

STRATEGIC HEALTH PRIORITIES FOR WAUKESHA COUNTY

HEALTHY AGING

MENTAL HEALTH

SUBSTANCE USE

CHIP

PROGRESS & IMPACT REPORT

2022-2026



Waukesha County

Community Health Improvement Plan

Progress & Impact Report



A MESSAGE

TO OUR COMMUNITY

The progress in this report reflects the commitment of community organizations, CHIP Action Team members, and partners across Waukesha County. Together, they shared perspectives, contributed data, and turned community health priorities into action.

This report follows up on the strategic initiatives introduced in 2024 for **Healthy Aging, Mental Health, and Substance Use**, highlighting what was accomplished, what we learned, and what comes next.

As the 2022–2026 CHIP concludes, these partnerships and lessons will help shape the 2027–2029 plan, guided by updated data and community voices.

THIS REPORT

AIMS TO CAPTURE

PROGRESS

What partners put into action across three priorities.

LEARNING

What worked, what changes, and what teams learned.

CONTINUATION

What will continue, transition, or be preserved.



Public Health
Prevent. Promote. Protect.

Waukesha County Public Health

A DIVISION OF



Wisconsin Statute § 251.05(3)(c) requires local health departments to engage key policymakers and the public in developing a Community Health Improvement Plan that guides action on identified health priorities.

PUBLISHED 10/30/2026

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A picture from our CHIP Launch, at the Ingleside Hotel, Pewaukee, WI, March, 2024.

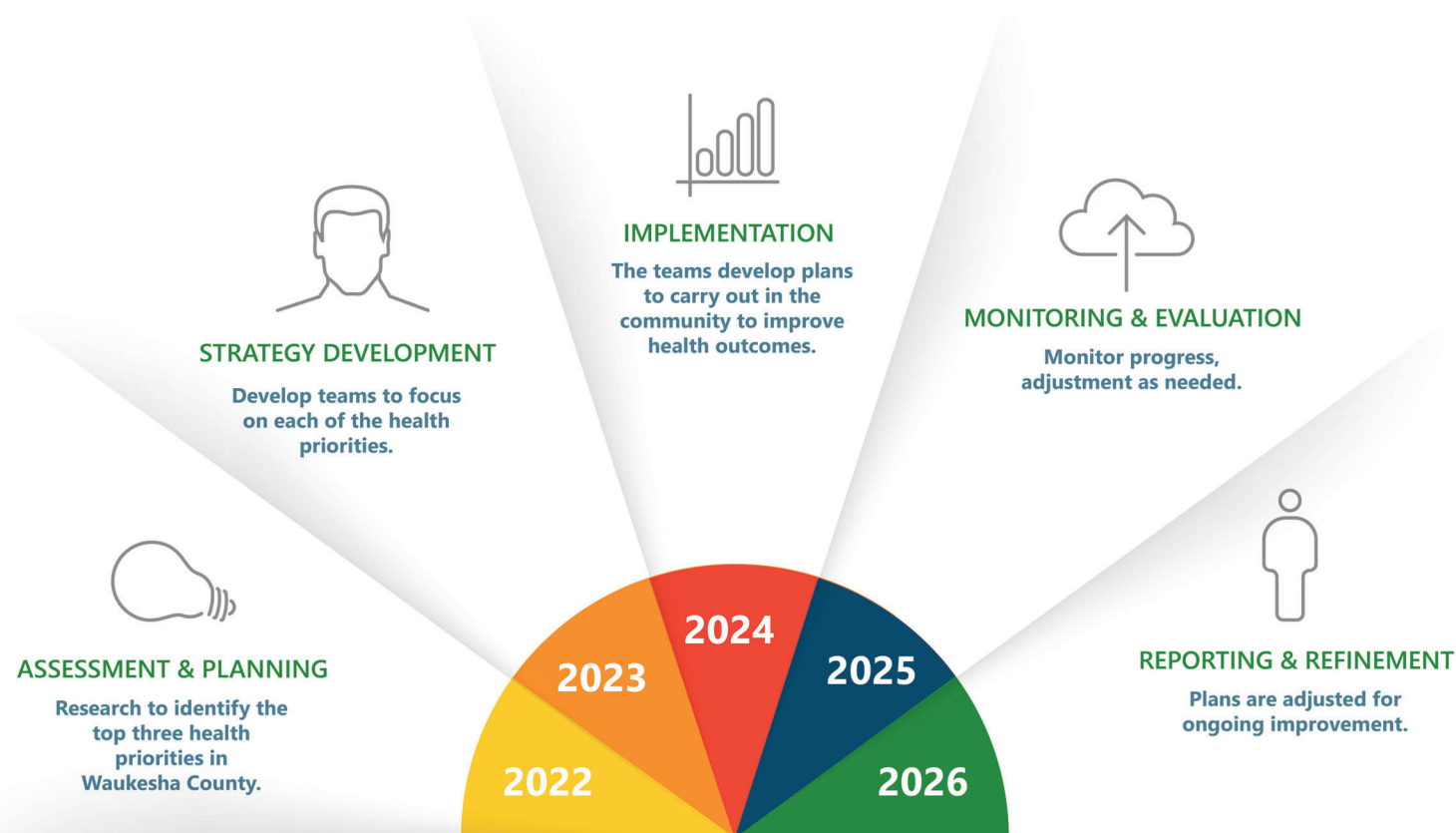


2022-2026 CHIP TIMELINE

TAKING US FROM ASSESSMENT TO ACTION

A COMMUNITY PROCESS BUILT ON PARTNERSHIP

Waukesha County's Community Health Improvement Plan brings residents, organizations, and community leaders together to identify and address the county's most pressing health challenges.

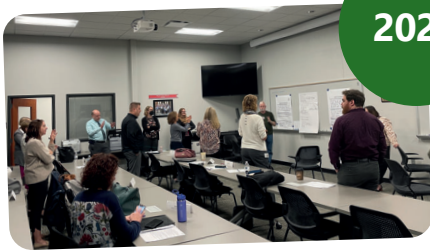


THREE PRIORITIES GUIDED COMMUNITY ACTION:

HEALTHY AGING

MENTAL HEALTH

SUBSTANCE USE



2022

Community Health Assessment

The cycle began in 2022 with a comprehensive assessment of community health using the Mobilizing for Action through Planning and Partnerships (MAPP) framework. The Quality of Life Survey and secondary data sources provided a broad view of health status, community strengths, and challenges.



2023

Planning & Team Development

Using Community Health Assessment findings, a steering committee composed of key community stakeholders was convened to review the assessment results and identify priority areas for action. Through a collaborative decision-making process, three health priorities were selected to guide community efforts over the next four years: **Mental Health, Healthy Aging, and Substance Use**. Community partners worked together to establish leadership structures, develop strategic plans, and create implementation teams for each priority area.



2024

CHIP Launch and Implementation

Each action team was led by a group of tri-chairs who provided coordination, facilitated stakeholder engagement, and guided the development and execution of strategies designed to address the identified health priorities. Action Teams presented their commitments, desired results, indicators, and strategies, then began advancing data-informed activities.



2025

Monitoring & Evaluation

Action teams advanced evidence-informed strategies, strengthened cross-sector collaboration, and monitored progress toward achieving long-term, systems-level improvements in each priority area. These efforts sought not only to address immediate community needs but also to create sustainable changes that would improve health outcomes for years to come.



