



**MINISTRY**  
Sacred Heart Hospital



**COMMUNITY**  
**BENEFIT IMPLEMENTATION STRATEGY**  
Fiscal Year 2013

# Communities We Serve



401 West Mohawk Drive, Tomahawk, Wisconsin 54487

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## Ministry Sacred Heart Hospital Community Benefit Implementation Strategy

Fiscal Year 2013 - 2016

Ministry Sacred Heart Hospital has been meeting the health needs of Lincoln County residents for 120 years. Founded by the Sisters of the Sorrowful Mother in 1893 to serve the poor and sick, Ministry Sacred Heart Hospital continues to carry out its mission “to further the healing ministry of Jesus by improving the health and well-being of all people in our community.”

Ministry Sacred Heart Hospital is a 14-bed hospital located in northern Lincoln County and is a member of Ministry Health Care.

This report summarizes the plans for Ministry Sacred Heart Hospital to sustain and develop new community benefit programs that 1) address prioritized needs from the Fiscal Year 2013 Community Health Needs Assessment (CHNA) conducted by Ministry Sacred Heart Hospital and 2) respond to other identified community health needs.

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### Target Areas and Populations

Ministry Sacred Heart Hospital has a defined service area that includes the City of Tomahawk and seven surrounding townships. According to the Wisconsin Department of Administration, this population base is 5,575 residents. The community we serve is primarily Caucasian, has a higher than state average of 65 and older population and unemployment rate, and a lower than average household income. In fiscal year 2012, Ministry Sacred Heart Hospital drew 80 percent of its patient population from the City of Tomahawk and the surrounding townships. This implementation plan will focus on these populations in the community, including the poor and underserved.

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### How the Implementation Strategy Was Developed

Ministry Sacred Heart Hospital is committed to fulfilling their mission by providing quality health care while continuing to adapt to the changing health care needs of the community. This community benefit plan is a continuing effort of that commitment and emphasizes the link between the community and hospital. The plan is a collaborative work of community members, medical professionals, community agencies and board members.

The community needs assessment process began in January 2012 when representatives from Ministry Sacred Heart Hospital participated in community meetings, coordinated by the Lincoln County Health Department, to assess the health needs of the county. Unmet community health needs were identified by reviewing state and county demographic data, community survey results, relevant health statistics, current county resources and the Healthiest Wisconsin 2020 Focus Areas. Criteria utilized to further evaluate the health needs were:

- Relative prevalence of health and quality-of-life issues in the community – specifically whether residents identified the topic as an issue and does it have a perceived sense of importance within the community
- Scope of the issue – prevalence and trends in the community when compared to state data
- Seriousness and consequences if left unaddressed
- Availability of community resources to assist in addressing the issue
- Partners exist to work collaboratively

Upon completion of the data analysis, the three strategic health priorities identified were:

1. Oral Health
2. Mental Health
3. Nutrition and Healthy Foods

As part of Ministry Sacred Heart Hospital's community benefit implementation strategy, we are working in collaboration with the Lincoln County Health Department to develop and adopt these community priorities. Representatives from Ministry Sacred Heart Hospital, based on areas of expertise, are seated on the Lincoln County Community Health Improvement Plan Steering Team and Community Priority Teams. Monthly strategic planning meetings are held and action plans have been created to address the health priorities.

To create the goals, objectives and strategies to address the health priorities, the following process was utilized:

1. Determine Community Needs
  - Review community needs assessment data
  - Review Lincoln County 2012 community survey
  - Identify Lincoln County strengths and opportunities
2. Review State Objectives
  - State Goal 1: Assure access for better oral health
  - State Goal 2: Assure access to services for all populations

*Source: Healthiest Wisconsin 2020*
3. Review Evidence-Based Best Practices
  - Focus on population-based practices
4. Determine How to Measure Success
  - Utilize logic models
  - Develop SMART measureable objectives

The complete set of findings from the Community Health Needs Assessment can be found on the Ministry Sacred Heart Hospital's website.

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## Identified Needs and How Priorities Were Established

The top health needs identified in the community needs assessment were:

### Oral Health

Access to oral health care in low-income populations has been identified as an area of concern in northern Lincoln County. In the community survey completed during the assessment phase, respondents reported that the biggest barrier to obtaining dental care was cost. Lack of dental insurance and high deductibles are two of the major barriers to obtaining care. In addition, the level of reimbursement for services, particularly for state funded insurance programs is lower, resulting in fewer dentists accepting Medicaid patients. Only one dental clinic in Lincoln County is a federally qualified health center that provides access to dental services for the underserved population. This clinic is located in southern Lincoln County.

