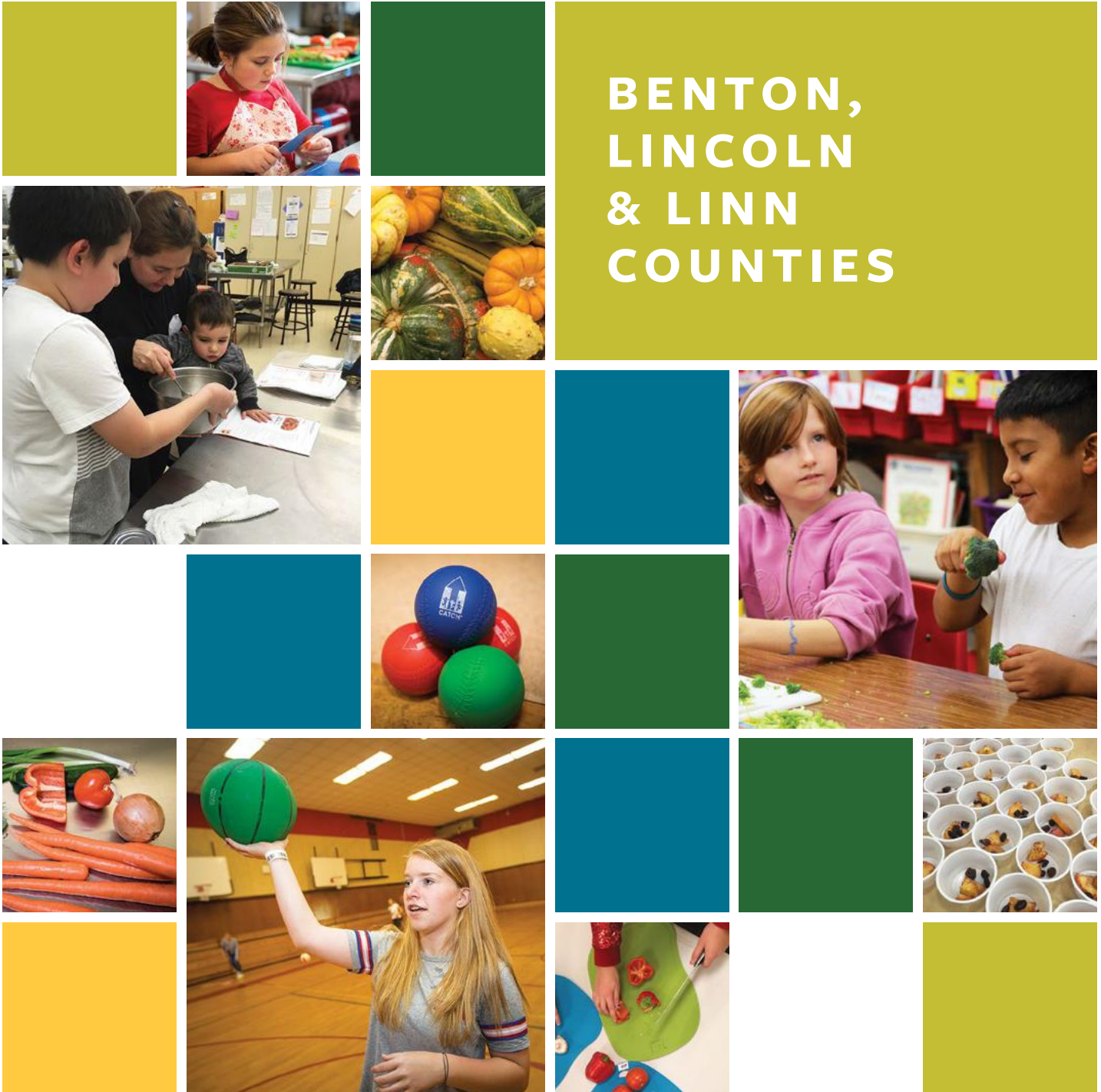


C.H.E.F.

Culinary Health Education
& Fitness Program

SUSTAINABILITY ACTION PLAN

DECEMBER 2019





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ORGANIZATIONAL/PROJECT PROFILE

Network Name: Coast to Cascades Community Wellness Network.

Project Name: Culinary Health Education & Fitness (C.H.E.F.) Program.

Vision: CCCWN’s vision is to lead and sustain a system of partnerships between agencies and organizations working together to provide integrated services and programs that promote individual and community health.