2026

Evaluation & Sustainability

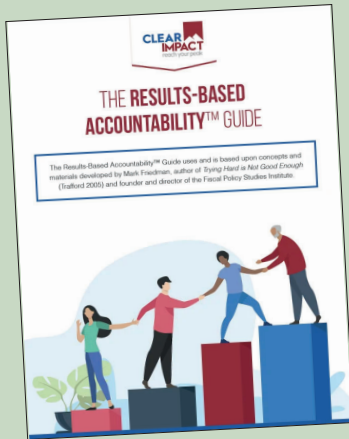
As the five-year cycle concludes in 2026, efforts have centered on evaluating accomplishments, documenting lessons learned, and identifying opportunities to sustain successful initiatives beyond the CHIP cycle. This final report highlights the collective impact of community partners and summarizes the progress made toward improving health and well-being across Waukesha County.



Action Team Updates:
Get a Sneak Peek at Waukesha County's
CHIP Progress & Impact Report

NEW THIS CHIP CYCLE RBA & ARPA FUNDS

RESULTS BASED ACCOUNTABILITY



RBA E-BOOK



For the first time, teams used Results-Based Accountability (RBA) to move from talk to action. Teams defined their desired end results, used data to understand how they were doing, explored the “Story Behind the Curve,” and identified strategies to improve outcomes. This approach helped connect data, context, and action around shared goals.

CHIP ARPA FUNDING

\$300,000

One-time funding helped partners launch, expand, and strengthen work aligned with three CHIP priorities.

Grant recipients could participate even if they were not formal CHIP Members.

Waukesha County received American Rescue Plan Act (ARPA) funding in response to the COVID-19 pandemic. One way the County chose to invest these funds back into the community was by supporting local organizations working to advance CHIP strategies and address the county’s top health priorities. Through a competitive grant process, funding supported work in Mental Health, Substance Use, and Healthy Aging.

Visit each team’s page for details on the ARPA grants received, funding amounts, and how the funds were used.

CHIP PRIORITY ACTION TEAMS SUBGROUPS

Following the selection of Mental Health, Healthy Aging, and Substance Use as Waukesha County's three CHIP priorities, Action Teams were established to translate these broad community health priorities into focused strategies and measurable activities. Using the Results-Based Accountability framework, teams identified desired population-level results, selected indicators to monitor progress, and developed targeted strategies to address identified needs.

As implementation progressed, several Action Teams developed smaller subgroups to advance specific strategies requiring focused expertise, coordination, or implementation. These subgroups brought together public health, healthcare, human services, community-based organizations, academic institutions, and individuals with subject matter or lived experience. The following sections summarize the work completed by these groups during the 2022–2026 CHIP cycle, including accomplishments, challenges, lessons learned, and decisions regarding sustainability beyond the current CHIP.

2022-2026 STRATEGIC HEALTH PRIORITIES & SUBGROUPS

HEALTHY AGING

MEASUREMENT

PARTNER & PROMOTION

SUSTAINABILITY

MENTAL HEALTH

ENDING THE SILENCE

988 PROMOTION

MENTAL HEALTH DATA

AWARENESS DAYS

NAVIGATION

SUBSTANCE USE

HARM REDUCTION

CERTIFIED PEER SUPPORT

SUBSTANCE USE & HOUSING

EXPLORE DATA THROUGH THE CLEAR IMPACT SCORE CARD

The Clear Impact Scorecard is an online tool that brings goals, data, and strategies together to help communities track progress. Built on the Results-Based Accountability framework, it connects the changes we want to see with measures that help us understand how we're doing.

For the 2022–2026 CHIP, we used Clear Impact to organize and share information across our three priorities: Healthy Aging, Mental Health, and Substance Use. It provides a closer look at the work summarized in this report, including:

- **Project Overviews and Goals:** What teams set out to accomplish.
- **Data and Sources:** Measures used to monitor community trends and assess progress, along with where the data came from.
- **Story Behind the Curve:** Context explaining the trends, including challenges and factors that may influence results.
- **Root Causes:** Underlying conditions teams identified as contributing to health challenges.
- **Partners and Strategies:** Who has a role in the work and approaches identified to support improvement.
- **Technical Notes:** Additional background and details that help explain the work.

This report shares the highlights... **Clear Impact** lets you explore the details.



For additional data and details, check out our **Clear Impact ScoreCard**.



HEALTHY AGING



MEASUREMENT

PARTNER & PROMOTION

SUSTAINABILITY

CLEAR IMPACT CHIP SCORECARD



ARPA GRANTS RECEIVED



ERAS SENIOR NETWORK

Social Connection & Volunteer Support **\$47,948**

Increase social connections through their Retired and Senior Volunteer Program, weekly phone calls and visits, transportation services, and seasonal yard clean up with students.



CITY OF WAUKESHA

Parks, Recreation & Forestry **\$31,222**

Offer no-cost Ballroom Basics training to develop a pool of instructors, and free Ballroom Basics classes to improve balance and decrease falls.



AURORA HEALTH CARE

Falls Coalition & Workforce Training **\$21,850**

Support the Waukesha County Falls Prevention Coalition by increasing membership in the coalition, promote community wide awareness and access to fall screening through resource distribution and participation in community events. They will also educate and train the healthcare workforce on evidence-based strategies to prevent falls.



LA CASA DE ESPERANZA

Seniors and Scholars Connections **\$32,444**

Increase social connections through Seniors and Scholars Program. Middle school students will be paired with seniors to conduct podcast interviews, have a monthly "grandparents' lunch", enjoy quarterly game days, a trip to the zoo, and participate in other activities.



UW-EXTENSION

Board of Regents **\$15,907**

Decrease falls by expanding StrongBodies classes to more locations and increasing the number of instructors.

2022-2026 CHIP HEALTHY AGING ACTION TEAM

The Healthy Aging Action Team focused on two interconnected areas affecting the health and independence of older adults:
falls prevention and social connection.



Action Team Members, 2023



Action Team Members, 2026

ACTION TEAM CO-CHAIRS



Sarah BUTZ

Director of Community Benefit,
ProHealth Care



Mary SMITH

Citizen Member
Former ADRC Manager,
Waukesha County HHS



Dave CARROLL

PhD, LP, Assistant Clinical Professor of
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Lisa BITTMAN

ADRC Coordinator
Waukesha County HHS

ACTION TEAM MEMBERS

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Betty Koepsel, ADRC Board Member
Brian Cooper, LaCasa De Esperanza
Cathy Bellovary, Citizen Member
Dan Michaels, Waukesha County HHS
Donna Dziewik, Citizen Member
Jillian Smith, UW - Extension, Waukesha County
Joel Gaughan, Waukesha County
Judith Amorsen, Eras Senior Network
Katy Maas, UW - Extension, Waukesha County
Kira Grosenick, Shorehaven
Kristin Beilfuss, Waukesha County HHS
Laura Armstrong, ProHealth Care
Lisa Glenn, Brookfield Senior Center

Lisa Ulicki, Menomonee Falls Fire Department
Lucy Medrow, Aurora Healthcare
Lydia Krause, Waukesha County HHS, ESS
Mandie Reedy, Froedtert Health
Mark Thompson, Waukesha Rec Dept.
Mary Berg, Former Waukesha Rec Dept.
Mel Brostowitz, Retired, Citizen Member
Nancy Shea, Ascension, Elmbrook
Nathan Saltzman, Menomonee Falls
Renee Ramirez, Retired, Citizen Member
Sarah Pfeiffle, Waukesha County HHS
Shirley Peterson, Retired, Citizen Member
Suzie Ryer, Aurora Healthcare

HEALTHY AGING

A SHIFT IN APPROACH

Throughout the 2022–2026 CHIP cycle, the Healthy Aging Action Team brought community partners together around two priorities: preventing falls and strengthening social connections among older adults. Members contributed their time, expertise, and community relationships to identify needs, share resources, and support coordinated efforts across Waukesha County.

