



# COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

# Communities We Serve



1506 South Oneida Street, Appleton, Wisconsin 54915

## St. Elizabeth Hospital Community Health Improvement Implementation Strategy

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### Introduction

St. Elizabeth Hospital (SEH) 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.

*Our mission as a Catholic healthcare system is to further the healing ministry of Jesus by continually improving the health and well-being of all people, especially the poor, in the communities we serve.*

Ministry Health Care has a rich and long tradition of addressing the health of the community. This flows directly from our Catholic identity. In addition to the community health improvement efforts guided by our CHNA process, we contribute to other needs through our broader community benefit program. In 2014-2015, SEH's community benefit contributions were more than \$5.8 million.

SEH participated in a shared regional community health needs assessment 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 Outagamie County. In addition, a survey was conducted of persons in Outagamie County who are lower-income or otherwise vulnerable. This data was presented to an internal community health improvement council who together recommended the health priorities to be addressed for the 2016-2019 Implementation Strategy.

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### 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 Misuse

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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 Outagamie County. These issues will be or are being addressed by other organizations in the community. While these issues will not be addressed by SEH 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 SEH 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 stated there was a need to support the development of healthy, well rounded individuals. At the same time, respondents stated there are many existing strategies in the community that address these issues, organizations such as the Fox Valley Early Childhood Coalitions, 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, SEH will continue to support the public health departments and community organizations already in existence to address healthy growth and development issues whenever possible.

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## Implementation Strategy

St. Elizabeth Hospital's implementation strategy is part of a broad regional effort to address three priority needs in the community and the tri-county region (Calumet, Outagamie and Outagamie counties). This implementation strategy outlines the actions SEH will take to address the health needs in Outagamie County and sometimes beyond as many of these strategies will be implemented collaboratively across the region. 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.

### **OBESITY PREVENTION**

**Goal:** Increase the proportion of residents of Outagamie County and the tri county region overall, who have a healthy Body Mass Index

**Long-term Performance Indicators:**

- By June 30, 2020, increase the percentage of adults from 36 percent to 40 percent who fall in the healthy body mass index range.

**Strategy 1: 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. Healthcare 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 4 to 10.

**Collaborative Partners:**

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

**Resources SEH 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: N/A
- 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.

**Strategy 2: Promote Breastfeeding in Hospital Setting**

The 10 Steps to Baby Friendly Hospitals puts policies and procedures in place to support breastfeeding through the hospital setting. St. Elizabeth Hospital is working toward becoming a baby-friendly hospital.

**Medium-term Performance Indicators:**

- By June 20, 2019, increase the percentage of staff who feel confident in dealing with breastfeeding issues and who give consistent answers when they receive questions about breastfeeding, from 50 percent to 100 percent.
- By June 30, 2019, increase then percentage of parents who feel they are receiving consistent and accurate information about breastfeeding while in the hospital from 50 percent to 95 percent.

**Collaborative Partners:**

- Baby-friendly Hospital Initiative
- Fox Valley Breastfeeding Coalition (which brings together representatives from the Women, Children and Infants Program (WIC), local public health departments and area health care systems)

**Resources SEH will commit to achieve this strategy:**

- Associate time
- Printing
- Funding

**Supporting Information:**

- Target Population: Parents and caregivers of newborns as well as hospital staff.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: Policy/System
- Evidence Base: Breastfeeding promotion programs are indicated to be scientifically supported on *What Works for Health*

**MENTAL HEALTH**

**Goal:** To reduce suicide rates in Outagamie County.

**Long-term Performance Indicators:**

- Using the evidence based initiatives established by the Zero Suicide (National Action Alliance for Suicide Prevention) decrease by 6/30/21 the suicide rate in Outagamie County from 14.9 per 100,000 people to zero.

**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 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, 2018, increase the number of sectors who have received QPR training by 25 percent.

**Collaborative Partners:**

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

**Resources SEH will commit to achieve this strategy:**

- Associate time
- Travel
- Equipment/supplies

**Supporting Information:**

- Target Population: Residents of Outagamie County and the surrounding area including Calumet and Winnebago County
- Health Equity Focus: N/A
- 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 System in collaboration with the North East Wisconsin Mental Health Connection (N.E.W. MHC) 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, 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 screen 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 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 for follow up services on the survey.

**Medium-term Performance Indicators:**

- By June 30, 2019, increase the number of community members who have taken the survey from 1,500 to 2,000.

**Collaborative Partners:**

- N.E.W. Mental Health Connection
- Local health systems
- Local public health departments

**Resources SEH 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, health care 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 connect with 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 in the tri-county area 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
- N.E.W. Mental Health Connection
- QPR advisory board
- Local businesses/organizations
- Local health departments
- Local health systems

**Resources SEH will commit to achieve this strategy:**

- Associate time
- Travel

**Supporting Information:**

- Target Population: Residents of the tri county area.
- 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.

**Strategy 4: School-based Behavioral Health Services**

School-based behavioral health programs such as PATH (Providing Access to Healing) are designed to improve access to mental health services for children and youth who unable to obtain care elsewhere in the community. PATH is a United Way sponsored program in existence in the Appleton Area School District (Outagamie County).

**Medium-term Performance Indicators:**

- By June 30, 2019, increase number of students participating in the PATH program who have experienced reduced symptoms from 69 percent to 75 percent.
- By June 30, 2019, decrease percentage of students participating in the PATH program that have improved their academic performance from 62 percent to 70 percent.
- By June 30, 2019, increase percentage of students participating in the PATH program who show improvement in school behavior from 61 percent to 70 percent.

**Collaborative Partners:**

- Catalpa Health
- N.E.W. Mental Health Connection
- Local health departments
- Local health systems

**Resources SEH will commit to achieve this strategy:**

- Associate time
- Travel

**Supporting Information:**

- Target Population: School-age children in Outagamie County, specifically in PATH schools within the Appleton Area School District.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: system
- Evidence Base: This is locally developed and implemented initiative. From the program's inception in the spring of 2008 through December 2015, PATH served more than 1,000 students and reported the following results:
  - 69 percent experienced reduced symptoms and increased functioning
  - 62 percent showed improved academic performance
  - 61 percent showed improved school behaviors
  - 71 percent reported progress toward treatment goals
  - 94 percent said they would return to therapy if needed

**ALCOHOL MISUSE**

**Goal:** To explore community based resources addressing alcohol misuse issues.

**Long-term Performance Indicators:**

- By June 30, 2020, decrease the rate of adults in Outagamie County engaging in binge drinking during the past 30 days from 32 percent to 30 percent. (BRFSS)

**Strategy 1: Community Asset Inventory (Environmental Scan)**

In order to fully understand the issues surrounding alcohol misuse in our community, learn about the agencies and organizations that are involved in addressing this issues, and learn about the strategies currently used in the community, an environmental scan will be conducted that will serve to better guide our implementation strategies.

**Medium-term Performance Indicators:**

- By June 30, 2018, there will be a completed assessment of the alcohol misuse environment and action plans for improvement.

**Collaborative Partners:**

- Fox Valley Substance Abuse Coalition
- Local health departments
- Law enforcement agencies

**Resources SEH will commit to achieve this strategy:**

- Associate time
- Travel

**Supporting Information:**

- Target Population: Residents of Outagamie County and the surrounding area
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: The environmental scan will be conducted using a validated assessment tool.

**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 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 counties). 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 that encourage associates to use the Real Happy Hour concept (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 SEH 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.

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## Next Steps

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

- Participate actively in the various community based health coalitions
- 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

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## Approval

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