Mission: CCCWN’s mission is to improve community health in Benton, Lincoln and Linn counties by providing leadership and support for regional partnerships.

STRATEGIC THINKING

Environmental Analysis

The C.H.E.F. Program serves children and families in Lincoln, east Linn and rural Benton counties. Target communities experience significant health inequities related to high poverty rates, low wages, high cost of living, health professional shortage areas and medically underserved populations.

Blocks

- Lack of full-service grocery stores and limited access to fresh fruits and vegetables.
- Lack of safe, accessible exercise and recreation options.
- Lack of transportation and long travel times.
- Risk of expected staff turnover.

Levers

- CCCWN members are executive decision-makers who can ensure program implementation.
- Culinary education courses are based on strong partnerships.
- Local philanthropic organizations often rally to support local health activities aimed at youth.

Project Goals

The C.H.E.F. Program is a collaborative, community-level obesity prevention program that will help children and families in Lincoln, east Linn and rural Benton counties achieve higher-quality lives free of preventable diseases related to poor nutrition and obesity.

- **Goal 1** Implement nutrition-focused culinary education courses to empower children and families in Lincoln, east Linn and rural Benton counties to be self-sufficient in the kitchen and to make healthy food choices.
- **Goal 2** Expand CATCH as a sustainable program for promoting health and the attainment and maintenance of a healthy weight for children in Lincoln, east Linn and rural Benton counties.
- **Goal 3** Increase consumption of fruits and vegetables among children in Lincoln, east Linn and rural Benton counties.
- **Goal 4** Establish culinary education as a vital and sustainable component of local obesity prevention efforts by building local capacity to promote and deliver standardized courses and introducing the next generation of physicians to culinary education’s value for patients.

ORGANIZATIONAL/PROJECT PROFILE

CONTINUED

STRATEGIC THINKING—continued

Strategic Objectives

Goal 1

- Conduct 69 culinary education courses across the tri-county region, serving at least 1,380 adults and children.
- At least 80% of culinary education participants show a positive change in knowledge, skills and attitudes about cooking meals at home.

Goal 2

- Implement CATCH in 11 new schools, increasing the physical activity levels of at least 80% of eligible children.
- At least 80% of site champions and physical education teachers at CATCH schools advocate 30 minutes or more of daily physical activity in school master schedules.

Goal 3

- Provide at least 80% of eligible children with the opportunity to try new fruits and vegetables by hosting monthly tasting tables at CATCH schools.

- At least 80% of children at CATCH schools receive instruction on how to select healthy foods.
- Establish a health-conscious culture that promotes healthy choices at all CATCH school events.

Goal 4

- Train at least 96 volunteers and medical students to deliver culinary education courses.
- At least 96 volunteers and medical students will have taught or assisted with culinary education courses.
- At least 80% of volunteers and medical students who instructed or assisted in culinary education will show a positive change in knowledge, skills and attitudes about the relationship of health and cooking skills to nutrition.
- At least 80% of medical students will report that they intend to take nutrition into account when working with their future patients.

MARKETING THINKING

Members + Customers

CCCWN has identified the following market segments for the C.H.E.F. Program:

- C.H.E.F. Program participants
- C.H.E.F. Program sites and institutional partners
- Medical students
- Community trainees and volunteers
- General public

Member Needs

Many regional families lack access to full-service grocery stores and fresh fruits and vegetables as well as safe, accessible exercise and recreation options for children.

Target Markets

The primary target market for the Culinary Education and CATCH programs is rural and/or geographically isolated elementary and middle school students and their families in Lincoln, east Linn and rural Benton counties.

Competitors

Due to the collaborative nature of this program, competition is nonexistent aside from high-cost, specialized culinary education opportunities available through the local community college.

MARKETING THINKING—continued

Marketing Goals

- Conduct culinary education courses in the tri-county region.
- Recruit and register culinary education participants.
- Deliver evidence-based culinary education curricula.
- Expand CATCH to new schools.
- Host a CATCH kickoff at each new school.
- Establish tasting tables at all CATCH sites.
- Distribute Pick of the Month flyers at all CATCH sites.
- Establish a health-conscious culture that promotes healthy food choices at CATCH school events and community sites.

Key Marketing Messages

- “Learn to cook and prepare nutritious recipes!”
- “Gain tools to help make healthy food choices and purchase, prepare and cook healthier meals.”