CHIP ARPA funding added resources to this work. Five of the seven grants supported initiatives aligned with Healthy Aging priorities, helping community partners put strategies into action. These investments complemented the Action Team’s collaboration and the ongoing work of partner organizations.



As funded partners led implementation, the Action Team adapted its role to support and connect their efforts. A January 2025 Consensus Building workshop led to three subgroups: Measurement, focused on understanding progress toward Healthy Aging goals; Partner & Promotion, focused on strengthening partner connections and raising awareness of programs and resources; and Sustainability, focused on supporting efforts beyond the grant period. These subgroups gave members defined roles in supporting partner-led initiatives and planning for what comes next.



Data from the [Clear Impact Scorecard](#) highlight ongoing challenges in preventing falls and strengthening social connections. Among adults age 60 and older, both emergency department visits and hospital admissions for unintentional falls increased. From 2023 to 2026, Waukesha County also saw an increase in the percentage of people who reported always or nearly always feeling lonely and isolated.

These trends reinforce the need for continued collaboration and for looking at both countywide outcomes and participants’ experiences in local programs to understand what is working and where more support is needed.



HEALTHY AGING

MEASURING OUR COLLECTIVE WORK

1

People 60+ in Waukesha County will be **safe from falls**.

DATA INDICATORS

- A** ▼ Decrease number of unintentional emergency department visits due to falls.
- B** ▼ Decrease number of hospital admissions due to falls.
- C** ▼ Decrease number of Waukesha County 911 calls reporting falls.

2

All people in Waukesha County will have **social connections**.

DATA INDICATORS

- D** ▼ Decrease Percentage of adults age 55 and older reporting feelings of loneliness and isolation always or nearly always.
- E** ▼ Decrease Number of poor mental health days reported during the previous 30 days.

WHAT THE DATA SHOWS

A Emergency Department Visits

7,702 per 100,000 adults 65+ | 2025

The rate increased from 5,165 per 100,000 in 2020 to 7,702 in 2025.

B Hospital Admissions Due to Falls

1,331 admissions | 2024

Admissions increased from 965 in 2018 to 1,331 in 2024.

C EMS Calls Related to Falls

7,030 calls | 2025

Calls increased from 5,276 in 2021 to 7,030 in 2025.

D Loneliness and Isolation

8% of adults 55+ | 2026

The percentage of adults age 55 and older who reported always or often feeling lonely or isolated increased from 6% in 2023 to 8% in 2026.

E Poor Mental Health Days

4.4 days in the past 30 days | 2025

Residents reported an average of 4.4 poor mental health days in the past 30 days, a 42% increase from baseline.

Healthy Aging			
<div> – R Aging People 60+ in Waukesha County will be safe from falls </div>			
	Most Recent Period	Current Actual Value	Baseline % Change
A + I Aging Rate of unintentional emergency department visits due to falls	2025	7,702	56% ↗
B + I Aging # of hospital admissions due to falls	2024	1,331	57% ↗
C + I Aging # of Waukesha County dispatch EMS calls related to falls	2025	7,030	33% ↗
<div> – R Aging All people in Waukesha County will have social connections </div>			
	Most Recent Period	Current Actual Value	Baseline % Change
D + I Aging % of adults 55+ reporting feelings of loneliness and isolation always or nearly always	2026	8%	33% ↗
E + I Aging # of "poor mental health days" in last 30 days	2025	4.4	42% ↗

WHAT WE LEARNED

Fall-related outcomes continued to increase despite substantial prevention efforts. The original root-cause analysis pointed to gaps in program access, education, resources, and fall prevention awareness. These areas informed Action Team strategies, CHIP-funded ARPA projects, the Falls Prevention Coalition, and community partner efforts. The continued increase does not necessarily mean these efforts were ineffective, but it does show that population-level outcomes have not improved.

Social connection efforts highlighted the value of coordinating with partners working toward shared goals. ADRC's grant helped advance planned activities, reinforcing the importance of clarifying roles, tracking partner contributions, and evaluating whether efforts lead to meaningful improvements in connection and reduced loneliness.

LOOKING FORWARD

Further analysis is needed to assess the impact of fall prevention efforts and determine whether the original root causes and strategies remain appropriate. Findings can help determine what should be sustained or expanded and where strategies may need to be refined or shifted.

MEASUREMENT SUBGROUP

The Measurement Subgroup focused on strengthening evaluation of social connection and falls prevention efforts across Waukesha County. A review of existing measurement practices found differences in how organizations defined, collected, and reported program data, making it difficult to understand the collective reach and impact of activities across organizations.

Healthy Aging Waukesha County - Data Sharing

Healthy Aging Waukesha County uses our Community System to share information about their programs and services related to Fall Prevention and Social Connection. By gathering this data, we aim to highlight the collective efforts addressing these important health outcomes.

We are kindly requesting you to complete this form each quarter, using the schedule below, to enable us to set any Fall Prevention or Social Connection activities your organization has planned.

Data Sharing Due Dates

- *Quarter 1 (January - March) Expires April 15
- *Quarter 2 (April - June) Expires July 15
- *Quarter 3 (July - September) Expires October 15
- *Quarter 4 (October - December) Expires January 15

When you submit this form, it will not automatically collect your details like name and email address unless you provide it, please:

1. Name of Partner Agency *

2. Name of person completing this form *

3. Reporting period *

4. Which initiative is this opportunity/event related to *

☐ falls prevention

☐ social connection

Submit

MEASUREMENT SUBGROUP

continued...

ACTIVITIES & ACCOMPLISHMENTS

The subgroup developed a shared measurement approach to better capture both the reach and impact of Healthy Aging activities. An organizational reporting tool was created to track educational and community awareness events and participation across falls prevention and social connection initiatives. A separate consumer feedback tool was developed to gather participant perspectives on outcomes related to each focus area.

Implementation began in late 2025, with participating organizations submitting data quarterly. The organizational reporting tool gained strong

participation, with partners reporting 126 educational and community awareness events reaching 4,090 participants during the first two quarters of 2026. Consumer feedback data also began to provide insight into participant experiences and outcomes, including confidence and physical improvements related to falls prevention and increased social connection.

Together, these tools established a more consistent approach to measurement across participating organizations and strengthened the ability to demonstrate the collective reach and impact of Healthy Aging efforts in Waukesha County.

CHALLENGES & LESSONS LEARNED

The measures established earlier in the CHIP cycle did not fully capture the work occurring through community-based programs and activities. Organizations also used different approaches to data collection, limiting the ability to aggregate information and demonstrate collective impact.

Implementation of the new tools demonstrated the importance of balancing meaningful measurement with practical data collection. While the organizational reporting tool gained strong participation, broader adoption of the consumer feedback tool remains an area for continued development. Early responses demonstrate its potential to provide valuable information about participant outcomes, but additional work is needed to integrate consumer feedback collection more consistently across programs and organizations.

The experience reinforced that shared measurement requires not only well-designed tools, but also clear expectations, practical processes, and continued partner engagement.



MEASUREMENT SUBGROUP SUSTAINABILITY

In June 2026, the ADRC of Waukesha County assumed ongoing responsibility for data collection and analysis related to social connection and falls prevention, with goals to strengthen reporting and expand participation countywide.



PARTNER & PROMOTION SUBGROUP

With significant Healthy Aging work already underway across Waukesha County, the **Partner & Promotion Subgroup** focused on connecting and elevating existing efforts rather than duplicating programs. This subgroup identified gaps, promoted partner-led initiatives, and strengthened connections across fall prevention and social connectedness efforts.

ACTIVITIES & ACCOMPLISHMENTS

This subgroup developed and disseminated two educational one-pagers focused on social connectedness and fall prevention. The materials were shared through the ADRC, Eras Senior Network, community events, and partner organizations to increase access to Healthy Aging information and resources.

