



Ascension Wisconsin Community Health Improvement Plan

2019-2022

Ascension St. Clare's Hospital

Community Health Improvement Plan – Implementation Strategy

Introduction

Ascension St. Clare's Hospital is part of Ascension. Ascension Wisconsin (ascension.org/wisconsin) operates 24 hospital campuses, more than 100 related healthcare facilities and employs more than 1,300 primary and specialty care clinicians from Racine to Eagle River. Serving Wisconsin since 1848, Ascension is a faith-based healthcare organization committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable. As one of the leading non-profit and Catholic health systems in the U.S., Ascension operates 2,600 sites of care – including 151 hospitals and more than 50 senior living facilities – in 21 states and the District of Columbia.

Prioritized Significant Health Needs

Ascension St. Clare's conducted a community health needs assessment (CHNA) in 2018. Based on the data reviewed, community input and the prioritization process, the following priorities were selected:

- Mental Health
 - Substance Abuse
 - Healthy Children/Youth
 - Human Trafficking / Sexual Assault / Domestic Violence
-

Implementation Plan

The implementation plan outlined below describes the efforts to be taken by Ascension St. Clare's to address these priority health needs. Where noted, the hospital will collaborate with other key partners in the community. Recognizing that no one organization can affect substantial community change alone, the long-term outcomes identified in this plan can only be achieved as many community organizations work together for collective impact.

Mental Health

Goal: Improve mental health in Marathon County

Long-Term Performance Indicators:

- By June 30, 2023, decrease the average number of poor mental health days in the past 30 days from 3.3 (2016) to 2.0. (Source: Behavioral Risk Factor Surveillance System, available at County Health Rankings)
- By June 30, 2023, reduce the percent of households in Marathon County that are considered ALICE households (Asset-Limited, Income Constrained, Employed) from 35 percent (2016) to 30 percent or less. (Source: 2018 ALICE Report and Marathon County United Way Life Report)
- By June 30, 2023, decrease the percent of Marathon County housing assistance requests to 2-1-1 that are unmet from 18 percent (2016) to 14 percent or less. (Source: United Way of Marathon County 2-1-1 Caller Unmet Needs Snapshot)

Strategy 1: Increase Mental Health Education and Training

Anxiety and depression are treatable conditions, but there is a lack of education and support to identify the best treatment options. One of the biggest obstacles for treatment is lack of education of what it is, as well as the stigma surrounding mental health. (Source: Mediaplanet 2019, “The Importance of Spreading Education About Mental Health Illness Treatment”)

Ascension St. Clare’s will increase awareness, knowledge, and skills for community professionals to support and address mental health concerns, working with our partners to identify and fund initiatives that address these needs.

Ascension St. Clare’s will:

- Actively participate on partner boards and committees
- Work with community partners to annually conduct at least two mental health-related trainings and programs. Ascension St. Clare’s will promote, fund, staff and/or provide logistical support for the trainings and programs, including one school-related initiative. Examples of training and programs include suicide prevention, resiliency and bullying prevention.

Collaborative Partners:

- Catholic Charities
- Marathon County Health Department
- Marathon County United Way
- Community Corner Clubhouse
- Prevent Suicide Marathon County
- Wausau Area Schools
- Wisconsin Institute for Public Policy & Service (WIPPS)

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicator:

- By June 30, 2022, fewer than 20 percent of Marathon County students surveyed will report feeling so sad or hopeless almost every day for two or more weeks in a row that they stopped doing some usual activities during the 12 months before the survey. (Baseline: 23.6 percent in 2017. Source: Marathon County Youth Risk Behavior Survey)

Strategy 2: Advocate for Mental Health Services

Mental illness has no boundaries for those it impacts. In the U.S., an estimated one in 25 adults and one in five youth experience a severe mental health issue. (Source: National Alliance on Mental Health)

Ascension St. Clare's, along with community partners, will identify and address some of the underlying issues related to poor mental health such as lack of income, inadequate housing and poor social supports. Several organizations in Marathon County currently address these issues, including Marathon County Housing and Homelessness Coalition and Marathon County Hunger Coalition.

Ascension St. Clare's will:

- Actively participate on partner boards and committees.
- Fund local initiatives that aim to provide adequate shelter/housing, food and mental health resources.

