



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

Communities We Serve



614 Memorial Drive, Chilton, Wisconsin 53014

Calumet Medical Center Community Health Improvement Implementation Strategy

Introduction

Calumet Medical Center (CMC) is a critical access hospital located in Chilton, Calumet County, Wisconsin. CMC is part of Ministry Health Care (doing business in the Fox Valley as Affinity Health System). Ministry Health Care is an integrated healthcare delivery network serving more than 1.1 million people, across Wisconsin and eastern Minnesota. Ministry generates nearly \$2.2 billion in operating revenue with 15 hospitals, 45 clinics, and more than 12,000 associates including 650 physicians and advance practice clinicians. In 2013, Ministry Health Care joined Ascension, the largest Catholic and not-for-profit healthcare system in the nation.

A shared CHNA was conducted in 2015 with regional partners collaborating on and funding the effort. The Fox Valley Community Health Improvement Coalition (FVCHIC) is a core group of representatives from four health systems (Affinity Health System, Aurora Health Care, ThedaCare and Children's Hospital of Wisconsin), and five local public health departments (Calumet Public Health, Outagamie Public Health, Winnebago Public Health, City of Appleton Public Health and City of Menasha Public Health), as well as representatives from the State Department of Health Services. Members of this coalition represent one or more of the three counties of the Fox Valley (Calumet, Outagamie and Winnebago). Data was gathered from multiple sources to assess the health needs of Calumet County. In addition, a survey was conducted of persons in Calumet County who are lower-income or otherwise vulnerable. This data was presented to a group of community stakeholders who together recommended the health priorities to be addressed for the 2016-2019 Implementation Strategy.

Prioritized Significant Health Needs

Based on the data presented and the prioritization process of the community stakeholders, the following priorities were selected:

- Mental Health
 - Nutrition and Physical Activity
 - Alcohol and Other Substances (including tobacco)
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Needs That Will Not Be Addressed

In addition to the three health issues selected as top priority, stakeholders identified several other significant health issues in Calumet County. These issues will be addressed by other organizations in the community. While these issues will not be addressed by CMC as priority health needs, we will provide support to those community efforts whenever possible.

Chronic Disease Prevention: The stakeholders identified chronic diseases as an important health issue to be addressed in the community. Discussions with community leaders, public health organizations and CMC leaders, revealed that by tackling the nutrition and physical activity needs of the community, often seen as proxy for obesity prevention, chronic diseases would also be positively affected. Many stated that many of the chronic diseases that need attention such as, diabetes, hypertension, high cholesterol, etc. can be positively influenced by working on obesity prevention efforts.

Healthy Growth and Development: Many stakeholders identified healthy growth and development, especially early childhood growth and development, as a health need. Many community members there saw a need to support the development of healthy, well-rounded individuals. At the same time, respondents stated there are many existing organizations and programs in the community that address these issues, including the Fox Valley Early Childhood Coalition, Parent Connection, Community Early Learning Center, Birth To 3 Program, The Boys and Girls Club, Head Start, as well as school-based and YMCA- based programs. Given the variety of existing efforts in the community, CMC will continue to support the public health departments and community organizations already in existence to address healthy growth and development issues whenever possible.

Implementation Strategy

The CMC Implementation Strategy is part of a broad community effort to address three priority needs in the community. Under the umbrella of the Healthiest Calumet County Steering Committee, CMC associates actively participate on two health priority coalitions: U-CAN (Nutrition/Physical Activity Coalition) and REACH (Alcohol and Substance Abuse Coalition). In addition, a regional Ministry Health Care associate serves on the North East Wisconsin Mental Health Connection (NEWMHC) coalition and Zero Suicide Coalition representing CMC.

This implementation strategy outlines the actions CMC will take to address the health needs. However, as noted below, many of these strategies will be implemented collaboratively. Recognizing that no one organization is able to effect substantial community change alone, the long-term outcomes identified in this plan will be achieved as many community organizations work together for collective impact.

NUTRITION AND PHYSICAL ACTIVITY

Goal: Increase the proportion of residents of Calumet County who have a healthy diet and regular physical activity.

Long-term Performance Indicators:

- By June 30, 2020, increase the percentage of adults from 36% to 40% who fall in the healthy weight range.