- “An evidence-based program that teaches children the importance of healthy eating and physical activity to improve overall health.”
- “Encourage children and families to try new fruits and vegetables.”
- “Enhancing access in our rural communities.”

Products + Services

- Age-appropriate nutrition-focused culinary education courses: *Fresh Grown Cooking for Kids*, *Simply Delicious* (Linus Pauling Institute); *Cooking Matters for Families*, *Cooking Matters for Kids* (Food Share of Lincoln County); *Eat Together, Eat Better* (OSU Extension).
- Take-home food items for participants.
- Enhanced physical education activities (CATCH).
- Tasting tables at schools.
- Pick of the Month flyers.
- Health fairs and other events that promote healthy food choices at CATCH schools and community sites.

OPERATIONAL REVIEW

Leadership Skills

CCCWN comprises a 25-member board, a nine-person Steering Committee and eight subcommittees. The Steering Committee is responsible for managing and overseeing CCCWN actions, while subcommittees are responsible for locally driven activities around CCCWN priorities.

CCCWN benefits from the broad range of expertise of its members, who include key leaders and executives with a strong interest in the health needs and concerns of children and adults in Benton, Lincoln and Linn counties.

CCCWN’s leadership team is active in regional health and wellness and includes key representatives from tri-county hospitals, health departments, schools, law enforcement, and community and tribal organizations.

Key Initiatives

Chronic care, childhood obesity, mental health, oral health, pregnancy/prenatal care, substance use disorders, tobacco use, and access to care.

Desired Experience + Relationship

Culinary Education Convenient and enjoyable culinary education classes presented in classrooms and other easily accessible community sites, provided by credible and trustworthy instructors using evidence-based curricula.

CATCH Enhanced physical activities and nutrition education provided to underserved rural children in safe, fun and culturally / linguistically appropriate school and after-school programs.

ORGANIZATIONAL/PROJECT PROFILE

CONTINUED

OPERATIONAL REVIEW—continued

Delivery

Culinary Education

- Meetings and trainings in local classrooms and other community sites.
- Take-home food items for participants.
- Flyers sent home with children and through email.
- Web-based media and resources.
- Recipes and nutritional information that reinforces lessons learned during classes.

CATCH

- Local school and after-school programming (physical activities and nutrition education).
- Tasting tables at schools.
- Pick of the Month Flyers sent home with children and through email.

Key Resources + Infrastructure

Culinary Education

- CCCWN guides, implements and evaluates the program.
- Schools and community sites serve as culinary education hosts (includes access to staff and volunteers, as well as facilities and family outreach).
- Medical providers provide “referrals” to the program.
- Nonclinical human services sites such as WIC and Head Start promote the program and provide referrals.
- Philanthropic organizations such as Soroptimist, 4H and Rotary clubs support local health activities aimed at youth.

CATCH

- CCCWN guides, implements and evaluates the program.
- Schools serve as CATCH sites (this includes administrators, teachers, parent volunteers and instructors).
- Philanthropic organizations such as Soroptimist, 4H and Rotary clubs support local health activities aimed at youth.

Key Partners

- Alsea School District
- Benton County Library System
- Boys & Girls Clubs of the Greater Santiam
- CATCH Site Champions
- Center for Health Education
- Central Linn School District
- County Coordinators
- Food Share of Lincoln County
- Lebanon Community School District
- Lebanon Senior Center
- Lebanon Soup Kitchen
- Lincoln County School District
- Linn, Benton, Lincoln Partners for Health
- Linus Pauling Institute at Oregon State University
- Live Longer Lebanon
- Monroe School District
- Neighbors for Kids
- Northwest Coastal Housing
- Oregon State University Extension Service
- Oregon State University Moore Family Center
- Samaritan Early Learning Center
- Samaritan Family Medicine Resident Clinic–Lebanon
- Samaritan Lebanon Community Hospital
- Samaritan Lebanon Health Center
- Samaritan North Lincoln Hospital
- Seashore Family Literacy Center
- Siletz Valley Schools
- Strengthening Rural Families
- Sweet Home Family Medicine
- Sweet Home School District
- Western University of Health Sciences College of Osteopathic Medicine of the Pacific-Northwest
- Yachats Youth and Family Activities Program, Inc.