Collaborative Partners:

- Catholic Charities
- Marathon County Health Department
- Marathon County Housing and Homelessness Coalition
- Marathon County Hunger Coalition
- Community Corner Clubhouse
- Marathon County United Way

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, increase participation in the Marathon County Hunger Coalition Nutrition and Budgeting lessons from 522 participants (2018) to 574, a 10 percent increase. (Source: United Way Hunger Coalition 2018 Impact Report)
- By June 30, 2022, reduce the percent of homeless individuals in Marathon County who have been homeless more than one year from 28 percent (2017) to less than 25 percent. (Source: United Way Housing and Homelessness Coalition)

Strategy 3: System Change

From July 2019 – June 2022, Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for depression. This will include routine screening, referral mechanisms and sources for treatment, electronic medical record (EMR) reminders and the creation of tools.

Ascension Wisconsin will:

- Build automatic reminders/alerts into the electronic medical record
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

Resources Committed:

- Staff and provider time

Medium-Term Indicator:

- By June 30, 2022, depression screening and remission systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

Substance Abuse

Goal: Reduce substance abuse within Marathon County

Long-Term Performance Indicators:

- By June 30, 2023, reduce the number of Marathon County teens who used marijuana in the past 30 days from 9.6 percent to 5 percent or less. (Source: Marathon County Youth Risk Behavior Survey)
- By June 30, 2023, reduce the number of drug overdose deaths from 15 (2017) to five or less. (Source: Marathon County Medical Examiner’s Office)

Strategy 1: Increase Substance Abuse Education and Training

Education about substance abuse is a critical part of ensuring people have a good understanding about the many aspects of the topic. Information such as factual data, warning signs, why abuse occurs, as well as the effects and consequences on physical and mental health, relationships and overall functioning can prepare everyone involved for successful outcomes. (Source: Project Know – An American Addictive Centers Resource)

Ascension St. Clare’s will increase awareness, knowledge, and skills of community professionals to support and address substance concerns, working with our partners to identify and fund initiatives that address these needs.

Ascension St. Clare’s will:

- Actively participate on the Alcohol and Other Drugs (AOD) Partnership
- Work with community partners to annually conduct at least two substance abuse-related trainings and programs. Ascension St. Clare’s will promote, fund, staff and/or provide logistical support for the trainings and programs. Examples of trainings and programs include illegal drug use, effects of using marijuana and effects of using alcohol.

Collaborative Partners:

- AOD Partnership
- Marathon County Health Department
- Northcentral Health Care
- Catholic Charities
- Community Corner Clubhouse
- Wisconsin Institute for Public Policy & Service (WIPPS)

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, fewer than 20 percent of Marathon County adults will indicate they drink excessively. (Baseline: 27 percent (2016). Source: Wisconsin Department of Health Services)
- By June 30, 2022, fewer than 20 percent of youth will report having at least one drink in the last 30 days. (Baseline: 26.1 percent (2017). Source: 2017 Marathon County Youth Risk Behavior Survey)

Strategy 2: Advocacy/System Change

From July 2019 – June 2022, Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for alcohol misuse. This will include: routine screening, referral mechanism and sources for treatment, EMR reminders and creation of tools.

Ascension Wisconsin will:

- Build automatic reminders/alerts into the electronic medical record
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

Resources Committed:

- Staff and provider time

Medium-Term Indicator:

- By June 30, 2022, alcohol misuse screening systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

Healthy Children/Youth

Goal: Ensure that food, shelter and a safe environment are provided for every child in Marathon County

Long-Term Performance Indicators:

- By June 30, 2023, the child food insecurity rate in Marathon County will decrease from 16.7 percent (2016) to 10 percent or less. (Source: Marathon County Pulse – Feeding America)
- By June 30, 2023, reduce the number of mothers in Marathon County who smoke during pregnancy from 13.8 percent (2016) to 10 percent or less. (Source: Marathon County Pulse – Wisconsin Department of Health Services)
- By June 30, 2023, reduce the number of children in Marathon County who are victims of child maltreatment from 279 (2017) to 225 or less. (Source: Marathon County Health Department)

Strategy 1: Ensure Children Have Access to Food

Being food insecure affects nearly every aspect of life, even beyond the immediate and obvious effects on physical health. It makes it difficult for children to concentrate in school and for adults to maintain adequate job performance. To help address this crisis, it's important to first understand food insecurity, what causes it and how it affects children. When we understand the nature of this problem, we can plan and support initiatives to solve it. (Source: International Community Foundation, April 5, 2018, blog)

Ascension St. Clare's will work with our partners to identify and fund initiatives that address the availability of food, especially on weekends and during times when school is not in session.