Currently, Lincoln County participates in the Wisconsin Seal-A-Smile Program and Ministry Sacred Heart Hospital, as a collaborating partner, provides all participating Tomahawk public school students with an oral hygiene kit for home use. Ministry Sacred Heart Hospital will continue to support this initiative.

### Mental Health

Lincoln County has been designated as a mental health federally designated health professional shortage area (U.S. Department of Health and Human Services). During the community assessment and analysis, it was determined that community members and organizations are not familiar with current local programs.

Ministry Medical Group in Tomahawk has incorporated the Patient Center Medical Home Model into their clinic practice. As part of this model, behavioral health specialists are available to all clinic patients as a free service. The Tomahawk Ministry Medical Group also works in collaboration with Ministry Sacred Heart Hospital to provide behavioral health consults and services on an as needed basis to hospitalized patients.

Additional mental health services/initiatives offered by Ministry Sacred Heart Hospital at no cost to the community include:

- Behavioral health experts speak on mental health topics at the National Alliance on Mental Health (NAMI) local chapter meetings.
- Psychiatric consultation is offered to Tomahawk residents who are newly discharged from the Ministry Saint Mary's Hospital inpatient mental health unit to ensure follow-up care is established within seven days of discharge.
- Critical incident debriefing is provided for community disasters.
- A referral process is available in the emergency department for behavioral health patients post discharge. Mental health providers place follow-up phone calls to address needs and direct services.
- A mental health summit is held annually and it is open to the public.
- Behavioral health education and resources are provided at the yearly community health fair held at Ministry Sacred Heart Hospital.
- Telephone psychiatric consultations for all Ministry Medical Group providers.

### Nutrition and Healthy Foods

A key issue identified during the community assessment was lack of food security or assured access to enough food to lead an active and healthy life. Additionally, 50 percent of participants surveyed reported that they do not follow the daily recommendations for eating a balanced diet.

In February 2013, Ministry Sacred Heart Hospital formed an implementation strategy team to select and prioritize initiatives. When determining which of the priorities Ministry Sacred Heart Hospital would base its Community Benefit Plan on, the following criteria were considered:

- Financial impact on organization/medical cost to treat
- Frequency of health issue encountered by organization
- Expertise to implement solution
- Ability to make a difference
- Programs currently available to address the issue
- Feasibility to prevent

Team members consisted of representatives from finance, quality improvement, behavioral health, community link and patient and family services. The three identified community health priorities of oral health, mental health and nutrition and healthy foods were discussed and a strategy prioritization matrix was used to rank the health needs. Team members discussed their rankings and were given an opportunity to revise their rankings. The individual rankings were then summed to produce a composite ranking. Based on the matrix outcomes and comparing data obtained from the community assessment, Ministry Sacred Heart Hospital made the decision to focus on all three priorities.

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## Description of What Ministry Sacred Heart Hospital Will Do to Address Community Needs

To address the identified community health priorities, Ministry Sacred Heart Hospital has elected to work primarily with the Lincoln County Health Department, who is also in the process of developing their Community Health Priorities Plan. Health priority teams have been established and Ministry Sacred Heart Hospital has designated representatives, based on area of expertise, to serve on these collations. The team members will be involved in assessment, action planning, implementation and eventually outcome measurement for each of the three health issues.

Ministry Sacred Heart Hospital will also develop independent strategies to address each health issue, as well as continue any current strategies.

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## Action Plans

### Goals & Objectives: Nutrition and Healthy Foods

#### Increase access to healthy foods and nutrition education

##### Collaborative strategies

Assess the current policies and environmental standards in place with regards to access to quality foods in schools, health care facilities, community organizations, the community at large and worksites using the Community Health Assessment and Group Evaluation (CHANGE).

Develop a toolkit to promote healthy point-of-purchase education for local grocery stores, convenience stores and concessions.

Develop educational tools and resources regarding healthy weight and appropriate nutrition and physical activity.

Utilize public education and outreach strategies to increase awareness and education regarding healthy eating.

Support and promote existing nutrition programs administered by agencies throughout the county.

Educate community agencies on offering healthy vending machine options.

Educate local school district on healthy snacks policy.

##### Independent strategies:

\* Ministry Sacred Heart Hospital will establish a healthy foods and nutrition class, conducted by a registered dietitian, which will be open and free to the public.

\*At the annual Ministry Sacred Heart Hospital community health fair, a dietitian will be available to answer dietary questions and provide education on USDA approved practices for health eating.

\*Investigate opportunities to sponsor patients, who meet established screening criteria, in the weight management classes offered at Ministry Sacred Heart Hospital.

\*A Ministry Sacred Heart Hospital Registered Dietician will be assigned to the Lincoln County nutrition coalition.