Strategy 1: CMC Community Garden

The CMC Community Garden allows members of our community to rent a plot of land to grow fresh fruits and vegetables during the growing season.

Medium-term Performance Indicators:

- By June 30, 2019, increase the percentage of adults in Calumet County eating two or more servings of vegetables daily from 61-66 percent.

Collaborative Partners:

- UW-Extension
- Master Gardeners of Calumet County
- U-CAN

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment/supplies
- Volunteer time
- Marketing
- Printing

Supporting Information:

- Target Population: Residents of Calumet County
- Health Equity Focus: The Public Health Department will be reaching out to low income families participating in WIC and other programs to bring their message to vulnerable populations
- Policy/System/Environmental Strategy: Environmental
- Evidence Base: Community gardens are listed on What Works for Health as an evidence-based program

Strategy 2: CMC's Healthy Living Cooking

CMC's Healthy Living Cooking is an annual event that promotes and educates the community on making healthier eating choices. The event includes a cooking demonstration from local chefs, a sit-down dinner to taste the demonstrated meal and local food vendors.

Medium-term Performance Indicators:

- By June 30, 2019, increase the proportion of Healthy Living Cooking event participants who intend to cook healthier foods after the event from zero to 75 percent.

Collaborative Partners:

- Fox Valley Technical College
- Local chefs
- U-CAN

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment/supplies
- Volunteer time
- Marketing
- Printing

Supporting Information:

- Target Population: Men and women of all ages in Calumet County and the surrounding area.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: Fruit and vegetable taste testing are rated as some evidence on What Works for Health.

Strategy 3: Weight of the Fox Valley

Weight of the Fox Valley (WOTFV) is a three-county initiative with a shared vision of working together to achieve and maintain a healthy weight at every age. Using a collective impact model, WOTFV strives to support mutually reinforcing activities conducted by a variety of community-based organizations committed to obesity prevention. One of the strategies is to collect actual (vs. self-reported) Body Mass Index data from the healthcare systems in the region to have a better understanding of the true obesity rates affecting the area. Health care organizations involved in the data collection will then explore the concept of mapping BMI data to identify if there are certain geographical areas that are increasingly afflicted by obesity and to guide community based implementation strategies tailored to those geographical areas. WOTFV is also working to bring attention of the obesity epidemic and the need to work collaboratively with regional planning groups in the region, to city and town boards. As such WOTFV has developed a resolution which delineates how a town or city can support obesity prevention efforts and consider health in every decision and system and environmental changes in city and town planning to improve the health of their residents.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of municipalities that have adopted the Weight of the Fox Valley resolution from four to 10.

Collaborative Partners:

- Local public health departments
- Local health systems
- Eastern Central Wisconsin Regional Planning Commission
- Local businesses
- Not for profit organizations

Resources CMC will commit to achieve this strategy:

- Associate time and expertise
- Funding

Supporting Information:

- Target Population: Men, women and children of all ages in Calumet, Outagamie and Winnebago County.
- Health Equity Focus: NA
- Policy/System/Environmental Strategy: N/A
- Evidence Base: There is research to indicate that using a Collective Impact model will increase effectiveness of interventions. In addition, any initiatives selected will be evidence-based.

MENTAL HEALTH

Goal: To reduce suicide rates in Calumet County.

Long-term Performance Indicators:

- Using the evidence based initiatives established by the Zero Suicide (National Action Alliance for Suicide Prevention), decrease the suicide rate from 14.9 per 100,000 people to zero in Calumet County by June 30, 2021.

Strategy 1: QPR Suicide Prevention Training

QPR stands for Question, Persuade, and Refer, a nationally recognized “best practice” method for suicide prevention and education. Gatekeeper trainings are provided by certified trainers who help community members understand how to question a person about suicide, how to persuade them to get help and how to refer them to the appropriate resources. Trainings are organized for community members to further learn about risk factors to suicide; to recognize warning signs that someone may be contemplating suicide; and give community members mental health and suicide prevention referral information and resources they can use to help someone in crisis. Aside from community trainings that take place year round by certified trainers, other strategies include updating materials used in trainings, certifying and recertifying trainers, organizing bi-annual trainer network and rejuvenation workshops and expanding trainings to include diverse sectors in the communities. Throughout the next three years, working with our partners, we will continue to provide trainings, update resources and disseminate suicide prevention information to the communities we serve.