This subgroup also supported partner-led initiatives, including the Waukesha and Milwaukee Counties Community Calendar, which connects older adults and adults with disabilities to local events, groups, classes, and opportunities for social connection. While developed outside of the Action Team, the subgroup helped promote the calendar and expand its use among community partners.

PARTNER SPOTLIGHT:

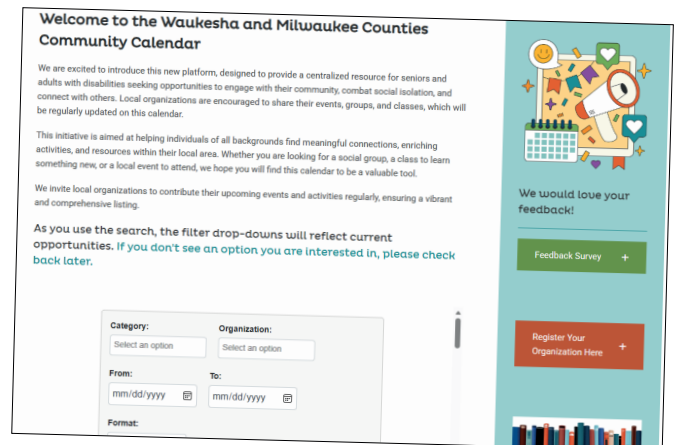


The ADRC of Waukesha County secured a separate grant addressing social connection and loneliness. These efforts complemented CHIP's Healthy Aging goals and advanced activities that aligned with the Healthy Aging Action Team.



CHALLENGES & LESSONS LEARNED

The subgroup initially explored creating a comprehensive partner inventory. However, compiling and maintaining a new spreadsheet was determined to require significant ongoing effort, and a formal partner list was ultimately not created. The experience highlighted that numerous partner lists already exist across organizations and that creating



PARTNER & PROMOTION SUBGROUP

continued...

another list could result in duplication and quickly outdated information.

A key lesson was to focus future efforts on identifying where existing partner lists are housed and who is responsible for maintaining them. This approach may make partner information easier to reference while reducing unnecessary duplication and administrative burden.



Mary, Dave & Sarah taking a picture with CHIP, 2024.



PARTNER & PROMOTION SUBGROUP SUSTAINABILITY

The Partner & Promote Subgroup sunsets in September 2026. Partners are encouraged to continue its work through existing programs and the Social Connectedness or Falls Prevention coalitions.

SUSTAINABILITY SUBGROUP

The Sustainability Subgroup focused on how Healthy Aging initiatives and community coalitions could be supported beyond the CHIP cycle. As partner-led efforts grew, the subgroup identified a broader need for infrastructure to identify, receive, and manage funding for community health improvement efforts.

ACTIVITIES & ACCOMPLISHMENTS

The subgroup developed a grant tracker to identify and share funding opportunities relevant to Healthy Aging initiatives and community coalitions. Members also brought fundraising expertise to the work, including offering to connect coalitions and partner organizations with potential funders and community resources.

The subgroup also raised broader questions about the funding infrastructure available to CHIP initiatives and community coalitions. These discussions prompted Waukesha County Public

SUSTAINABILITY SUBGROUP

continued...

Health to explore a potential partnership with the Waukesha County Community Foundation as a mechanism for receiving and managing funds to support future CHIP efforts. This work expanded the conversation beyond individual grant opportunities and helped identify structural considerations related to funding, organizational ownership, and long-term support for community health improvement efforts.

CHALLENGES & LESSONS LEARNED

Grant development and fundraising require specialized expertise, making it challenging to recruit and retain members with the skills needed to advance this work. The subgroup also encountered structural barriers related to funding community-led initiatives. Many grant opportunities require an eligible organization to serve as the applicant or fiscal agent, while CHIP Action Teams and community coalitions do not operate as independent nonprofit organizations.

These challenges raised important questions about fiscal sponsorship, organizational ownership, and how community coalitions can pursue and manage funding. The experience reinforced the importance of considering funding structures and organizational infrastructure early when developing strategies intended to create long-term systems change.



THE SUSTAINABILITY OF THE SUSTAINABILITY SUBGROUP

The grant tracker and funding infrastructure explored through this subgroup provide a foundation for strengthening how future CHIP initiatives identify, pursue, and manage funding.

A SNAPSHOT of the grant tracker spreadsheet.

Grant Tracker									
Tr	Grant Maker	Tr	Funding Opportunity	Status	Start date	End date	Potential Funding	Tr	Website
	National Council on Aging		State Falls Prevention Coalition	Strong Fit	1/1/2026	2/20/2026	\$150,000.00		Grant Opportu
	Nextfifty Initiative		Changing Aging Grant	Ok Fit	7/1/2025	7/30/2025	\$50,000.00		Next50
	Kolaga Family Charitable Tr		Funding Opportunity	Good Fit	m/d/yyyy	m/d/yyyy	\$4,000.00		Website
	Ros Foundation		Funding Opportunity	Good Fit	m/d/yyyy	m/d/yyyy	\$15,000.00		Website

MENTAL HEALTH

ENDING THE SILENCE

988 PROMOTION

MENTAL HEALTH DATA

AWARENESS DAYS

NAVIGATION



CLEAR IMPACT CHIP SCORECARD



ARPA GRANT RECEIVED



NAMI

National Alliance Mental Illness **\$75,000**

Enhance outreach and educational impact within schools through Ending the Silence expansion, increase capacity of the Lighthouse project which helps link families to resources, and promote 988 through a marketing campaign.

2022-2026 CHIP

MENTAL HEALTH ACTION TEAM

The Mental Health Action Team focused on improving access to mental health services and increasing awareness of mental health resources among adolescents in Waukesha County.



ACTION TEAM CO-CHAIRS



Amanda HUBER

*Human Services Coordinator
Waukesha County HHS*



Dhruvi SHAH

*Epidemiologist,
Waukesha County HHS*



Daniel SHINE

*Director of Recovery Services,
Friendships Unlimited*



Mental Health Action Team, 2026

ACTION TEAM MEMBERS

Adria Sajdowitz, Waukesha County HHS

Allison Wisch, Waukesha County HHS

Amanda Weiler, United Way

Amanda Wisth, Froedtert Health (Former co-chair)

Ann Marie St. John, Parents Place

Ann Schmitz-Guy, Waukesha County HHS

Ashley Rudy, Children's Wisconsin

Attivo Padilla, Waukesha County HHS

Barbra Beck, Carroll University, Public Health Dept Chair

Beth Warnes, Family Service

Brittany Aceto, Waukesha County HHS

Carmen Lugo Rodriguez, School District of Waukesha

Jacob Jansen, Citizen Member

Jessica Mieling, Glacial Community YMCA

Jessica Trauth, Waukesha Women's Center

Julia Freuck, Waukesha County HHS

Karen Kujawski, NAMI

Kathy Kramer, Carroll University

Krista McNeil, Waukesha County HHS

Laura Cherone, Family Service

Leah Featherstone, Professional Services Group

Liz Arndorfer, Former Waukesha County HHS Staff

Mahalia Sobhani, United for Waukesha Resiliency Center

Maria Pieters, School District of Waukesha

Marissa Baylerian, Peer Support-Lived Experience

Mark Levy, Association of Waukesha Congregations

Mary Heather Carlson, Waukesha County HHS

Mary Jo Hamman, Waukesha County HHS

Mary Madden, Retired, Citizen Member, formerly at NAMI

Melinda Jacobs, Children's Wisconsin

Michelle Davison, Pewaukee School District

Nathan Einhorn, Children's Wisconsin

Nathan Saltzman, Menomonee Falls Fire Dept.