**Measures of Success by 2016**

A healthy foods and nutrition class will be implemented to provide increased awareness and education about healthy food choices, portion sizes and safe food preparation.

Point-of-purchase toolkit developed with education complete.

Education tools specific to healthy weight, nutrition and physical activity created and utilized at health fairs and community classes.

At least two classrooms/day care centers in the school district will adapt a healthy snack policy.

At least one establishment in the community will offer healthy choices vending machines.

At least one grocery store, convenience store and/or restaurant will provide and promote healthy choices of quality foods available to the community.

The assessment to sponsoring weight management participants is complete.

A Ministry Sacred Heart Hospital employee is an active member of the Lincoln County nutrition coalition.

**Goals & Objectives: Oral Health**

**Increase oral health care practices and access to oral health services**

**Collaborative Strategies:**

Survey Lincoln County agencies, schools, clinics and hospitals on what resources they use for oral health education.

Develop oral health resources and provide education to community agencies, clinics, hospital and schools.

Expand participation in the Seal-A-Smile program to include the parochial school grades 2-6.

**Independent strategies:**

\*Explore expanding The Tooth Fairy Fund (local program to assist residents with oral health medical assistance) to Ministry Sacred Heart Hospital.

\* At the annual Ministry Sacred Heart Hospital community health fair dental supplies and oral health hygiene education will be offered.

\* A Ministry Sacred Heart Hospital registered nurse will be assigned to the oral health coalition in Lincoln County.

\*Explore opportunities to provide dental supplies to the school district back pack program (local program that provides food to low income children over the weekend).

**Measures of Success by 2016**

A Ministry Sacred Heart Hospital employee is an active member of the Lincoln County oral health coalition.

Assessment of opportunity to provide dental supplies to the school district backpack program completed.



Seal-A-Smile program expanded to local parochial school.

Dental supplies provided at Ministry Sacred Heart Hospital community health fair.

The expansion of The Tooth Fairy Fund to Ministry Sacred Heart Hospital assessed and implemented if approved.

## Goals & Objectives, Mental Health

### Increase mental health awareness and education and access to mental health services

#### Collaborative Strategies

Conduct a focus group (providers, clients and the public) to identify what are the barriers on education and support of mental health disorders and addictions.

Provide additional resources on mental health and addiction on 2-1-1.

Develop and promote community education tools to increase resources that are available to community partners and the public.

Support newly released state initiatives as appropriate.

<http://www.mhawisconsin.org/Data/Sites/1/media/PublicPolicy/public-policy-2013/investwi-pressrel.pdf>

#### Independent Strategies:

\* A Ministry Sacred Heart Hospital Behavioral Health registered nurse will be assigned to the Lincoln County mental health coalition.

\*Continue to work in collaboration with Ministry Medical Group Tomahawk's Medical Home Model to ensure access to behavioral health specialists.

\* At the annual Ministry Sacred Heart Hospital community health fair a behavioral health specialist will be available to provide mental health education and resources.

\*A Ministry Sacred Heart Hospital representative will be assigned to the Lincoln County Suicide and Child Death Team.

#### Measures of Success by 2016

Resources published on 2-1-1.

A Ministry Sacred Heart Hospital employee is an active member of the Lincoln County mental health coalition.

A Ministry Sacred Heart Hospital employee is an active member of the Lincoln County Suicide and Child Death Team.

Focus group conducted and barriers to mental health education identified.

Mental health education tools created and offered in the community.

Behavioral health specialist present at annual Ministry Sacred Heart Hospital community health fair.

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### Next Step for Priorities

Ministry Sacred Heart Hospital will continue their work with their community health partners to further develop and implement these strategies for addressing the prioritized community health needs. This plan of action will incorporate efforts already underway and address identified priorities, keeping in mind our poor and vulnerable populations.

Ministry Sacred Heart Hospital's next steps include:

- Ensure collation members attend county meetings.
- Continue to support any current hospital initiatives that address the health priorities.
- Develop SMART goals for each objective.
- Develop a detailed strategic plan.
- Build support for the strategies being implemented within the community through community stakeholder engagement.
- Implement strategies.

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### Priority Needs Not Being Addressed and the Reasons

Ministry Sacred Heart Hospital has elected to address all three health priorities identified in the community needs assessment. Therefore, no issues will go unaddressed.

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### Approval

Annually, the Ministry Sacred Heart Hospital Governing Board, which includes representatives from Lincoln County and the surrounding community, will review the prior fiscal year's Community Benefit Report and approve the Community Benefit Implementation Strategy for addressing priorities identified in the most recent Community Assessment and other plans for community benefit. This report was prepared for the May 2013 meeting of the Governing Board.

Ministry Sacred Heart Hospital Governing Board Approval:

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By Name and Title

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Date