



PUBLIC HEALTH
CITY OF EL PASO

COMMUNITY HEALTH IMPROVEMENT PLAN

2026



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 Director-DPH

Record of Revisions

The City of El Paso Department of Public Health maintains a record of changes to this plan. The date of the revision, section/pages revised, and a brief revision description are provided below.

Revision Number:	Section/Pages Revised and Description of Revisions Made:	Date:	Changes made by:

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Community Health Improvement Plan Introduction

The Community Health Improvement Plan (CHIP) is both a roadmap and a call to action for advancing the health and well-being of our community. Developed through a collaborative process led by the City of El Paso Department of Public Health (CoEPDPH) in partnership with local organizations and healthcare providers, this document highlights the priorities that emerged from the 2022 Community Health Assessment (CHA). By drawing on data, community input, and collective expertise, the CHIP identifies areas where coordinated action can have the most significant impact.

This plan focuses on two of the three health issues identified for our community: **chronic illness** and **mental and behavioral health**. Chronic illnesses such as diabetes, heart disease, and hypertension continue to affect quality of life. Mental and behavioral health challenges, including depression, anxiety, substance use, and limited access to supportive services, remain pressing issues that affect families across every neighborhood. By addressing these priorities together, the community is better positioned to improve health outcomes, reduce disparities, and strengthen the systems that support community well-being.

The CHIP is a living plan that will guide decision-making, policy recommendations, and resource alignment over the next two years. It outlines shared goals, evidence-informed strategies, and measurable objectives designed to collaborate with partners and demonstrate progress. In addition, the plan also reflects the voices of community members who shared their experiences and insights during the assessment and planning process.

This effort represents a collective commitment by public health agencies, community partners, and residents to build a healthier and more resilient community. It defines our current landscape, our desired future, and the collaborative strategies needed to move toward a healthier El Paso.

Building the First Community Health Improvement Plan

This Community Health Improvement Plan represents the first formal CHIP developed by the City of El Paso Department of Public Health. Historically, the department has not maintained a documented CHIP process, and therefore no previous plan exists on record. As part of the department's commitment to strengthening public health planning and aligning with national best practices, the development of this plan was initiated to support accreditation readiness and to better coordinate community health improvement efforts.

The department established internal planning structures, actively engaged community partners, and built a collaborative framework to support implementation. This process strengthened cross-sector partnerships, enhanced organizational capacity, and created a solid foundation for ongoing community health improvement planning.

This plan serves as a learning process for both the department and community partners. Lessons gained through implementation, monitoring, and evaluation will inform future iterations of the Community Health Improvement Plan. Moving forward, the department intends to build on this experience to refine planning processes and align more closely with other Texas health departments that regularly implement community health improvement planning.

Acknowledgements

The CoEPDPH would like to express its sincere appreciation to all the focus group participants, key community health leaders, and community members who contributed valuable insights for the development of this CHIP. Additionally, CoEPDPH extends its special thanks to the following members of the CHIP Advisory Committee for their time, expertise, and guidance throughout the development process.

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Juan Aguilera	Director, Community Health Impact Projects Assistant Professor	UT Health Houston School of Public Health in El Paso

Internal Planning Team

The commitment to improving the community's health and well-being has been vital in creating a plan that reflects both local priorities and a collective vision. This document stands as a demonstration of the value of partnership, shared purpose, and the ongoing effort to strengthen public health systems and positive health outcomes. The stakeholder committee's contributions have helped shape a plan that will guide actions, foster collaboration, and support meaningful progress toward a healthier community for all.

Director's Letter



Dear Community,

On behalf of the City of El Paso Department of Public Health, I am pleased to present the Community Health Improvement Plan. This plan reflects our community's shared commitment to improving health outcomes and quality of life for all who live, work, and play in El Paso. Developed through a collaborative, data-driven process, the CHIP builds on community voices, partner expertise, and local data to identify priority health issues and guide collective action.

The CHIP represents months of engagement with community-based organizations, healthcare partners, local agencies, and stakeholders who contributed their time, insight, and lived experience. Through this process, we identified key priority areas and strategies that address both immediate health needs and long-term systemic challenges. This plan serves as a roadmap for coordinated action, accountability, and continuous improvement as we work together to create a healthier and more resilient community.

Improving community health is a shared responsibility, and the success of this plan depends on sustained collaboration and partnership. The City of El Paso Department of Public Health remains committed to serving as a convener, collaborator, and steward of this work. We look forward to continued partnership and collective progress as we implement, monitor, and refine this plan to ensure lasting and equitable health improvements for our community.

With appreciation,

Veerinder Taneja

Health Director
City of El Paso
Department of Public Health

Summary

This CHIP is a strategic, long-term plan that establishes priorities, sets measurable objectives, and aligns resources to address the community's most pressing health concerns from a community health assessment. Grounded in collaboration, the CHIP provides a framework to guide collective action and improve the overall health and well-being of El Paso residents.

The planning process followed the [Mobilizing for Action through Planning and Partnerships \(MAPP\) framework](#), a nationally recognized, community-driven approach to public health improvement. Using MAPP, CoEPDPH, and its partners interpreted health data through facilitated discussions, stakeholder focus groups, and partner input. The process helped identify both assets and challenges within the local health system.

The assessment revealed three critical areas of concern that emerged as top community priorities: **chronic illness, mental and behavioral health, and access to care**. In response, the CHIP sets goals and strategies to address two of the priority issues, focusing on prevention, early intervention, improved access to care, and stronger community support systems. By aligning health agencies, healthcare providers, community organizations, and residents, the CHIP serves as both a roadmap and a shared commitment to create lasting improvements in health outcomes and quality of life.

For more information on community health data and findings, please refer to the [2022 Community Health Assessment](#) available on the City of El Paso website.

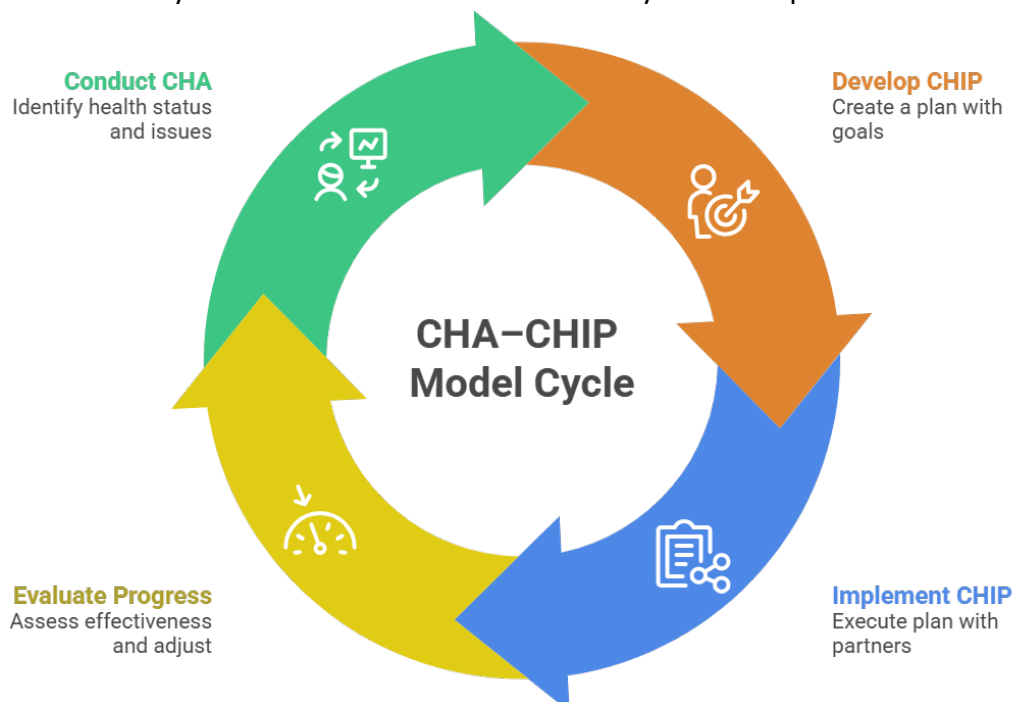
What is a CHIP?