Medium-term Performance Indicators:

- By June 30, 2019, increase the community's capacity to provide QPR workshops by increasing the number of certified QPR instructors from 100 to 110.
- By June 30, 2017, establish a system to track the various sectors of the population that have received QPR training.
- By June 30, 2020, increase by 25 percent the number of sectors in Calumet County who have received QPR training.

Collaborative Partners:

- Prevent Suicide Fox Cities
- Community For Hope
- Samaritan Counseling and other mental health organizations
- Local businesses/organizations
- QPR Advisory board

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment/supplies

Supporting Information:

- Target Population: Residents of Calumet County and the surrounding area including Outagamie and Winnebago County
- Health Equity Focus: NA
- Policy/System/Environmental Strategy: N/A
- Evidence Base: QPR training is included in the Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence-Based Programs and Practices

Strategy 2: Test your Mood Online Survey

Each year during the National Depression Awareness Month and Mental Health Awareness Month, Ministry Health Care, in collaboration with the North East Wisconsin Mental Health Connection, (NEWMHC) will promote an anonymous online mood survey. The online survey, which is available year round, allows respondents to choose from six different screening surveys (anxiety, PTSD, eating disorders, depression, alcohol use and bipolar disorder). The survey also provides respondents with a list of local resources they can access for further assistance. Survey data reports show how many people take the survey and how many respondents "score" consistent or not consistent for symptoms related to that particular screen. The purpose of the online screening is to raise awareness about mental health and to engage the population in this region to know more about symptoms of different mental health conditions, especially depression. This region started offering the free online screen in 2014 and since then, with promotion from various community partners, this region has seen more and more people take the survey. In fact, our region has been recognized by the parent organization (Screening for Mental Health) as one of the regions with the greatest number of respondents based on the number of

people that take are screened from year to year, a proxy for increasing awareness in our communities. In the next years we will continue to work with the NEWMHC to support the dissemination of this effort and to include updated local resources on the survey.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of community members who have taken the survey from 1500 to 2000.

Collaborative Partners:

- North East Wisconsin Mental Health Connection
- Local health systems
- Local public health departments

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Printing

Supporting Information:

- Target Population: Residents of Outagamie County and the tri county region (Calumet, Outagamie and Outagamie County)
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: The screening tools from Screening for Mental Health are developed by experts in the field and have been tested for effectiveness.

Strategy 3: Zero Suicide

The Zero Suicide Initiative is a commitment to suicide prevention in health and behavioral health care systems and includes a specific set of strategies and tools. It was established by the National Action Alliance for Suicide Prevention and supported by the Substance Abuse and Mental Health Services Administration. The programmatic approach of Zero Suicide is based on the realization that suicidal individuals often fall through cracks in a fragmented, and sometimes distracted, healthcare system. A systematic approach to quality improvement in these settings is both available and necessary. The challenge and implementation of a Zero Suicide approach cannot be borne solely by the practitioners providing clinical care. Zero Suicide requires a system-wide approach involving the input of the community to improve outcomes and close gaps. The focus of activity over the next three years will be to engage multiple organizations throughout the community and support them in integrating suicide prevention strategies into their organizational procedures.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of organizations that adopt the Zero Suicide model and integrate suicide prevention strategies in their organizational policies and/or procedures from zero to five.

Collaborative Partners:

- Zero Suicide Initiative Coalition
- North East Wisconsin Mental Health Connection
- QPR advisory board
- Local businesses/organizations
- Local health departments and health systems

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel

Supporting Information:

- Target Population: Residents of Calumet County.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: System
- Evidence Base: The Zero Suicide model is recommended and funded by SAMHSA and includes best practice tools.

ALCOHOL AND OTHER SUBSTANCES

Goal: To decrease the percentage of adults who binge drink in Calumet County.

Long-term Performance Indicators:

- By June 30, 2021, decrease the rate of adults in Calumet County engaging in binge drinking during the past 30 days from 39 percent to 33 percent.
- By June 30, 2021, decrease the rate of teens in Calumet County engaging in binge drinking during the past 30 days from 14 percent to 11 percent.