Ascension St. Clare's will:

- Actively participate on the Marathon County Hunger Coalition
- Promote, fund, staff and/or provide logistical support for programs that support food preparation and distribution for children in Marathon County (e.g., Blessings in a Backpack, Start Right, SMACK Against Hunger)

Collaborative Partners:

- Marathon County Hunger Coalition
- Blessings in a Backpack
- Marathon County Health Department (Start Right)

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, more than 90 percent of eligible children who participate in Start Right Step by Step program will receive WIC services. (Baseline: 84 percent (2017). Source: Start Right Impact Report, Marathon County Health Department)
- By June 30, 2022, maintain a minimum of 16 Marathon County schools participating in Blessings in a Backpack. (Baseline: 16 schools (2018). Source: 2018 Blessings in a Backpack Summary Report)

Strategy 2: Ensure Children are Safe in Their Home

Home is a special place when you are growing up. It's a place to explore, to have adventures and to play. The home also is the most common place for young children to be injured. Most injuries are predictable and preventable (Source: Better Health Channel: Child Safety at Home). With the arrival of a new baby, it is important to assure that parents have the information they need to make the home environment as safe as possible before the baby arrives, during sleep and as the baby begins to explore.

Ascension St. Clare's will work with our partners through identifying and funding initiatives that address providing a safe home environment for children living in Marathon County.

Ascension St. Clare's will:

- Promote, fund, staff and/or provide logistical support for programs that support safe and healthy environments for children ages 0-5 in Marathon County (e.g., Cribs for Kids, Start Right, Marathon County Health Department).

Collaborative Partners:

- Marathon County Health Department (Start Right and Cribs for Kids)

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, fewer than 30 percent of pregnant women who participate in Start Right First Steps program will report smoking. (Baseline: 36 percent (2017). Source: Start Right Impact Report, Marathon County Health Department)
- By June 30, 2022, 100 percent of the families who receive cribs through Cribs for Kids and are contacted for a three-month telephone follow up, will report placing their baby to sleep appropriately on their back. (Baseline: 97 percent (2017). Source: Cribs for Kids Year End Report, Marathon County Health Department)

Human Trafficking / Sexual Assault / Domestic Violence

Goal: Eliminate human trafficking, domestic abuse and dating violence while promoting healthy relationships and helping victims of abuse regain stable lives

Long-Term Performance Indicators:

- By June 30, 2023, fewer than three percent of high school students surveyed will report being physically injured one or more times by someone they were dating or going out with in the 12 months prior to the survey. (Baseline: 5.5 percent (2017). Source: Youth Risk Behavior Survey)
- By June 30, 2023, 90 percent of residents of the Women’s Community surveyed will identify knowing more ways to plan for their safety and being more aware of community resources that can contribute to their safety. (Baseline: 84 percent (2017). Source: The Women’s Community Annual Report)

Strategy 1: Increase Human Trafficking / Sexual Assault / Domestic Violence Education

In Wisconsin in 2013, 55 people died in domestic violence-related homicides and suicides. (Source: Marathon County United Way LIFE Report, 2017-2019) An estimated 12.7 percent of Wisconsin women will be stalked in their lifetime. (Source: National Coalition Against Domestic Violence) From January-October 2018, 72 sex trafficking cases were reported in Wisconsin. (Source: *The Badger Herald* – UW Independent Learning)

Ascension St. Clare’s will increase awareness, knowledge, and skills for community professionals to support and address human trafficking, sexual assault and domestic violence, working with our partners to identify and fund initiatives that address these needs.

Ascension St. Clare’s will:

- Actively participate on partner boards and committees
- Fund 1-2 awareness events to address issues of domestic violence, sexual assault and human trafficking

Collaborative Partners:

- The Women’s Community
- Marathon County Health Department

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, fewer than five percent of students surveyed will report they were forced to do sexual things one or more times during the 12 months before the survey. (Baseline: 7.0 percent (2017). Source: Youth Risk Behavior Survey)
- By June 30, 2022, more than 5,500 presentation attendees will receive domestic violence prevention education. (Baseline: 5,389 (2017). Source: The Women’s Community 2017 Annual Report)

Strategy 2: Maintain Sexual Assault Nurse Examiner Program at Ascension St. Clare’s

Sexual Assault Nurse Examiner (SANE) is a certification for nurses who have received specialized training to conduct sexual assault evidentiary exams for victims of sexual assault or abuse. SANE nurses provide medical treatment, collect evidence, provide emotional support and assist with follow-up support.