The Community Health Improvement Plan is defined by the Public Health Accreditation Board as a long-term, systematic plan to address issues identified in the Community Health Assessment. The purpose of the Community Health Improvement Plan is to describe how the health department and the community it serves will work together to improve population health within the jurisdiction. The community, stakeholders, and partners can use a solid Community Health Improvement Plan to set priorities, direct the use of resources, and develop and implement projects, programs, and policies ¹.

The plan is more comprehensive than the roles and responsibilities of the health department alone, and its development and implementation must include participation from a broad set of community stakeholders and partners. The planning and implementation process is community-driven. The plan reflects the results of a collaborative planning process that includes significant involvement from a variety of sectors that make up the public health system.

To ensure the process was comprehensive and inclusive, the CoEPDPH CHIP planning team used elements from the [MAPP framework](#). This nationally recognized model provided a clear structure, guiding the community through adapted phases each designed to foster a sense of shared ownership and accountability. The CHA–CHIP model (**Figure 1**) connects assessment to action in public health planning. The Community Health Assessment identifies health priorities and root causes using data and community input, and the Community Health Improvement Plan translates those findings into a time-framed plan with measurable goals, strategies, and evaluation to track progress.

FIGURE 1: Community Health Assessment and Community Health Improvement Plan Model



1. Public Health Accreditation Board. (2022). *Standards and measures for initial accreditation (Version 2022)*.

The CHIP was built on the voices of community members, organizations, and individuals who contributed to the 2022 Community Health Assessment. Partners were invited to continue shaping the improvement plan's direction through ongoing engagement. Stakeholders were invited not only to identify their priorities and available resources but also to explore how they could extend outreach within their networks. Partners who confirmed their interest and completed the form were subsequently invited to serve on the CHIP Advisory Committee. This approach strengthened participation by engaging additional community members and organizations able to provide insight, leadership, and implementation support.

To keep the process accessible and collaborative, the planning team convened monthly virtual stakeholder meetings and provided regular email updates. These sessions created space for open dialogue, joint problem-solving, and the co-creation of strategies. Participants engaged in structured activities to help clarify the mission, vision, and values of the CHIP. Through this process, the CHIP evolved into more than a strategic document.

Mobilizing for Action through Planning and Partnerships (MAPP)

The MAPP framework is a community-driven strategic planning model for improving public health. Created by the National Association of County and City Health Officials in 2001, it is one of the most widely used approaches for developing a Community Health Improvement Plan. MAPP was designed as a community-owned, systems-based model that accounts for the evolving challenges faced by public health. Over time, it has been refined in collaboration with the Centers for Disease Control and Prevention (CDC) and the Health Resources and Services Administration (HRSA) to strengthen alignment with national initiatives such as the Ten Essential Public Health Services, Public Health 3.0, accreditation standards, and Healthy People 2030.

The framework has supported communities in establishing cross-sector partnerships, incorporating community perspectives, meeting accreditation expectations, and advancing health equity as a central goal. More recent evaluations identified opportunities for the model to become more adaptable and more deeply integrated with equity-focused work. In response, the National Association of County and City Health Officials (NACCHO) convened a diverse steering committee and field experts to redesign MAPP to reflect current public health realities and support sustained community engagement.

The updated model recognizes historic and systemic barriers and intentionally centers community voice and shared responsibility. Local public health systems including healthcare providers, schools, social service organizations, faith-based groups, grassroots advocates, and government partners collaborate to guide health improvement efforts. Community members play an active role in shaping priorities, strategies, and solutions based on lived experience and local knowledge.

The planning process for this Community Health Improvement Plan was guided by the MAPP framework. While not every component of the model was implemented in full, selected elements

were used to guide stakeholder engagement, priority identification, and strategy development. Because every community has unique needs, resources, and priorities, the framework was adapted to reflect the context of El Paso. MAPP helped ensure the strategies presented in this plan reflect both community perspectives and available data while supporting collaborative action across sectors.

The planning process incorporated several key elements of the MAPP framework to support community engagement and strategic planning. **Table 2** illustrates how selected elements of the MAPP framework, particularly from *Phase 1* and *Phase 3*, were incorporated into the Community Health Improvement Plan.

Phase 2 consists of community assessments completed during the development and implementation of the 2022 CHA. The current Stakeholder group reviewed Phase II of the MAPP process. During subsequent stakeholder meetings, the CHA findings were shared and discussed. These discussions were used to review the data, themes identified, and issue statements found and shared in the CHA. Stakeholders provided feedback on the previously summarized issue statements and assisted in further developing them. These statements and data were used in the CHIP to guide the objectives, goals, and activities.

Table 2: Alignment of CHIP Planning Activities with Selected MAPP Framework Components

MAPP Phase	MAPP Framework Element	Application in the El Paso CHIP Planning Process
<p style="text-align: center;">Phase 1: Build the Community Health Improvement Foundation</p>	Establish a planning structure and leadership	Establishing an internal planning team to guide the development of the Community Health Improvement Plan.
	Engage community partners and stakeholders	Re-engaging partners who participated in the Community Health Assessment to ensure continuity between the assessment and improvement planning process.
	Strengthen community partnerships and collaboration	Conducting stakeholder engagement through advisory meetings and collaborative planning sessions.
	Review and consider available data and community input	Collecting and reviewing community health data and findings from the Community Health Assessment to identify priority health issues.
	Identify shared priorities for community health improvement	Identifying priority health areas to guide the focus of the Community Health Improvement Plan.
<p style="text-align: center;">Phase 3: Continuously Improve the Community</p>	Facilitate collaborative strategy development	Facilitating stakeholder Strategy Development Activities to generate program ideas, community initiatives, and policy recommendations.
	Identify partners and resources for implementation	Identifying potential community partners and organizations that could support the implementation of strategies and activities.
	Organize and refine strategies to guide action	Organizing stakeholder input into themes to support the development of goals, strategies, and activities within the Community Health Improvement Plan.

CHIP Vision, Mission, Values

Following the MAPP process, local stakeholders collaboratively developed the following Vision, Mission, and Values statements to guide the Community Health Improvement Plan and the partnerships that support its implementation.