Nichole Voss, NAMI

Sarah Laugavitz, NAMI

Sarah Koeberl, Carroll University

Scott Bakkum, Kettle Moraine School District

Tracy Allman, Waukesha County HHS

ENDING THE SILENCE

988 PROMOTION

MENTAL HEALTH DATA

AWARENESS DAYS

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MENTAL HEALTH

A SHARED APPROACH TO YOUTH WELL-BEING

The Mental Health Action Team formed subgroups to focus partners' efforts on youth mental health. The Ending the Silence subgroup expanded education about warning signs and seeking help, while the Mental Health Data subgroup focused on understanding youth needs and measuring progress. The Mental Health Awareness Days subgroup brought outreach into the community through an event at Glacial Community YMCA, engaging youth, families, and community members in mental health awareness.

MENTAL HEALTH

MEASURING OUR COLLECTIVE WORK

1

All adolescents between the ages of 12-18 in Waukesha County will have **improved access to mental health.**

DATA INDICATORS

- A** ▼ Decrease percent of students who self-report depression in Waukesha County.
- B** ▲ Increase number of youth mental or behavioral health visits.
- C** ▲ Increase percent of visits by anxiety and depression.

In 2021, 30% of Waukesha County high school students reported prolonged, disruptive sadness, highlighting the importance of youth mental health support. By 2025, youth mental and behavioral health visits increased 70% from the CHIP starting point to 9,948 visits. Anxiety and depression accounted for 48% of these visits. Increased service utilization aligns with the CHIP's goal of connecting more young people to mental health care and encouraging help-seeking behaviors. To support these efforts, the Mental Health CHIP Action Team brought together community partners to expand school outreach, strengthen mental health education, and improve connections to local resources for youth ages 12–18.



Read more CHIP Reports on LinkedIn here:

WHAT THE DATA SHOWS

A

Youth Depression
30% of students | 2021
About 3 in 10 high school students reported prolonged, disruptive sadness during the previous year. This reflects self-reported experiences, rather than a clinical diagnosis.

B

Behavioral Health Visits
9,948 visits | 2025
Youth mental or behavioral health visits increased 70% from the scorecard's baseline.

C

Anxiety and Depression
48% of visits | 2025
Anxiety and depression accounted for nearly half of visits. This share decreased from the previous reporting period but remained 20% above baseline.

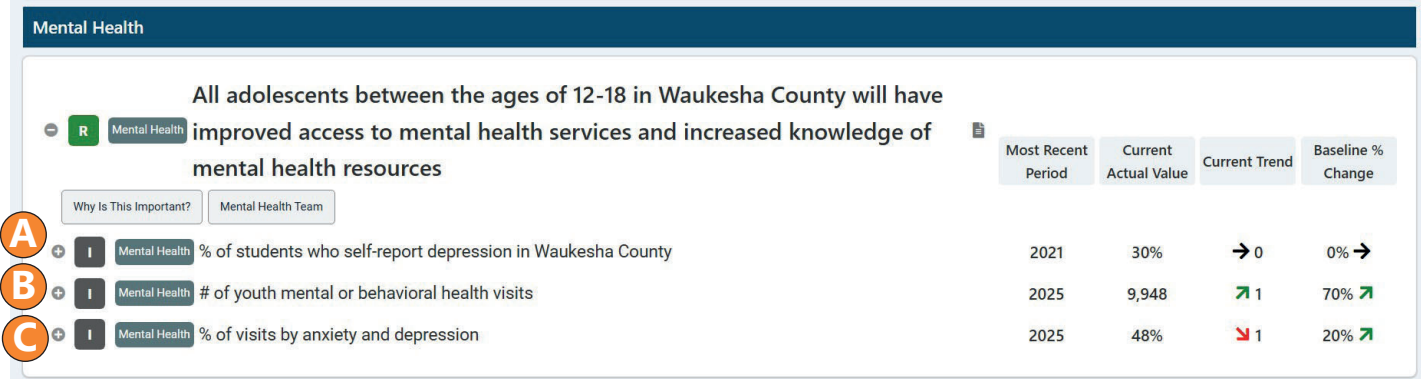
WHAT WE LEARNED

The data highlight the importance of looking beyond individual indicators to understand youth mental health needs. While increased service utilization may suggest improved access to care, it does not necessarily mean youth mental health is improving. Gaps in Youth Risk Behavior Survey (YRBS) participation also limit our ability to track changes in youth experiences over time. Together, these findings reinforce the need for consistent, reliable local data and multiple measures to better understand trends and evaluate progress.

LOOKING FORWARD

Future efforts should strengthen partnerships with schools to better understand barriers to YRBS participation, and help schools see how results can inform student support. Establishing clearer timelines for collecting, sharing, and reviewing data would help partners turn findings into action. Pairing survey results with service-use data and input from youth, families, and school staff can provide a fuller picture of emerging needs and guide more responsive mental health efforts.

Clear Impact Scorecard for Mental Health



ENDING THE SILENCE SUBGROUP

The Ending the Silence Subgroup focused on youth mental health awareness and stigma reduction in Waukesha County schools and communities. Built around NAMI's evidence-based Ending the Silence program, presentations teach students, school staff, and families to recognize warning signs of mental health conditions, begin conversations about mental health, and seek help for themselves or others.

ACTIVITIES & ACCOMPLISHMENTS

During the reporting period, the subgroup delivered 60 Ending the Silence presentations, reaching nearly 2,500 students across 13 Waukesha County schools, along with presentations for school staff, families, and community partners. The subgroup also strengthened its volunteer presenter network to help meet growing interest from schools.

Feedback from 1,180 students surveyed after presentations during the 2024–2025 school year was positive. Among respondents, 98% agreed presenters communicated effectively, 96% reported knowing the early warning signs of mental health conditions, and 95% reported knowing how to help themselves, a friend, or a family member displaying warning signs. Additionally, 94% would recommend the program, 88% learned new information, and 73% felt more comfortable talking about mental health following the presentation.

Students frequently identified presenters' personal stories as one of the program's most meaningful elements. Their feedback highlighted the value of lived experience in making mental health conversations feel approachable, relevant, and less isolating.



CHALLENGES & LESSONS LEARNED

One challenge was scheduling presentations around full school calendars while relying on individual school contacts and recruiting volunteer presenters.

The team learned that early outreach and strong school relationships helped increase participation, especially after a school's first presentation. Regular feedback guided improvements, while ongoing presenter recruitment remained essential to meeting demand.



ENDING THE SILENCE SUBGROUP SUSTAINABILITY

Next steps include expanding school access, sustaining volunteers and funding, improving data collection, and connecting students to mental health resources.

988 PROMOTION SUBGROUP

This subgroup was formed to develop and implement a countywide strategy to increase awareness, understanding, and use of the 988 Suicide & Crisis Lifeline, with a particular focus on youth ages 12–18. The group’s work included assessing existing promotional efforts, identifying gaps in community awareness, developing consistent messaging and educational resources, and strengthening partnerships to expand the reach of 988 across Waukesha County.



ACTIVITIES & ACCOMPLISHMENTS

A dedicated subgroup was established to create a more coordinated and sustainable approach to 988 awareness and outreach. The team reviewed existing crisis resource promotion and assessed how organizations across the county understood and promoted 988. Findings helped identify gaps, refine outreach, and prioritize areas of greatest need.



The subgroup developed and implemented a coordinated awareness campaign to strengthen consistent messaging and increase 988 visibility across community settings. Members also partnered with NAMI to pursue additional funding for promotional materials and worked with organizations serving youth and families to expand outreach.



CHALLENGES & LESSONS LEARNED

A key lesson from this initiative was that a focused and consistent strategy can be more effective than simultaneously promoting multiple crisis resources. The environmental scan proved valuable in identifying actual gaps in awareness and ensuring that strategies were responsive to demonstrated community needs rather than assumptions. The work also reinforced the importance of community partner engagement in extending the reach and sustainability of mental health promotion efforts.