Strategy 1: Parents Who Host, Lose the Most

Parents Who Host, Lose the Most is a public awareness program educating communities and parents about the health and safety risks of serving alcohol at teen parties. This program takes place at state and local levels, concentrating on celebratory times for youth such as homecoming, holidays, prom, graduation and other times when underage drinking parties are prevalent. The program encourages parents and the entire community to send a unified message that teen alcohol consumption is unhealthy, unsafe and unacceptable.

Medium-term Performance Indicators:

- By June 30, 2020, increase the number of parents in Calumet County disapproving of their child consuming alcohol as reported by youth on the YBRFS from 69 percent to 74 percent.

Collaborative Partners:

- ReTh!nk
- Fox Valley Substance Abuse Coalition
- Health departments (Calumet and Winnebago counties)

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment/supplies
- Volunteer time
- Marketing
- Printing

Supporting Information:

- Target Population: Residents of Calumet County and the surrounding area, particularly parents.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: Policy
- Evidence Base: *What Works for Health* states there is “expert opinion” that supports Mass Media Campaigns Against Underage and Binge Drinking. Parents Who Host Lose the Most is listed as one example of this kind of intervention.

Strategy 2: The Real Happy Hour

Every child needs time with a caring adult. Family meals increase a child’s ability to thrive. The Real Happy Hour is about families spending time together whether it is at the dinner table or other activities. The Real Happy Hour reminds us that family time matters. The purpose of the Real Happy Hour is to increase family time and family connectedness across the tri-county area of the Fox Valley (Calumet, Outagamie and Winnebago). Research shows that family connectedness and parent-child bonding has positive effects including a reduction of substance abuse among adolescents, increased academic performance and more. Some upcoming activities the Real Happy Hour will be involved in is conducting focus groups with families, developing resources and toolkits families can use to improve the quality of family mealtimes, and building partnerships to increase the number of organizations using the Real Happy Hour concept in their organization’s existing activities (i.e. food pantries).

Medium-term Performance Indicators:

- By June 30, 2019, increase the percentage of families reporting five or more meals together per week from 59 percent to 65 percent in the tri-county area.

Collaborative Partners:

- Fox Valley Substance Abuse Coalition
- Local health departments (Calumet, Outagamie and Outagamie counties)
- Boys and Girls Club
- Parent Connect
- UW-Extension

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment
- Volunteer time
- Marketing
- Printing

Supporting Information:

- Target Population: Parents and children
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: *The Importance of Family Dinner IV*, a report from the National Center on Addiction and Substance Abuse (CASA) at Columbia University, shows that eating family dinners at least five times a week drastically lowers a teen's chance of smoking, drinking, and using drugs.

Strategy 3: Medication Disposal Drop Boxes

Calumet County has increased the number of drop box locations throughout the county to get unused or expired medications dropped off at a number of safe locations to avoid contamination of our water supply and the chance of an overdose/death if not disposed of properly. Along with the REACH coalition, CMC will help educate Calumet County by distributing brochures and communication about the drop boxes.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of pounds collected from 294.5 in 2015 to 323.95.

Collaborative Partners:

- REACH
- Calumet County Sheriff's Department
- Appleton, New Holstein, Brillion, and Menasha police departments
- Calumet County Health Department

Resources CMC will commit to achieve this strategy:

- Associate time
- Travel
- Equipment/supplies
- Volunteer time
- Marketing
- Printing

Supporting Information:

- Target Population: Residents of Calumet County and the surrounding area.
- Health Equity Focus: NA
- Policy/System/Environmental Strategy: System
- Evidence Base: *What Works for Health* states there is “expert opinion” that supports Proper Drug Disposal Programs, with some studies showing the ongoing availability of drop boxes may be more effective in preventing drug abuse and accidental poisoning than one-time collection events.

Next Steps

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

- Participate actively in the Healthiest Calumet County Steering Committee
- Create an annual implementation plan with specific action 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 hospital board
- Share actions taken to address the needs with the community at large

Approval

This implementation strategy report was adopted by the hospital’s board on May 3, 2016.