The following statements provide the foundation for the CHIP by establishing a shared direction and purpose for collaborative action. They guide decision-making, ensure alignment with identified health priorities, and promote accountability among partners. Together, they keep the CHIP community-driven, equity-focused, and centered on measurable progress.

Vision: A vibrant community rooted in shared purpose, culture, and connection where every voice matters and every person experiences a sense of belonging. The work emphasizes support for those most affected by health disparities to advance just access to resources and opportunities.

Mission: To address the root causes of health disparities and empower the community through shared leadership, collaboration, and open communication. Local partners and community members establish clear goals, share resources, and plan for future challenges.

Values: Meaningful change begins with listening to and including those most affected by health challenges in every stage of decision-making. Diverse voices are engaged, the equitable impact of actions is assessed, and accountability to the community remains central.

Community Health Assessment Process

The CoEPDPH and its partners conducted a Community Health Assessment in 2022 using the MAPP framework (**Figure 2**). The community health assessment used systematic, comprehensive data collection and analysis to identify key health needs and issues, helping shape the 2026 Community Health Improvement Plan. Guided by this model, both primary and secondary data were collected, analyzed, and used to inform the priorities presented in this document.

Primary data included information gathered directly from the community through online and paper-based surveys, focus groups, and interviews with key leaders and residents representing diverse perspectives. Secondary data were drawn from existing sources, including demographic profiles, healthcare access and resource availability, behavioral health statistics, disease burden and trend data, and county health rankings for El Paso County. Data collection and analysis began in May 2022 and continued through October 2022. The assessment revealed significant differences in demographics, health outcomes, and service needs across various communities. At the same time, several consistent challenges emerged across the county. These common threads formed the foundation for identifying the county's health needs.

Based on data analysis and community input, three priority health areas were identified:

- **Chronic Health Conditions**
- **Mental and Behavioral Health**
- **Access to Care**

The priority areas were not ranked in order of importance. This CHIP will focus on two of these priorities. Chronic disease and behavioral health are deeply interconnected, and progress in one area can directly strengthen the other. Although the process required separating issues for measurement and prioritization, the CHIP recognizes these relationships and commits to pursuing integrated strategies that reflect the complexity of community health needs.

Figure 2: Community Health Assessment Process



From Assessment to Action

The CoEPDPH initiated the transition from the CHA to the CHIP by re-engaging partners involved in the assessment process. Their continued participation provided continuity and institutional knowledge, ensuring the CHIP was grounded in established relationships, prior data analysis, and community trust. Collaboration and shared ownership guided the planning process. This outreach expanded engagement to include healthcare providers, behavioral health agencies, social service organizations, educators, and grassroots leaders.

Expanding participation beyond the original CHA contributors enhanced the inclusiveness and credibility of the process. Integrating diverse perspectives ensured the CHIP aligned with community priorities and local capacity. This structured planning approach ensured that the CHIP reflects identified community priorities, leverages existing assets, and establishes a coordinated framework for implementation and accountability.

Methodology

Internal Planning Team Formation

The CoEPDPH initiated the Community Health Improvement Plan planning process by establishing an internal planning team. Department staff were invited to participate through announcements in the departmental newsletter, enabling interested individuals to contribute to the plan's development.

Once established, the internal planning team included representatives from multiple program areas across the department. The lead planners were members of the Public Health Accreditation Team. This diversity of experience supported a comprehensive planning approach and ensured that various program perspectives were considered throughout the development process.

Re-engagement of Community Health Assessment Partners

Following the formation of the internal planning team in 2025, the department conducted outreach to community partners who had previously participated in the 2022 Community Health Assessment. Re-engaging these partners supported continuity and strengthened the connection between assessment findings and improvement planning.

An email invitation was sent to prior assessment partners to encourage continued involvement in the planning process. The communication included the Stakeholder Interest Form in **Appendix A**, distributed through a Microsoft Forms survey. Partners were informed that completing the form would confirm their interest in ongoing participation. An introductory planning meeting was scheduled approximately one month after outreach for partners who expressed interest.

Selection of Priority Health Areas

While partner outreach was underway, the internal planning team reviewed the priority areas identified through the Community Health Assessment. After internal discussion, the planning team determined that the plan would focus on two priority areas: chronic health conditions and mental and behavioral health. Although access to care was recognized as a critical issue, the team determined that a separate ongoing initiative with healthcare partners was already addressing that priority. As a result, the planning process concentrated efforts on the remaining two priority areas.

Initial Advisory Meeting

The first advisory meeting provided an overview of the Community Health Improvement Plan's purpose, structure, and intended use. Partners were informed that the plan reflects shared responsibility across organizations and that no single entity is solely responsible for implementing any proposed activity. Implementation was framed as a coordinated effort requiring collaboration across sectors.

The planning team also emphasized that the plan is intended to function as a living document. Activities and strategies may be adjusted over time based on results, feedback, and quality improvement evaluation methods.

Expansion of Stakeholder Participation

During planning discussions, partners were encouraged to invite additional colleagues and organizational decision-makers to support implementation and decision-making. Participants were also asked to recommend additional community organizations that could strengthen representation and contribute expertise or resources. The planning team followed up on recommendations by issuing formal invitations to additional stakeholders, expanding participation and strengthening the advisory group.

Strategy Development Activity

To support the development of strategies for the Community Health Improvement Plan, members of the advisory group participated in a facilitated stakeholder Strategy Development Activity. This exercise was designed to gather partner perspectives on potential programs, community initiatives, and policy approaches that could address the priority health issues identified through the Community Health Assessment.

Participants were encouraged to propose strategies to improve health outcomes in El Paso and to identify organizations that could support implementation. In addition to programmatic ideas, participants also discussed policy recommendations and opportunities for cross-sector collaboration. The activity generated a range of ideas focused on prevention, early screening, health education, access to services, and community engagement. Participants also identified community partners and organizations that could contribute resources, expertise, and support toward implementation.

Following the activity, the planning team reviewed and organized the ideas according to the two priority areas selected for the Community Health Improvement Plan. Strategies and recommendations were further refined based on feasibility, potential impact, and alignment with community priorities.

The information gathered during this activity informed the strategies, activities, and policy recommendations included in this Community Health Improvement Plan. The planning team documented participant input and synthesized recommendations to guide the development of measurable goals and implementation strategies.

The stakeholder Strategy Development Activity generated a wide range of ideas related to programs, partnerships, and policy opportunities to address the priority health areas. The planning team reviewed and organized stakeholder input into common themes to support strategy development. **Table 1** summarizes the key themes, example ideas, potential supporting partners, and policy considerations identified during this activity. Although these themes reflect the initial direction of stakeholder discussions, further planning conversations refined and expanded these ideas into the strategies presented in later sections of this plan.

