2008). https://www.naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/MAPP-factsheet-system-partners.pdf

References

Priority Areas (page 11)

- Centers for Disease Control and Prevention. About Chronic Conditions (October 4, 2024). https://www.cdc.gov/chronic-disease/about/index.html
- Centers for Disease Control and Prevention. About Mental Health (August 8, 2024). https://www.cdc.gov/mental-health/about/index.html
- Institute of Medicine Committee on Monitoring Access to Personal Health Care Services. Access to Health Care in America (1993). https://nap.nationalacademies.org/read/2009/chapter/4#33
- US Department of Health and Human Services. Access to Health Services. https://odphp.health.gov/healthypeople/priority-areas/social-determinants-health/literature-summaries/access-health-services

Common Language (page 12 continued)

- Brown County Health Department. Brown County Community Health Improvement Plan 2025 - 2027. https://www.stayhealthybc.com/i/f/files/Business/Final%202025-2027%20CHIP(1).pdf
- Clear Impact. Results Based Accountability Glossary. https://clearimpact.com/results-based-accountability/implementation-guide/glossary/
- Minnesota Department of Health. Objectives and Goals: Writing Meaningful Goals and SMART Objectives. https://www.health.state.mn.us/communities/practice/resources/phqitoolbox/objectives.html
- National Association of County and City Health Officials. Choosing Strategies and Tactics for Health Improvement (June 13, 2012). https://www.naccho.org/uploads/downloadable-resources/CHACHIP-Webinar-13-Choosing-Strategies-and-Tactics-Final-Slides.pdf
- Public Health Accreditation Board. Standards and Measures for Reaccreditation Version 2022 (February 2022). https://phaboard.org/wp-content/uploads/Standard-Measures-Version-2022-Reaccreditation.pdf
- Wisconsin Department of Health Services. Clear Impact Scorecard Template. https://www.dhs.wisconsin.gov/publications/p02535.pdf
- Wisconsin Department of Health Services. Wisconsin State Health Improvement Plan 2023 - 2027. https://www.dhs.wisconsin.gov/publications/p01791-2023.pdf

Appendix A:
2025 Accomplishments

Leveraging Data to Guide Community Resources and Education

Data from the Oneida CHA and the OCHD Electronic Medical Record were analyzed to identify the top three chronic health conditions affecting the Oneida community. Data and resources to support improved health outcomes were distributed at 4 community events, reaching approximately 580 community members.

Community Dialogues Focused on Mental Health Gaps

In partnership with UW–Madison Extension, OCHD conducted three Mental Health Community Dialogues with Oneida community members and Oneida Nation employees. These sessions engaged five community members and 22 employees to discuss gaps in mental health and identify opportunities for improvement. Insights from the conversations are being used to inform policy, education, and service improvements to support community mental health.

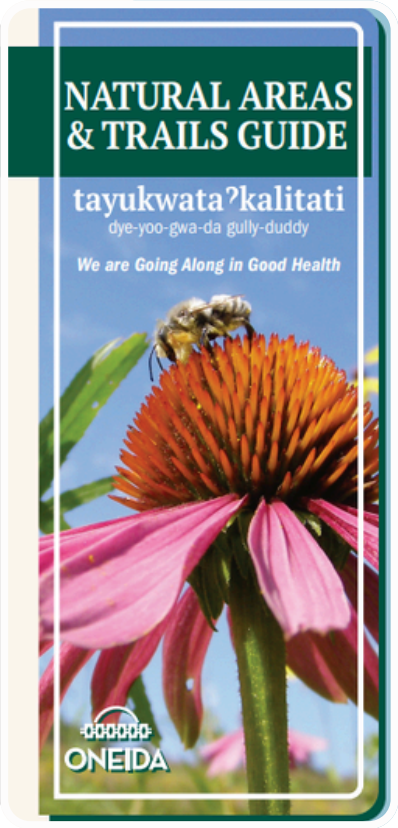
Culture is Prevention – Youth Against Vaping Art Camp

The Youth Against Vaping Art Camp brought together 19 local youth to learn about traditional tobacco, how to use art as activism, and various art techniques. This was a collaboration between Oneida Nation artist mentors, staff from Oneida Nation Elementary School, Oneida Cultural Heritage, Oneida Arts Program, Oneida Nation Museum, and the Community Health Services Department.

Appendix A:
2025 Accomplishments (cont.)

Focus on Non-Emergency Medical Transportation

The Access to Care team convened to formally establish a new focus on non-emergency medical transportation. The team reviewed available data to determine groups most impacted by transportation barriers and engaged in structured discussions to identify ideas and potential partnerships to inform future strategies and next steps.



Natural Areas and Trails Guide

Version 2 of the Natural Areas and Trails Guide was finalized, with nearly 1,000 copies distributed to Oneida Community members. The guide encourages community access to local natural areas and trails and highlights medicinal plants, trees, and animals commonly observed in these spaces. This project was a collaboration among OCHD, Conservation, LEAF, GIS, Big Bear Media, Cultural Heritage, and Tourism.

ONEIDA

Community Health Services Department