Key Measures

- # of culinary education courses completed
- # of culinary education participants
- # of schools with signed MOAs
- # of volunteers and medical students trained

FINANCIAL OUTLOOK

Summary of Forecasted Annual Net Income: Years 1-3

Financial support for C.H.E.F. has come primarily from federal grants and from in-kind contributions from program partners. It is assumed that fixed expenses (curriculum, equipment, groceries and staffing) are always present. Costs are based on current pricing for services and support. Because C.H.E.F. activities do not generate income, both programs are encouraged to continue in-kind contributions and annual grant funding from Samaritan Health Services (SHS).

CULINARY EDUCATION	CATCH
Start-Up + Operational Costs	
<ul style="list-style-type: none"> • Portable kitchen carts: \$1,000 each. • Culinary education classes: \$700 to \$2,086 per class depending on implementation costs. • Training: \$400. 	<ul style="list-style-type: none"> • Elementary CATCH kits: \$3,560 each. • Middle school CATCH kits: \$2,545 each. • CATCH online access: \$50/per site for two years. • Replacement costs: \$500/per site annually. <p><i>Tasting tables</i></p> <ul style="list-style-type: none"> • Kits: \$300 each. • Food: \$40 per site per month. <p><i>Staffing</i></p> <ul style="list-style-type: none"> • 0.5 FTE Program Coordinator: \$22,880 annually.
Revenues	
<ol style="list-style-type: none"> 1. Grant funding for start-up and operational costs. 2. In-kind contributions from program partners, including: <ul style="list-style-type: none"> • Culinary education volunteers • Culinary education coordinators • Site coordinators 	<ol style="list-style-type: none"> 1. Grant funding for start-up and operational costs. 2. In-kind contributions from program partners, including: <ul style="list-style-type: none"> • CATCH Site Champions • Tasting table volunteers and coordinators • Marketing staff
Forecasted Net Income	
<ul style="list-style-type: none"> • C.H.E.F. Program activities do not generate income. • Programs will be encouraged to continue in-kind contributions. • Programs will be encouraged to apply annually for social accountability funding through SHS. 	<ul style="list-style-type: none"> • C.H.E.F. Program activities do not generate income. • After initial investments and commitments are made, CATCH is sustainable with minimal funding. • Tasting table facilitation costs are minimal. • Programs will be encouraged to continue in-kind contributions. • Programs will be encouraged to apply annually for social accountability funding through SHS.

RURAL HEALTH NETWORK SUSTAINABILITY ASSESSMENT RESULTS

NETWORK CHARACTERISTICS	SCORE
Collaborative leadership	98.2%
Member-driven decisions	85.7%
Effective communication	57.1%
Change-ready + adaptable workforce	81.0%
Continuous improvement	57.1%
Ongoing evaluation + measurement	100.0%
Sound financial infrastructure	77.1%
TOTAL SCORE	79.5%

SELECTED OPPORTUNITIES FOR SUSTAINABILITY (OFS)

Selected Opportunity	Sustainable Characteristic	Network Rating
1. Network develops a process for reviewing grant-specific communication plans (currently C.H.E.F. and STARS) to ensure consistency with overarching goals and objectives.	Effective communication	Neutral
2. Network develops a process for reviewing procedures and processes to ensure appropriate infrastructure is in place.	Continuous improvement	Neutral
3. Network develops a process for reviewing revenue generated by annual membership dues.	Sound financial infrastructure	Slightly agree

Opportunity for Sustainability Selection Methodology

The Network Sustainability Assessment was completed by the CCCWN Network Director and the results were reviewed by the CCCWN Chair. The Opportunities for Sustainability were selected based on the assessment results and with consideration for the sustainability needs of the current C.H.E.F. Program.

OPPORTUNITY FOR SUSTAINABILITY ACTION PLAN 1

Selected opportunity for sustainability (OFS): Network develops a process for reviewing grant-specific communication plans (currently C.H.E.F. and STARS) to ensure consistency with overarching goals and objectives.

OFS characteristic category: Effective communication.

What will success look like when your action plan is complete? Benefits of the network will be communicated to its members and partners and to the community at large.