Table 1: Strategy Development Activity Themes

Theme	Example Ideas from Stakeholder Activity	Potential Supporting Partners	Policy Considerations
Chronic Disease Prevention and Management	Diabetes self-management education for indigent residents; cancer screening and treatment support for firefighters; expanded community screening programs	El Paso Center for Diabetes, FQHCs, Community Health Workers, private gyms, TX A&M Agrilife Extension	Medicaid reimbursement for CHW chronic disease services
Mental Health Services and Access	Free or low-cost counseling services; group therapy programs; expansion of mental health navigation services through 211	Emergence Health Network, Family Service of El Paso, El Paso Child Guidance Center, NAMI El Paso	Feasibility exploration for a long-term residential mental health facility
Mental Health Awareness and Stigma Reduction	City-funded public health campaigns; community awareness initiatives; suicide prevention outreach	Paso del Norte Health Foundation, behavioral health agencies, community organizations	Suicide prevention and resource signage in firearm shops and ranges
Community Engagement and Healthy Living	Citywide walk/run challenge events; family wellness events with private gyms; community-based activities promoting healthy lifestyles	Private gyms, neighborhood associations, community members	Policies that support community wellness programming
Youth Health and Education	School-based mental health services; nontraditional therapy options for children; nutrition education initiatives	School districts, child guidance organizations, youth-serving nonprofits	Parent education requirements related to vaping prevention
Health System Strengthening and Data Capacity	Studies to identify service gaps; improved public reporting; strengthening epidemiology capacity	Public health agencies, research institutions, community partners	Policies supporting public health infrastructure and reporting systems

Continued Partner Engagement and Role Identification

Following the stakeholder Strategy Development Activity, the planning team continued meeting with the CHIP Advisory Committee to further refine strategies and discuss implementation considerations. During these meetings, partners began identifying potential roles and responsibilities related to proposed activities within the Community Health Improvement Plan.

Several organizations expressed interest in supporting specific activities based on their expertise, existing programs, and available resources. In some cases, partners also recommended additional agencies or organizations that may be better positioned to assist with implementation once CHIP activities begin.

These discussions helped clarify opportunities for collaboration and strengthened coordination among participating organizations. The planning process emphasized that the successful

implementation of CHIP activities will rely on shared responsibility across community partners. As the plan moves into implementation in 2026, participating organizations may contribute through program support, technical expertise, community outreach, or resource coordination.

This continued engagement allowed the planning team to better understand community capacity and helped ensure that proposed activities align with the strengths and resources of local partners.

The CHIP planning team used the timeline recommended by the MAPP framework to guide the advisory committee on CHIP development, ensuring that all steps aligned with best practices in community health planning. Recognizing the unique needs, resources, and schedules of our team and stakeholders, the timeline was thoughtfully adapted to accommodate the specific activities and milestones within our local community. Throughout the process, the timeline allowed for engagement with community partners, providing regular opportunities for input and feedback on priorities. The steering committee maintained a structured, transparent, and participatory planning process that fosters both accountability and community ownership.

Goal and Activity Selection Process

The development of CHIP goals and activities was guided by stakeholder input and a practical feasibility review conducted by the internal planning team. Themes identified during the stakeholder Strategy Development Activity were reviewed and translated into draft goals, strategies, and activities aligned with the selected priority areas of Chronic Health Conditions and Mental and Behavioral Health. Because this was the department's first Community Health Improvement Plan, and implementation resources were limited, the planning team applied a simplified prioritization approach that emphasized feasibility, existing program alignment, and potential public health impact. Initial drafts of goals and activities were developed by the internal planning team and then presented to the CHIP Advisory Committee for review and discussion.

Partner feedback played a critical role in refining the plan. During advisory meetings, stakeholders discussed the feasibility of implementation, partner roles, and opportunities to coordinate activities across organizations. The goals and activities were revised through three rounds of partner feedback and modification to ensure the final strategies were realistic, collaborative, and aligned with existing community initiatives.

The final structure includes two goals for each priority area, one policy recommendation for each goal, and several supporting activities to advance the selected strategies. The number of activities varies by goal, depending on the strategy's scope and the organizations involved in implementation. To support alignment with other health departments in Texas, the internal planning team also reviewed Community Health Improvement Plans from several Texas jurisdictions to inform the structure and presentation of goals, strategies, and activities. These examples helped guide the organization of the implementation tables included in this section while maintaining a locally tailored approach for El Paso.

Prioritization Approach

Rather than applying a formal scoring model, the planning team used a structured discussion process to identify activities that could be realistically implemented during the CHIP cycle. Activities were considered using the following criteria:

- **Alignment with existing programs or grants:** Preference was given to activities already supported through ongoing programs, grants, or departmental responsibilities.

- **Feasibility without new funding:** Activities were prioritized when they could be implemented using existing staff time, partnerships, or resources.
- **Community impact:** Activities were selected based on their potential to improve prevention, awareness, or access to services.
- **Partner engagement:** Preference was given to strategies that could involve community partners and leverage existing collaborative networks.
- **Measurable outcomes:** Activities were prioritized when progress could be tracked through clear outputs such as screenings conducted, materials distributed, or individuals reached.

This approach allowed the planning team and community partners to focus on achievable strategies that could be implemented immediately while building a foundation for future CHIP cycles. The planning team reviewed proposed activities using a structured discussion framework focused on feasibility, community impact, and partner capacity (**Table 4**). Each proposed activity was reviewed against the following criteria to determine whether it should proceed to inclusion in the CHIP implementation plan.

Table 4: CHIP Activity Feasibility and Impact Screening Matrix

Criteria	Key Question Considered	Indicators Used During Discussion
Alignment with Existing Programs or Grants	Does the activity align with existing departmental programs, grants, or partner initiatives?	Activity supports ongoing work, complements grant deliverables, or strengthens existing programs.
Feasibility Without New Funding	Can the activity be implemented using existing resources?	Requires existing staff time, partner collaboration, or currently available materials rather than new funding.
Community Impact	Will the activity meaningfully improve prevention, awareness, or access to services?	Activity has the potential to reach a large portion of the community or address an identified health need.
Partner Engagement	Can community partners participate in implementing or supporting the activity?	Community organizations, healthcare providers, or local coalitions can assist with outreach, education, or service delivery.
Measurable Outcomes	Can progress be tracked using clear outputs or indicators?	Activities include measurable outputs such as screenings conducted, individuals reached, materials distributed, or referrals provided.

Implementation Plan

The following section outlines the strategic implementation for the Community Health Improvement Plan. This framework translates the identified priority health areas into actionable goals, measurable outcomes, and coordinated activities designed to improve community health outcomes in El Paso. The implementation plan is organized around four goals across two priority areas: Chronic Health Conditions and Mental and Behavioral Health. These goals focus on (1) expanding access to preventive health screenings, (2) increasing community awareness of chronic disease prevention, (3) strengthening mental health awareness and engagement, and (4) expanding Mental Health First Aid training opportunities. Each goal includes defined objectives, supporting strategies, policy recommendations, and implementation activities.

Activities outlined in this plan are designed to leverage existing community resources, partnerships, and programs. Implementation will involve collaboration among public health programs, healthcare providers, community-based organizations, academic institutions, and other local partners. Many activities align with ongoing initiatives or existing program responsibilities, allowing strategies to be implemented using current infrastructure and partnerships.