988 PROMOTION SUBGROUP SUSTAINABILITY

The subgroup is concluding, yet partners will continue promoting 988 and connecting residents to crisis support.

DATA SUBGROUP

The Mental Health Data Subgroup worked closely with Children's Hospital, with work continuing through December 2026. Its role supported the broader Mental Health Action Team's emphasis on using measurable indicators and shared data to understand youth mental health needs and inform community strategies.



DATA SUBGROUP SUSTAINABILITY

This group's work was meant to carry through December of 2026, and will be sunsetting at that time.

HEALTH AWARENESS DAY SUBGROUP

The Health Awareness Days Subgroup initially planned school-based events to elevate youth perspectives and encourage conversations about mental health. After learning that many schools already offered mental health programming, the group adapted its approach and developed a community-wide Mental Health Awareness Day at the Glacial Community YMCA. By combining the expertise and connections of community organizations and health services, the subgroup expanded its reach and demonstrated the value of coordinated partnerships.



HEALTH AWARENESS DAY SUBGROUP SUSTAINABILITY

Although the subgroup is concluding, participating organizations plan to continue collaborating on mental health events and awareness activities.

NAVIGATION SUBGROUP

The Navigation Subgroup focused on improving care coordination and connecting youth to mental health resources. Partnerships among Friendships Unlimited, the Crisis Center, and Youth Crisis Case Management created a referral process linking youth ages 12–22 who had contact with crisis services to Youth Night, supportive peer connections, and therapeutic programming.



NAVIGATION SUBGROUP SUSTAINABILITY

A formal sustainability plan was not identified, but the referral process and partner-led programming are expected to continue beyond the CHIP cycle.

SUBSTANCE USE



HARM REDUCTION

CERTIFIED PEER SUPPORT

SUBSTANCE USE & HOUSING

CLEAR IMPACT CHIP SCORECARD



ARPA GRANT RECEIVED



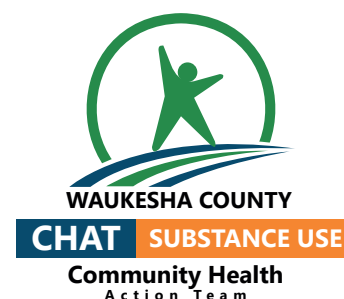
WI COMMUNITY SERVICES

Certified Peer Support Specialist **\$75,000**

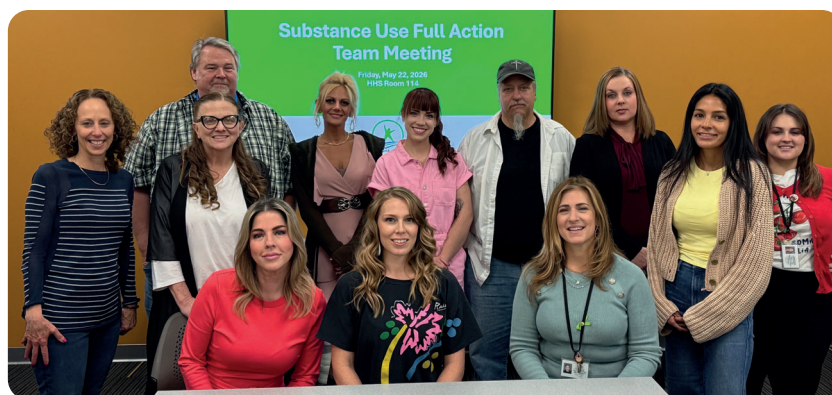
Hire and support a full-time certified peer specialist to offer a continuum of care for adults with opioid use disorder who complete Drug Treatment Court, Waukesha County CPS programming, DOC supervision, those involved with the Day Report Center, self-referred, and those recently released from a carceral setting. They have also educated 12 community organizations about certified peer specialists, with the intention of reducing overdoses of individuals receiving peer services.

2022-2026 CHIP SUBSTANCE USE ACTION TEAM

The Substance Use Action Team worked to expand access to life-saving interventions, peer recovery support, and stable housing for people affected by opioid use.



Explore the Data Behind Our Work!
Want to take a closer look at the data behind our CHIP Action Teams? Visit our Clear Impact Scorecard to explore community health indicators, track trends over time, and better understand the challenges and progress associated with each of our three health priorities.



Action Team Members, 2026

ACTION TEAM CO-CHAIRS



Brea LOPEZ

Integrated Services Supervisor
Waukesha County HHS



Hailey NENONEN

Community Outreach Manager
Aurora Health Care



Sara CARPENTER

Vice-President,
Wisconsin Community Services



Stephanie ENGLE

Overdose Fatality Review Social Worker
Waukesha County HHS

ACTION TEAM MEMBERS

Amanda DeLeon, CMS

Bob Waite, Impact 211

Charlie Hart Sheehan, Peer Support Specialist

Hannah Von Behren, Veterans Administration (VA)

Heidi Begovatz, Rogers Behavioral Health

Jamie Bauer, BioForward

Jamie Penza, WI Emergency Management

Karen Sharp, Department of Corrections

Karen Wishau, Froedtert

Kathleen Fisher, Hebron House

Lazaro Izquierdo, Waukesha County HHS

Mandie Reedy, Froedtert

Mary Simon, Addiction Resource Council

Matricia Patterson, Salvation Army

Megan Ballard, Waukesha FD Mobile Integrated Unit

Michael Ivans, Waukesha County

Page Feller, Rogers Behavioral Health

Ray Lynn Niles, Wisconsin Community Services

Raymond Martinez, Vivent Health

Rebecca Luczaj, Waukesha County HHS

Susie Austin, Wisconsin Community Services

HARM REDUCTION

CERTIFIED PEER SUPPORT

SUBSTANCE USE & HOUSING

SUBSTANCE USE

ADVANCING EDUCATION, SUPPORT & RECOVERY

The Substance Use Action Team formed subgroups to focus partners' efforts on harm reduction, recovery support, and housing. The Harm Reduction subgroup developed training to increase understanding of harm-reduction strategies and reduce stigma, while the Certified Peer Support subgroup worked to expand access to recovery services grounded in lived experience.

The Substance Use and Housing subgroup explored the connection between substance use and housing instability, partnering with universities on research and interactive learning activities to help community members better understand barriers to housing and recovery.

SUBSTANCE USE

MEASURING OUR COLLECTIVE WORK

1

People who use or are in recovery for opioid use in Waukesha County have **access to life saving interventions.**

DATA INDICATORS

- A** ▼ Decrease number of Opioid Related Deaths for Waukesha County Residents 18-44 years old.
- B** ▲ Increase number of People Receiving Certified Peer Specialist (CPS) substance use support in Waukesha County.

2

Waukesha County residents who use opioids have **access to stable housing.**

DATA INDICATORS

- C** ▲ Increase percentage of people in substance use treatment who have a stable place to live.
- D** ▼ Decrease percentage of people who use substances and are experiencing homelessness.

WHAT THE DATA SHOWS

A

Opioid-related deaths:

21 deaths | 2024

In 2024, 21 Waukesha County residents ages 18–44 died from opioid-related causes, a 71% decrease from the peak of 73 deaths in 2021.

B

Certified Peer Specialist support:

738 people | 2025

The number of people receiving Certified Peer Specialist support grew from 106 in 2023 to 738 in 2025. This increase reflects expanded access to peer recovery services, including the addition of a peer support specialist at Wisconsin Community Services (WCS) in 2024.

C

Stable housing during treatment:

89.1% | 2025

In 2025, 89.1% of people receiving substance use treatment at Waukesha County Outpatient Clinic had a stable place to live, a 7% decrease from the highest recorded rate of 95.4% in 2017.