Action Steps	Responsibility	Timeline
1. Review current communication plans for alignment with overarching goals and objectives.	Steering Committee	February 2020
2. Create process for reviewing communication plans, including appropriate time intervals.	Steering Committee	March 2020
3. Add key communication metrics to administrative dashboard/CCCWN work plan.	Network Director	May 2020

Action Steps	Resources needed
1. Review current communication plans for alignment with overarching goals and objectives.	Current grant-specific communication plans
2. Create process for reviewing communication plans, including appropriate time intervals.	Time at Steering Committee meeting
3. Add key communication metrics to administrative dashboard/CCCWN work plan.	None

Action Steps	Communication	Output	Monitoring
1. Steering Committee reviews current communication plans.	Communication plans in Steering Committee meeting packets and redistributed by email	Increased awareness of metrics, goals and objectives	None
2. Steering Committee creates review process.	Steering Committee meeting	Plan	None
3. Network Director adds key communication metrics to administrative dashboard/CCCWN work plan.	Updates at biannual full network meetings	Updated administrative dashboard/CCCWN work plan	Ongoing

OPPORTUNITY FOR SUSTAINABILITY ACTION PLAN 2

Selected opportunity for sustainability (OFS): Network develops a process for reviewing procedures and processes to ensure appropriate infrastructure is in place.

OFS characteristic category: Continuous improvement.

What will success look like when your action plan is complete? Concrete strategies for sustaining network operations are identified.

Action Steps	Responsibility	Timeline
1. Discuss annual review of CCCWN procedures and processes.	Network Director & Chair	March 2020
2. Create a Procedures and Processes Review Plan, including appropriate time intervals.	Steering Committee	April 2020
3. Present the Procedures and Processes Review Plan to the full network for approval.	Network Director & Chair	May 2020

Action Steps	Resources needed
1. Discuss annual review of CCCWN procedures and processes.	None
2. Create a Procedures and Processes Review Plan, including appropriate time intervals.	Time at Steering Committee meeting
3. Present the Procedures and Processes Review Plan to the full network for approval.	Time at full network meeting

Action Steps	Communication	Output	Monitoring
1. Network Director and Chair discuss annual review of CCCWN procedures and processes.	In-person meeting	Consensus on process	None
2. Steering Committee creates a Procedures and Processes Review Plan.	Steering Committee meeting	Plan	None
3. Full network reviews and approves the Procedures and Processes Review Plan.	Report out at spring 2020 CCCWN full network meeting.	Review and record in meeting minutes, and repeat process on an annual basis.	Annual

OPPORTUNITY FOR SUSTAINABILITY ACTION PLAN 3

Selected opportunity for sustainability (OFS): Network develops a process for reviewing revenue generated by annual membership dues.

OFS characteristic category: Sound financial infrastructure.

What will success look like when your action plan is complete? Ongoing contributions of members and available resources are identified.

Action Steps	Responsibility	Timeline
1. Review revenue generated by annual membership dues and create a three-year forecast.	Network Director & Chair	March 2020
2. Present current balance and three-year forecast to the Steering Committee.	Network Director & Chair	April 2020
3. Present current balance and three-year forecast to the full network.	Network Director & Chair	May 2020

Action Steps	Resources needed
1. Review revenue generated by annual membership dues and create a three-year forecast.	Support of finance department to create a three-year forecast.
2. Present current balance and three-year forecast to the Steering Committee.	Time at Steering Committee meeting
3. Present current balance and three-year forecast to the full network for approval.	Time at full network meeting

Action Steps	Communication	Output	Monitoring
1. Retrieve info on account balance and current membership dues from the fiscal agent.	Email/phone	Spreadsheet	None
2. Network Director and Chair review information and create a three-year forecast.	Email/in-person meeting	Spreadsheet	None
3. Steering Committee and full network review and approve the three-year forecast.	Report out at spring 2020 CCCWN full network meeting.	Review and record in meeting minutes.	Annual

DASHBOARD

Selected OFS	Key Actions for Change	Timeline	Status
1. Network develops a process for reviewing grant-specific communication plans (currently C.H.E.F. and STARS) to ensure consistency with overarching goals and objectives.	1. Review communication plans.	February 2020	Pending
	2. Create review process.	March 2020	
	3. Add key metrics to admin dashboard/CCCWN work plan.	May 2020	
2. Network develops a process for reviewing procedures and processes to ensure appropriate infrastructure is in place.	1. Discuss current process.	March 2020	Pending
	2. Create review process.	April 2020	
	3. Full network reviews and approves process.	May 2020	
3. Network develops a process for reviewing revenue generated by annual membership dues.	1. Create report.	March 2020	Pending
	2. Steering Committee reviews report.	April 2020	
	3. Full network reviews and approves report.	May 2020	



**Coast to the Cascades
Community Wellness
Network**