Monitoring and Progress Evaluation

Progress toward implementation will be monitored through defined outputs and behavioral outcomes, such as individuals reached through health education, screenings conducted, referrals provided, and community engagement in mental health services and prevention programs. Activities are expected to be implemented on an ongoing annual basis throughout the CHIP cycle, with progress monitored and adjustments made through continuous collaboration with community partners.

CHIP Goals and Strategies

The following section presents the goals, strategies, policy recommendations, and activities that guide implementation of the Community Health Improvement Plan (**Table 5-8**). Four goals were established to address the two priority health areas identified for this plan.

Each goal includes supporting strategies, one policy recommendation, and a set of implementation activities designed to advance prevention, awareness, and connection to available services. The implementation tables also identify responsible community partners, expected outcomes, timelines, and resources required to carry out the activities.

Together, these elements provide a structured approach to guide coordinated efforts and monitor progress throughout the CHIP cycle.

Table 5: CHIP Goal 1- Chronic Illnesses

Issues to address		Chronic health issues are especially prevalent in populations facing systemic barriers to care.
Root Cause:	In El Paso County, economic challenges, barriers to accessing nutritious food and safe spaces for physical activity, lower health literacy, and limited awareness of available services contribute to high rates of obesity, diabetes, hypertension, and poor heart health.	
S.M.A.R.T Objective:	By December 31, 2027, increase access to quality healthcare services among community residents from a baseline of 72% to 74%, as measured by Community Health Assessment survey data, by implementing strategies such as expanding referral networks, strengthening partnerships with healthcare providers, providing health services in community events, and improving awareness of available services.	

Goal 1		Strengthen partnerships with community organizations to increase access to preventive health screenings.		
Objective:	Increase access to preventive health screenings and health education through community-based outreach events.			
Strategy:	Coordinate partner services at community events to expand access to screenings and improve health literacy.			
Policy Recommendation:	A policy requiring city-funded programs to incorporate culturally appropriate educational materials.			
Activity:	Responsible Community Partner	Indicators	Timeframe	Assets/ Resources to be used
1. Organize community screening events with partner organizations.	<ul style="list-style-type: none"> • UTHHealth • CoEPDPH (Public Information Office and staff) • Texas A&M • El Paso Center for Diabetes • University of Texas at El Paso- College of Health Science and Nursing • Live Active El Paso 	<ul style="list-style-type: none"> • Assist in the coordination of community events with CHIP stakeholders quarterly. 	Quarterly	As available: <ul style="list-style-type: none"> • Mobile clinics/ units • Preventative health screening tools (e.g., glucose reader, A1C test, blood pressure cuffs, weight scale, etc.)
2. Promote screening events through CoEPDPH and partner media platforms.	<ul style="list-style-type: none"> • UTHHealth • CoEPDPH (Public Information Office and staff) • Texas A&M • El Paso Center for Diabetes • University of Texas at El Paso- College of Health Science and Nursing • Live Active El Paso 	<ul style="list-style-type: none"> • Provide preventive health screenings to at least 1,000 community members annually 	Annual	<ul style="list-style-type: none"> • Marketing

3. Provide health education sessions.	<ul style="list-style-type: none"> • UTHealth • CoEPDPH staff • Texas A&M • El Paso Center for Diabetes • University of Texas at El Paso- College of Health Science and Nursing • Live Active El Paso 	<ul style="list-style-type: none"> • Deliver health education sessions to at least 100 community members annually 	Annual	<ul style="list-style-type: none"> • Educational handouts • Mobile clinics/ units
4. Assist with referrals and navigation to medical services for those needing health services.	<ul style="list-style-type: none"> • UTHealth • CoEPDPH • Texas A&M • El Paso Center for Diabetes • University of Texas at El Paso- College of Health Science and Nursing • Live Active El Paso 	<ul style="list-style-type: none"> • Provide referrals to medical services for at least 250 individuals annually 	Annual	<ul style="list-style-type: none"> • Educational handouts • Mobile clinics/ units

Table 6: CHIP Goal 2 -Chronic Illnesses

Goal 2				
Implement county-wide health awareness campaigns focused on chronic disease prevention and management aligned with the national health awareness calendar.				
Objective:	Develop and implement bilingual health awareness campaigns that promote preventive care and overall wellness using plain language to reach diverse community members.			
Strategy:	Coordinate media campaigns to increase community awareness and knowledge of chronic disease prevention and management.			
Policy Recommendation:	Establish a Community Health Advisory Board composed of diverse community representatives to guide outreach and health education efforts.			
Activity:	Responsible Community Partner	Indicators	Timeframe	Assets/ Resources to be used
1. Develop monthly health awareness materials and distribute them through social media, printed materials, and community outreach events.	<ul style="list-style-type: none"> CoEPDPH (Public Information Office and staff) Community Partners (Media) CHIP Advisory Committee Live Active El Paso 	<ul style="list-style-type: none"> Develop and distribute 12 health awareness campaigns annually 	Monthly	<ul style="list-style-type: none"> Community partners and CoEPDPH media platforms (social media, press, website) Communication platforms
2. Coordinate with community organizations to promote monthly health awareness topics.	<ul style="list-style-type: none"> CoEPDPH (Public Information Office and staff) Community Partners (Media) CHIP Advisory Committee Live Active El Paso 	<ul style="list-style-type: none"> Reach approximately 15,000–20,000 community members through media outreach annually 	Annually	<ul style="list-style-type: none"> Bilingual educational materials Event calendars
3. Issue press releases highlighting available services and resources during an awareness campaign.	<ul style="list-style-type: none"> CoEPDPH (Public Information Office and staff) CHIP Advisory Committee 	<ul style="list-style-type: none"> Issue quarterly press releases highlighting an awareness month events 	Quarterly	<ul style="list-style-type: none"> Media and press release templates Marketing
4. Support and promote the diabetes awareness media campaign to increase participation in diabetes risk assessments.	<ul style="list-style-type: none"> CoEPDPH (Public Information Office & Health Education Staff) El Paso Diabetes Alliance Workgroup El Paso Center for Diabetes 	<ul style="list-style-type: none"> Campaigns reach 15K-20K community members annually through shared media channels. 800 completed risk assessments 	Annually	<ul style="list-style-type: none"> Community partners and CoEPDPH media platforms (social media, press, website) Campaign materials
5. Coordinate diabetes risk assessment activities in partnership with the El Paso Diabetes Alliance.	<ul style="list-style-type: none"> CoEPDPH (Public Information Office and staff) CHIP Advisory Committee 	<ul style="list-style-type: none"> Participate and contribute to the Diabetes workgroup. 	Annually	<ul style="list-style-type: none"> Meeting facilitation and technical expertise from the El Paso Center for Diabetes

Table 7: CHIP Goals 3- Behavioral health

Issues to address	Limited availability of behavioral health services contributes to higher rates of untreated mental health conditions and reduced access to care among residents.
Root Cause:	Access barriers contribute to untreated mental health conditions and growing health disparities in the community.
S.M.A.R.T Objective:	By December 31, 2027, increase the percentage of community members reporting access to quality mental health services from 52% to 54%, as measured by the Community Health Assessment survey, through targeted strategies that improve service availability, referral systems, and community awareness.