D

Homelessness among people who use substances:

14.7% | 2025

In 2025, 14.7% of people who use substances were experiencing homelessness, a 37% decrease from the peak of 23.2% in 2022. This marks the lowest reported rate since 2018.

Clear Impact Scorecard for Substance Use

Substance Use			
A B	R Substance Use	People who use or are in recovery for opioid use in Waukesha County have access to life-saving interventions	
	I Substance Use	# of opioid related deaths for Waukesha County residents 18-44 years old	2024 21 -28% 📈
	I Substance Use	# of people receiving Certified Peer Specialists substance use support in Waukesha County	2025 738 624% 📈
C D	R Substance Use	Waukesha County residents who use opioids have access to stable housing	
	I Substance Use	% of people in substance use treatment who have a stable place to live	2025 89.1% -7% 📉
	I Substance Use	% of people who use substances and are experiencing homelessness	2025 14.7% 9% 📈

WHAT WE LEARNED

The data show encouraging progress, with opioid-related deaths and homelessness among people who use substances declining while access to peer support has expanded significantly. However, housing stability among individuals receiving treatment remains below previous levels, highlighting ongoing challenges. These trends reinforce the importance of continued monitoring to understand where progress is occurring and where additional attention is needed.

LOOKING FORWARD

Continued monitoring of opioid-related deaths, peer support utilization, and housing stability will help determine whether these improvements are sustained. Future efforts should focus on maintaining access to recovery support while addressing persistent housing challenges and identifying opportunities to improve long-term outcomes.

HARM REDUCTION SUBGROUP



The Harm Reduction Subgroup is representing health care, behavioral health, public health, emergency response, and community organizations. Its primary purpose was to work with community partners and coalitions to increase understanding and use of harm reduction strategies while reducing stigma associated with substance use in our community, particularly within law enforcement, EMS, and health care.

ACTIVITIES & ACCOMPLISHMENTS

A significant focus of the subgroup was developing community capacity to provide education about addiction and harm reduction. Two facilitators were trained to deliver education focused on responding to addiction and developing practical strategies to support individuals and communities. These facilitators expanded the reach of this work beyond Waukesha County into the broader southeastern Wisconsin region.

The subgroup also developed a Harm Reduction Training presentation designed for first responders and adaptable to additional audiences, including businesses, health care organizations, and educational settings. Coordination with the Waukesha County Substance Use Action Coalition, formerly the Heroin Task Force Community Coalition, helped promote these educational opportunities and establish a pathway for the work to continue beyond the CHIP structure.

Importantly, the subgroup demonstrated an ability to adapt its approach as community needs and opportunities changed. Rather than limiting education to sectors initially identified as priority audiences, the group expanded its approach to organizations and sectors actively requesting the information, including the business community.

CHALLENGES & LESSONS LEARNED

Maintaining partner engagement over a multi-year CHIP cycle was one of the subgroup's most significant challenges. Members remained passionate about the work, but competing professional responsibilities, staff turnover, and position changes affected consistent participation. The experience highlighted the importance of developing focused, achievable objectives and breaking large systems-level goals into smaller measurable steps.



HARM REDUCTION SUBGROUP SUSTAINABILITY

The work can continue beyond the formal CHIP subgroup by training additional facilitators and expanding harm reduction education. Continued partnerships may also help secure resources for future training.

CERTIFIED PEER SUPPORT SUBGROUP

The Certified Peer Support Subgroup focused on increasing awareness of Certified Peer Support Specialists (CPSS), expanding access to peer services, reducing stigma associated with addiction and recovery, and identifying sustainable funding for peer-based recovery supports in Waukesha County. The subgroup included representatives from Wisconsin Community Services, Waukesha County, and the Wisconsin Department of Corrections–Community Corrections.



Rae Lynn Kofron, Peer Support Specialist, hired at Wisconsin Community

ACTIVITIES & ACCOMPLISHMENTS

One of the most significant accomplishments of the subgroup was the expansion of peer support infrastructure in Waukesha County. ARPA funding provided important seed funding that allowed Wisconsin Community Services to implement the All Peer Program. Additional funding sources were subsequently secured to sustain the program through 2026 while efforts to identify longer-term funding continued. The initiative also contributed to the expansion of the Certified Peer Support Specialist workforce. Wisconsin Community Services hired three CPSS positions through a combination of ARPA, Waukesha County Outpatient Clinic grant funding, and short-term opioid outreach funding.

The launch of the WCS All Peer Program and expansion of the Drop-In Center in 2024 significantly increased access to peer support services in Waukesha County. From 2024 through May 2026, the All Peer Program served 96 individuals, while the Drop-In Center served 799. These investments helped build peer support infrastructure, expand the Certified Peer Support Specialist workforce, and increase opportunities for individuals to access community-based recovery support.

Another strength of the work was the intentional incorporation of lived experience. A Certified Peer Support Specialist from the All Peer Program and Drop-In Center became involved in the subgroup, providing direct feedback from individuals receiving services and sharing personal experiences with community leaders, including the Waukesha County Board of Supervisors and Health & Human Services Board.

CHALLENGES & LESSONS LEARNED

Long-term funding remains the greatest challenge, as most grants last only one to three years. Peer services helped participants remain connected to recovery, pursue certification and employment, and WCS reported no overdoses among individuals actively receiving services.



CERTIFIED PEER SUPPORT SUBGROUP SUSTAINABILITY

WCS will pursue long-term funding while using data, lived experience, and community engagement to demonstrate and sustain the impact of peer services.

SUBSTANCE USE AND HOUSING SUBGROUP

The Substance Use and Housing Subgroup was established to strengthen local understanding of the relationship between substance use and housing instability and build community readiness to address the two issues as interconnected health priorities. The initiative focused on generating local qualitative information, engaging subject matter experts, building public-private partnerships, and translating research into practical educational resources.

ACTIVITIES & ACCOMPLISHMENTS

A major accomplishment was the development of the first student contract between Waukesha County Public Health and the Medical College of Wisconsin. Through this partnership, a Medical College of Wisconsin student completed qualitative research examining the intersection of substance use and housing. The research incorporated transformative learning theory and ultimately became part of the foundation for an adult-learning initiative.

The project then expanded through collaboration with Carroll University students, who helped develop interactive Articulate learning modules informed by qualitative data, research literature, subject matter expertise, preceptorship findings, and Action Team feedback. The work created a prototype for translating local research into accessible adult-learning materials.

The subgroup also generated substantial community interest. Project leaders presented the developing work at the first Waukesha County Partner Summit, the Community Partners Heroin Task Force, and Public Health staff meetings. More than 30 individuals volunteered to assist with technology testing or provide subject matter expertise. The work was additionally nominated for the Medical College of Wisconsin's 2026 President's Community Engagement Award, recognizing its emphasis on research, innovation, partnership, and community engagement.

What would you want people to know about housing and substance use in Waukesha County?

The challenges surrounding housing access and people who use substances impact more folks than many realize—they're present in every ZIP code across Waukesha County and often affect individuals we know personally: friends, neighbors, even family members. Because of stigma, these struggles are too often hidden. Through this work, we're aiming to bring these issues into the light—to raise awareness, reduce stigma, and help make Waukesha County a place where everyone has the opportunity to heal, grow, and thrive.

- Hailey Nenonen



SUBSTANCE USE AND HOUSING SUBGROUP continued...

CHALLENGES & LESSONS LEARNED

The project's capacity changed significantly when two of its three primary leaders transitioned to other professional opportunities. This reduced the staffing and coordination available to complete testing, refinement, implementation, and public launch.