Ascension St. Clare’s SANE nurses will provide direct care to patients and provide prevention education in the community.

Ascension St. Clare’s will:

- Identify and maintain a minimum of six SANE nurses
- Support SANE nurses to annually participate in two or three outreach opportunities, providing information about sexual assault and human trafficking, at community panels, school programs, health fairs and/or business presentations

Collaborative Partners:

- Law Enforcement – Marathon County and local
- Wausau Area School Districts

Resources Committed:

- Staff time
- Community benefit funding

Medium-Term Indicators:

- By June 30, 2022, Ascension St. Clare’s will have zero missed SANE cases. (Baseline: five missed cases (2017). Source: Ascension St. Clare’s SANE data collection)
- By June 30, 2022, Ascension St. Clare’s will have maintained the percentage of dual-certified (adult and pediatric) SANE nurses at Ascension St. Clare’s at 100 percent.

Plan to Evaluate the Strategies

Ascension Wisconsin is committed to making a positive, measurable impact on the health of the people in the communities we serve. To that end, we evaluate the strategies we implement to address the health needs of the community.

We use a logic model, an approach that is nationally recognized for program evaluation. Logic models provide methods for documenting the following:

- **Inputs:** Resources needed to implement the strategies
- **Outputs:** Actions taken, the number of programs/tactics implemented and the number of people reached
- **Outcomes:** Measures of the impact of the programs/strategies, such as changes in learning, actions or conditions

To be specific about the outcomes for which we will be accountable, we set SMART metrics – metrics that are Specific, Measurable, Achievable, Realistic and Time-related.

Evaluation Schedule/Process

At the beginning of the three-year cycle:

- Establish SMART metrics for medium-term (three-year) indicators for each strategy
- Establish SMART metrics for long-term (beyond three years) indicators for each priority area

At the beginning of each fiscal year in the three-year cycle:

- Establish SMART metrics for short-term (fiscal year) indicators for each strategy
- Establish action steps and output indicators for each strategy

Quarterly each fiscal year:

- Report actions completed
- Report the status of each strategy/priority

At the end of each fiscal year:

- Report on results for short-term and output indicators
- Describe accomplishments and analyze results

At the end of the three-year cycle:

- Report on results for medium-term indicators for each strategy
- Describe and analyze results
- Incorporate results into next Community Health Needs Assessment

Health Needs Not Selected for this Plan

Ascension Wisconsin understands the importance of all the health needs of the community and is committed to being an active participant in improving the health of the people in the communities we serve. For the purposes of this CHNA, we have chosen to focus our efforts on the priorities listed above. The following health needs were not selected to be included in this plan for the reasons described below.

- Injuries: Injuries due to falls and vehicle accidents are being addressed currently by external and/or internal efforts.
- Economic Issues: Addressing low income is woven through other priority areas (e.g., Blessings in a Backpack, as part of Healthy Child/Youth Development, provides food for children whose families have low income). Additionally, Ascension St. Clare's is represented on community collaborations that address basic needs (e.g., Hunger Coalition).
- Healthy Weight: A robust coalition is currently in place to address this issue. Additionally, healthy weight will be addressed in part through other priority areas (e.g., backpack meals for youth).

Next Steps

This implementation plan outlines a three-year community health improvement process. Each year within this timeframe, we will:

- Create an annual action plan with specific steps for that year
- Set and track annual performance indicators for each strategy
- Track progress toward medium-term performance indicators
- Report progress toward the performance indicators to the board
- Share actions taken to address the needs with the community at large

Approval

This implementation plan report was adopted by the Board of Directors of Ascension St. Clare's Hospital, Inc., on April 30, 2019, and by the Ascension Wisconsin Board on May 16, 2019.

To learn more about Ascension Wisconsin, visit [ascension.org/Wisconsin](https://www.ascension.org/Wisconsin)



3400 Ministry Parkway
Weston, WI 54476