Goal 3					Increase Mental Health Awareness and Community Engagement							
Objective:					Improve understanding of suicide trends, risk factors, and methods within the community to inform prevention strategies.							
Strategy:					Coordinate a community mental health initiative in partnership with local organizations, behavioral health providers, and law enforcement agencies.							
Policy Recommendation:					Establish routine data sharing among public health, law enforcement, and behavioral health partners to analyze suicide trends and inform targeted community education efforts.							
Activity:					Responsible Community Partner		Indicators		Timeframe		Assets/ Resources to be used	
1. Establish a baseline analysis of suicide deaths using data from the local law enforcement offices.					<ul style="list-style-type: none"> CoEPDPH (Biostatistician and Staff) El Paso Police Department County Medical Examiner’s Office El Paso County Sheriff’s Office Town of Horizon City Police Department City of Socorro Police Department 		<ul style="list-style-type: none"> Implement a standardized data-sharing process among partners Collect retrospective and current suicide-related data for analysis 		<ul style="list-style-type: none"> Annually 		<ul style="list-style-type: none"> Partner data Digital platforms for sharing reports 	

<p>2. Analyze trends in suicide methods, demographics, and risk factors.</p>	<ul style="list-style-type: none"> • Emergence Health Network (EHN) • National Alliance on Mental Illness (NAMI) • Aliviane • CoEPDPH (Biostatistician and Staff) • County Medical Examiner’s Office 	<ul style="list-style-type: none"> • Analyze trends and identify key findings related to suicide risk 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Partner data • Digital platforms for sharing reports • Mental health expertise from partners
<p>3. Develop and share community education materials informed by suicide trend data.</p>	<ul style="list-style-type: none"> • CoEPDPH (Public Information Office, Biostatistician, and Staff) • Emergence Health Network (EHN) • National Alliance on Mental Illness (NAMI) • Aliviane 	<ul style="list-style-type: none"> • Produce an annual suicide trends report 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Mental health expertise from partners • Digital platforms for sharing reports • Community partners and CoEPDPH media platforms (social media, press, website)
<p>4. Promote mental health navigation and referral services through partners and Texas 2-1-1</p>	<ul style="list-style-type: none"> • CoEPDPH (Public Information Office and Staff) • EHN • NAMI • Texas 2-1-1 • Meadows Mental Health Policy Institute 	<ul style="list-style-type: none"> • 200 mental health navigation and referral calls annually 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Bilingual educational material • Community partners and health department media (social media, press, website)

Table 8: Goal 4- Behavioral Health

Goal 4 Increase participation in Mental Health First Aid (MHFA) training among CoEPDPH public-facing employees.				
Objective:	Provide City of El Paso public-facing employees the opportunity to complete MHFA training within six months of hire.			
Strategy:	Coordinate with Emergence Health Network to provide MHFA training for CoEPDPH staff.			
Policy Recommendation:	Establish a requirement that public-facing City of El Paso employees complete Mental Health First Aid training within six months of hire, with ongoing refresher training provided in partnership with the Local Mental Health Authority.			
Activity:	Responsible Community Partner	Indicators	Timeframe	Assets/ Resources to be used
1. Coordinate with CoEPDPH and EHN Community Education program to schedule training for new employees. Expanding training to additional CoEPDPH staff.	<ul style="list-style-type: none"> City of El Paso Human Resources' Learning Team CoEPDPH Staff EHN 	<ul style="list-style-type: none"> 4 trainings per year All new CoEPDPH public-facing employees with a target participation rate of at least 60%. Expand MHFA training to public-facing programs 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Certified MHFA trainers MHFA training materials Digital learning platforms Participation tracking

Indicators

Indicators are used to measure progress toward the goals and activities outlined in the Community Health Improvement Plan. These indicators provide a structured way to track implementation efforts, assess progress, and determine whether the strategies included in the plan are contributing to improved community health.

The indicators included in this plan primarily measure the implementation of activities and their immediate effects within the community. These measures focus on the number of health screenings conducted, individuals reached through health education or awareness campaigns, referrals made to health services, and participation in training or community engagement initiatives. Tracking these measures allows the Department of Public Health and community partners to monitor progress in a practical, consistent manner throughout the implementation period.

Figure 3: CHIP Activities Lead to Health Outcomes



Each goal includes specific expected outcomes that serve as the primary indicators for monitoring progress (**Table 5**). These measures help demonstrate whether planned activities are being implemented and whether they are reaching community members as intended. Whenever possible, indicators rely on data already collected by participating programs, partner organizations, or existing reporting systems. Using existing data sources helps reduce reporting burden and supports long-term sustainability of the monitoring process.

Progress toward these indicators will be reviewed periodically by the Department of Public Health and collaborating partners. Results may be shared through internal reports, partner meetings, and community updates. Monitoring indicator data helps the planning team recognize successful strategies, identify areas that may require adjustment, and strengthen collaborative efforts to improve community health outcomes. Because community health improvement is an ongoing process, indicators may be refined over time as new data become available, partnerships evolve, or community needs change. This flexible approach supports continuous learning and quality improvement while maintaining accountability for the goals established in this plan.

Table 9: CHIP Main Indicators

Priority Area	Indicator
Chronic Health Conditions	Number of community members receiving health screenings
	Number of referrals made to medical services following screenings
	Number of community members participating in health education sessions
	Number of health awareness campaigns implemented
	Number of community members reached through health awareness campaigns
	Number of diabetes risk assessments conducted
Behavioral Health	Local suicide trend analysis report
	Number of educational materials developed and distributed based on suicide trend data
	Number of public-facing staff completing MHFA training
	Number of MHFA training sessions conducted
	Number of mental health navigation calls received

Community Assets

The successful implementation of the Community Health Improvement Plan relies on the community's existing strengths and resources. During the planning process, stakeholders identified key assets that support implementation of the strategies outlined in this plan.

Community assets include local healthcare providers, behavioral health organizations, community-based programs, and public health infrastructure that support prevention, education, and access to services. These resources allow the Department of Public Health and its partners to implement activities such as community screenings, health awareness campaigns, navigation services, and mental health training.

Chronic Health Conditions Assets Supporting CHIP Implementation

El Paso has a strong network of community programs, public health initiatives, and collaborative partnerships that support chronic disease prevention and health promotion. These assets provide the infrastructure needed to implement outreach activities, increase access to preventive screenings, and promote healthy lifestyles throughout the community.

Assets Directly Supporting CHIP Implementation:

The following resources directly support the activities outlined in this Community Health Improvement Plan:

- City of El Paso Department of Public Health, Health Education and Promotion Program, which conducts community education and preventive screenings for chronic conditions such as hypertension and diabetes.
- Mobile Health Unit operated by the Department of Public Health, which provides non-invasive health screenings and immunizations at community events and in neighborhoods experiencing transportation barriers.
- Community health screenings provided by the Department of Public Health and partner organizations, including blood pressure checks, A1C testing for diabetes risk, and body composition assessments using a TANITA scale, which estimates body fat percentage and other body composition indicators.
- Health navigation services provided by the Department of Public Health and community partners, connecting individuals to medical care, prevention programs, and available community resources.
- Local Diabetes Prevention Programs and the El Paso Center for Diabetes, which support diabetes prevention, risk assessments, and education for individuals at risk of developing chronic conditions.
- City of El Paso media and communication platforms, which promote health awareness campaigns, community screening events, and available health resources.
- University of Texas at El Paso College of Health Sciences outreach initiatives, including the H.O.P.E. program that organizes community outreach events providing health education, screenings, and service referrals to underserved populations.