The remaining phases would have required sustained staffing, technical assistance, communications planning, implementation support, and ongoing maintenance.



Jamie Penza, Substance Use Team Member, at the Waukesha County Community Health Partner Summit, 2025



SUBSTANCE USE AND HOUSING SUBGROUP SUSTAINABILITY

The Substance Use and Housing Subgroup concluded with the 2022–2026 CHIP because the capacity needed to launch and maintain its resources was not available. Its research, partnerships and educational materials will be preserved for future use if staffing, funding and ownership are secured.



2022-2026 CHIP CYCLE CROSS CUTTING LESSONS

Under the leadership of **Frances Thomas** and **Courtney Nathan**, the CHIP Action Teams and subgroups identified important lessons to guide future community health improvement efforts in Waukesha County.



- **Focused strategies support implementation.** Broad population health goals often became more actionable when teams divided them into smaller strategies with defined ownership, measurable activities, and achievable milestones.
- **Partnerships are essential, but sustained engagement requires intentional planning.** Staff turnover, changing organizational responsibilities, competing priorities, and the length of the CHIP cycle affected participation across multiple teams. Future structures should consider how to maintain continuity even when individual representatives change.
- **Lived experience strengthens community health strategies.** From Certified Peer Support Specialists sharing their recovery experiences to Ending the Silence presenters connecting directly with students, lived experience added credibility, relevance, and meaning to several of the cycle's most impactful strategies.
- **Measurement must be meaningful, not simply available.** Teams learned that existing data do not always capture the impact of community-level interventions. The development of new measurement approaches, particularly within Healthy Aging, demonstrated the importance of combining population indicators with program-level and participant-level information.
- **Sustainability should be considered throughout implementation.** ARPA funding provided an important opportunity to launch and expand strategies, but several initiatives experienced challenges identifying long-term funding, staffing, or organizational ownership. Future CHIP efforts should begin sustainability planning early and continually assess what infrastructure will be needed for successful initiatives to continue.
- **Sunsetting can be a responsible outcome.** Not every CHIP subgroup needs to become a permanent committee or program. Some initiatives successfully built capacity or completed foundational work that could transition to an existing organization, while others reached a responsible stopping point when continued implementation could not be adequately supported.

A special thank-you to CHIP Facilitator, Terri Phillips, for keeping our work organized, our partners connected, and our momentum strong. Terri brings energy, creativity, and a sense of fun to collaboration, helping us turn shared ideas into action and making the work more rewarding along the way.



NEXT STEPS



The conclusion of the 2022–2026 CHIP represents both the completion of a significant body of collaborative work and an opportunity to carry its lessons into Waukesha County's next Community Health Improvement Process.

The next CHIP will span three years, from 2027–2029, rather than five. This shorter cycle offers an opportunity to focus on achievable priorities, assess progress sooner, and respond more quickly to changing community needs.

As the next cycle begins, Waukesha County and its partners can build upon the infrastructure, relationships, data systems, programs, and lessons established through this work. Initiatives with identified organizational ownership will continue outside the formal CHIP structure, while completed or sunset strategies will be documented and preserved for potential future use.

Most importantly, the experiences of this cycle reinforce that community health improvement is not the work of a single organization. Sustainable improvement requires shared ownership, meaningful community and partner engagement, measurable strategies, and the ability to adapt as community needs and resources change. The accomplishments of the 2022–2026 CHIP provide a strong foundation for the next phase of collaborative community health improvement in Waukesha County.



A healthier Waukesha County starts with understanding the people who call it home. Each organization serving our community brings a different perspective on residents' health, their challenges, and the support they need. Bringing those perspectives together helps us see a fuller picture, and find opportunities to make a greater difference.



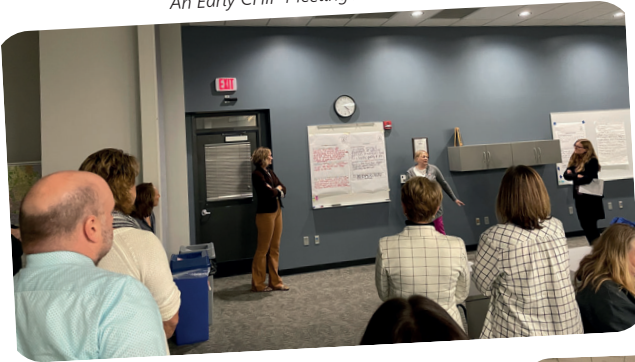
That shared purpose brings together Waukesha County Public Health, a division of Health and Human Services, and the county's four major hospital systems; Aurora Health Care, Ascension, Froedtert ThedaCare, and ProHealth Care, as the **Waukesha County Community Health Collective**.

Through the Collective, partners share data, expertise, and perspectives to better understand community health needs, identify shared priorities, and coordinate efforts. By working together, partners can reduce duplication, make more informed decisions, and align resources to address the county's most pressing health challenges.

As this work moves forward, we look forward to welcoming additional organizations, bringing more perspectives to the table, and building a healthier community together.

A FEW CHIP MEMORIES

An Early CHIP Meeting 2022



Terri Phillips, Facilitating, 2023



Elizabeth Aldred, Andy Dresang, Ben Jones
CHIP Launch 2024



CHIP Launch Guests



Jamie, Lisa, Frances & Terri - CHIP Launch Planning Team



CHIP Launch Guests



Courtney Nathan, Public Health Strategist



Healthcare Panel at the Partner Summit, 2025



Substance Use Panel at the Partner Summit, 2025



Public Health

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STEERING COMMITTEE

Analiese Smith | Workforce Development Board
Andrew Dresang (CO_CHAIR) | Froedtert Health
Barbra Beck | Carroll University
Benjamin Jones (CO_CHAIR) | Waukesha County Department of Health and Human Services
Bridget Clementi | Children's Wisconsin
Charles Wiza | Kettle Moraine School District
Dan Baumann | City of Waukesha Police Department
Elizabeth Aldred | Waukesha County Department of Health and Human Services
Hailey Nenonen | Aurora Health Care
Joel Gaughan | Waukesha County Board Supervisor
Judith Amorsen | Eras Senior Network
Julie Schumann | Ascension Wisconsin
Karen Tredwell | Food Pantry of Waukesha County
Lisa Roberts | Waukesha County Department of Health and Human Services
Lindsay Johnson | Food Pantry Waukesha County
Liz Stegemann | Elmbrook School District
Mark Levy | Association of Waukesha Congregations
Mary Madden | NAMI (National Alliance on Mental Illness)
Melissa Baxter | Waukesha County Community Foundation
Renee Ramirez | Community Smiles Dental
Sarah Butz | ProHealth Care
Sarah Ward | Waukesha County Department of Parks and Land Use
Terri Phillips | SJD Consulting
Wendy Harris | WI BioHealth Tech Hub & Waukesha County Business Alliance

DATA SUB-COMMITTEE

Amanda Wisth | Froedtert Health
Amanda Weiler | United Way of Greater Milwaukee and Waukesha County
Andrew Dresang | Froedtert Health
Barbra Beck | Carroll University
Benjamin Jones | Waukesha County Department of Health and Human Services
Dan Michaels | Waukesha County Department of Health and Human Services
Dhruvi Shah | Waukesha County Department of Health and Human Services
Frances Thomas | Waukesha County Department of Health and Human Services
Jean Schultz | Community Member
Jennifer Whitty | UW Extension Waukesha County
Sarah Ward | Waukesha County Department of Parks and Land Use
Terri Phillips | SJD Consulting

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Liz Aldred | Waukesha County Department of Health and Human Services
Terri Phillips | SJD Consulting



*Organizational affiliations reflect members' positions at the time of their participation. Some members may have changed roles or organizations during the 2022-2026 CHIP cycle.