Additional Community Assets Supporting Chronic Disease Prevention:

The community also benefits from several additional resources that support overall health and wellness across El Paso:

- City of El Paso Parks and Recreation Department, which operates parks, recreation centers, aquatic facilities, skate parks, and community trail programs that encourage physical activity and healthy lifestyles.
- Live Active El Paso, which promotes physical activity events, wellness classes, and educational resources for the community.
- Be Well El Paso, a community initiative that encourages residents to develop simple habits that support long-term health and wellness.
- Senior center collaborations supported by city and state programs, which provide wellness programming and health education for older adults.
- Local nonprofit organizations implementing chronic disease prevention initiatives through grant-funded programs and community outreach.

- Paso del Norte Health Foundation, which supports chronic disease prevention initiatives through funding programs, health policy advocacy, and tobacco control efforts.
- Community health coalitions and collaborative groups, which coordinate prevention efforts across organizations and sectors.

These community assets provide important support for health promotion and prevention initiatives and strengthen the Department of Public Health's and its partners' ability to implement the strategies outlined in this plan.

Mental and Behavioral Health Assets Supporting CHIP Implementation

The El Paso community benefits from a number of established resources that support behavioral health services, crisis response, community education, and prevention initiatives. These assets provide a strong foundation for implementing the behavioral health strategies outlined in this Community Health Improvement Plan.

Several key resources directly support the activities included in this plan, including navigation services, training opportunities, and community partnerships that promote awareness and connection to care. These assets allow the Department of Public Health and its partners to expand mental health education, strengthen referral systems, and increase community engagement.

Assets directly supporting CHIP implementation:

- Texas 2-1-1 mental health navigation and referral system, connecting residents to behavioral health services and community resources.
- Local Mental Health Authority (Emergence Health Network) providing behavioral health services, crisis response, community education, and coordination with community partners.
- Mental Health First Aid training programs are offered at no cost by several local organizations, supporting workforce training and community awareness initiatives.
- National Alliance on Mental Illness El Paso collaborations, providing community education, advocacy, and support for individuals and families affected by mental illness.
- City of El Paso communication platforms and outreach initiatives that promote mental health awareness and community education campaigns.
- Local mental health consortium and collaborative groups that coordinate services and strengthen partnerships across behavioral health providers and community organizations.

Additional behavioral health assets within the community:

- Sliding-scale behavioral health services offered by nonprofit organizations, helping individuals who are low-income, uninsured, or underinsured access counseling and support services.
- Mobile Integrated Health (MIH) program operated by the City of El Paso Fire Department, where specially trained EMT teams provide follow-up support and connect individuals experiencing recurring mental health or social needs to appropriate services. The program frequently engages individuals who repeatedly access emergency services, helping redirect them toward non-emergency behavioral health resources and personalized support.
- 9-8-8 crisis hotline services directed to the Local Mental Health Authority, providing immediate support for individuals experiencing a mental health crisis.
- Crisis Intervention Units deployed in partnership with local law enforcement, supporting response to behavioral health emergencies.
- School-based counseling programs are offered through partnerships between school districts and local mental health nonprofit organizations.
- University counseling resources, including services available through the University of Texas at El Paso.
- Regional leadership and policy support from organizations such as the Meadows Mental Health Policy Institute and the Paso del Norte Health Foundation.

In addition to formal systems of care, the El Paso community itself serves as an important asset. Community members, organizations, and local leaders consistently demonstrate a strong willingness to support individuals and families experiencing mental health challenges. This culture of collaboration and mutual support strengthens outreach efforts, promotes help-seeking behavior, and contributes to the success of community-based mental health initiatives.

Tracking and Evaluation

Tracking and evaluation are essential components of the Community Health Improvement Plan and help ensure that progress toward the established goals is monitored throughout the implementation period. While the indicators identified in this plan describe what will be measured, the tracking and evaluation process describes how progress will be monitored, documented, and reviewed to support effective implementation.

The City of El Paso Department of Public Health will coordinate monitoring of CHIP activities in collaboration with community partners. A Microsoft Forms reporting tool will be used to collect updates on implementation progress. This reporting form will be distributed to partners monthly to document activity implementation, participation, and other relevant progress indicators. If needed, the reporting frequency or structure may be adjusted to better support partner participation and accurate data collection.

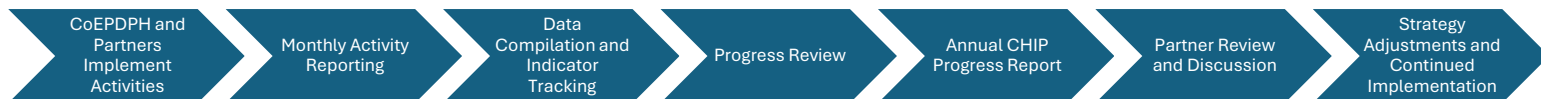
Information collected through this reporting system will be compiled and summarized to track progress toward each goal and associated activities. Even if an activity achieves its target earlier than anticipated within the reporting year, implementation efforts will continue and progress will still be documented as part of the overall monitoring process.

Progress monitoring will include the following components:

- Monthly partner reporting through the Microsoft Forms tracking tool
- Compilation and review of activity progress by the Department of Public Health
- Internal tracking of CHIP indicators to assess completeness of implementation
- Ongoing communication with partners responsible for specific activities

To support transparency and continuous improvement, the Department of Public Health will also produce an annual CHIP progress report summarizing implementation activities, indicator progress, and key accomplishments. Findings from this report will be shared with community partners during an annual partner meeting to review progress, discuss challenges, and identify opportunities to strengthen implementation efforts.

Figure 4: Strategy Adjustments and Continued Implementation



Because community health improvement is an ongoing and collaborative process, the CHIP will remain a living document. Monitoring results and partner feedback may inform adjustments to activities, reporting approaches, or collaboration strategies as needed throughout the CHIP cycle.

Sustainability

Sustaining the progress achieved through the Community Health Improvement Plan depends on continued collaboration among community partners, healthcare providers, nonprofit organizations, educational institutions, and local agencies. Many of the strategies outlined in this plan build on existing programs, services, and partnerships already operating within the community. By aligning CHIP activities with these ongoing efforts, partners can strengthen prevention initiatives, expand access to services, and support long-term improvements in community health.

Another important component of sustainability is the use of established infrastructure and community resources that support health promotion and prevention activities. Existing outreach programs, community education efforts, screening initiatives, and referral systems provide opportunities to continue many of the strategies described in this plan without requiring the

creation of entirely new programs. Leveraging these resources helps maintain momentum and allows partners to continue advancing the CHIP goals beyond the current planning cycle.

Monitoring progress and maintaining strong partnerships will also help ensure the long-term success of the plan. Regular communication among partners, review of implementation progress, and continued engagement with community organizations will support ongoing improvements and adaptation of strategies as community needs evolve. Lessons learned during the implementation of this CHIP will help inform future community health planning efforts and strengthen collaboration across the local public health system.

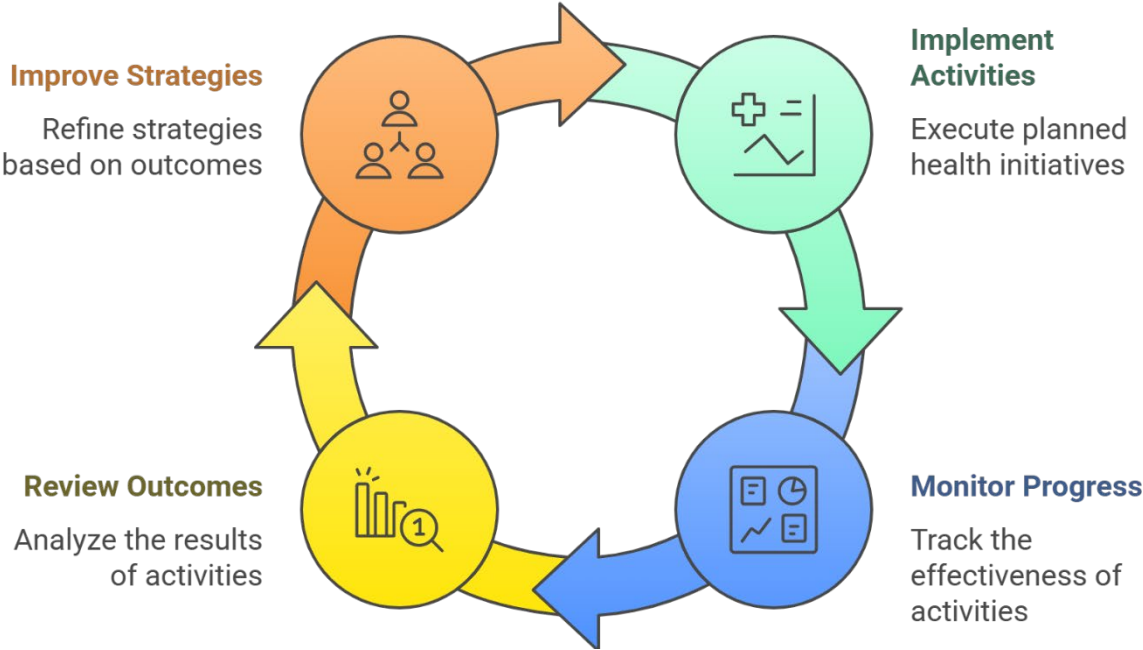
Key factors supporting sustainability include:

- Continued collaboration among healthcare providers, community organizations, academic institutions, and local agencies
- Integration of CHIP activities into existing programs, outreach initiatives, and community events
- Use of established community resources such as screening programs, health education initiatives, and referral systems
- Ongoing partner engagement through meetings, collaborative initiatives, and shared implementation efforts
- Continued monitoring of implementation progress and outcomes to guide improvements and future planning

Next Steps

Implementation of the Community Health Improvement Plan will follow a continuous improvement cycle that supports ongoing collaboration, monitoring, and refinement of strategies. As illustrated in **Figure 5**, the process follows a repeating cycle of implementing activities, monitoring progress, reviewing outcomes, improving strategies, and repeating the process. This approach allows partners to regularly assess progress toward the goals outlined in this plan while making adjustments as needed to improve effectiveness and responsiveness to community needs.

Figure 5: CHIP Repeat Cycle



Following the launch of the CHIP activities, community partners will focus on implementing the strategies and activities identified for the priority areas of Chronic Health Conditions and Mental and Behavioral Health. Progress will be monitored through the indicators and tracking methods described in this plan, including periodic partner updates and ongoing data collection. Regular review of implementation progress will allow partners to identify successes, address challenges, and strengthen coordination across organizations.

This Community Health Improvement Plan will remain active through 2028, allowing sufficient time for implementation, monitoring, and evaluation of the strategies outlined in this document. Findings from the 2027 Community Health Assessment will help inform adjustments to ongoing initiatives and guide the development of the next Community Health Improvement Plan.

Key next steps include:

- Implement the strategies and activities outlined in the CHIP goals
- Monitor progress through indicators and partner reporting mechanisms
- Review implementation progress during partner meetings and annual updates
- Improve strategies based on evaluation findings and partner feedback
- Repeat the cycle of implementation and evaluation to strengthen community health initiatives
- Use findings from the 2027 Community Health Assessment to inform the next CHIP planning cycle beginning in 2028

Closing Statement

The Community Health Improvement Plan reflects the shared commitment of community partners working together to improve health outcomes across El Paso. Through continued collaboration, community engagement, and ongoing monitoring of progress, the strategies outlined in this plan will guide collective efforts to address priority health issues and strengthen the local public health system. Together, these efforts help build a healthier, stronger, and more resilient community for all residents.

Document Development Team

The following individuals contributed to the coordination, drafting, and development of the Community Health Improvement Plan. Their efforts supported the organization of stakeholder input, preparation of planning materials, and compilation of the final document.

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Appendix

Appendix A: Stakeholder Partner Interest Form

Interest Form: Community Health Improvement Plan (CHIP)

The City of El Paso Department of Public Health invites you to complete this form if you are interested in joining the planning committee for the Community Health Improvement Plan (CHIP). Your expertise and insight will be invaluable in this collaborative effort.

We are seeking decision-makers from various healthcare sectors, including:

- Outpatient clinics
- Private practices
- Non-profit organizations
- Behavioral health services
- Primary care providers
- Dental services
- Home health care
- Public health agencies or institutions
- Specialty care providers
- Long-term care facilities
- Children health services
- Faith-based organizations
- School Districts / CIS
- Other health-related sectors

As a member of this committee, you will participate in the following:

- Review of information from the 2022 Community Health Assessment
- Examination of disproportionate health risks
- Health prioritization process
- Actionable strategy development
- Resource identification
- Implementation tracking methods
- Participation in annual progress reviews

Please complete the information below and return this form to confirm your participation.

1. Name of your organization/health practice: _____

2. Are you a stakeholder, decision-maker, or primary contact for your organization? (Yes / No)

3. First Name: _____

4. Last Name: _____

5. Job Title: _____

6. Email Address: _____

7. Work Phone Number: _____

8. Services your organization provides (check all that apply):

- Inpatient hospital
- Outpatient services
- Dental
- Long-term care
- Primary care
- Private practice
- Behavioral care services
- Specialty care
- Non-profit organization
- Home health
- Public health agency/institution
- Children care/services
- Health education
- Other: _____

9. Areas you and/or your organization can contribute to this committee:

10. What you and/or your organization would like to accomplish as a participant:

11. Amount of time you and/or your organization can commit:

12. If you are not the appropriate contact, please provide the correct contact information:

13. Additional comments or suggestions (Optional):



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