



MINISTRY
Our Lady of Victory Hospital



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

Communities We Serve



1120 Pine Street, Stanley, Wisconsin 54768

Ministry Our Lady of Victory Hospital Community Health Improvement Implementation Strategy

Introduction

Ministry Our Lady of Victory Hospital (MOLVH) is a critical access hospital located in Stanley, Clark County, Wisconsin. MOLVH is part of Ministry Health Care, which 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.

MOLVH conducted a community health needs assessment (CHNA) in collaboration with Clark County Public Health Department, Memorial Medical Center, and Marshfield Clinic Neillville Dental Health Center in October-December 2015 and also a Public Health Department Community Health Assessment survey in 2014-2015. Data was gathered from these multiple sources to assess the health needs of Clark County. This data was presented to a group of county-wide 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
- Alcohol and other drug use
- Nutrition

Needs That Will Not Be Addressed

MOLVH plans to address all of the priorities identified within the resource capabilities of the organization.

Implementation Strategy

The MOLVH Implementation Strategy is part of a broad community effort to address three priority needs in the community. Under the umbrella of the Healthy Clark County Coalition, MOLVH associates actively participate on two health priority coalitions: Mental/Behavioral Health Task Force (which addresses mental health as well as alcohol and other drug use) and the Eat Right Be Fit Coalition.

This implementation strategy outlines the actions MOLVH will take to address the health needs of residents in Clark County, with a particular emphasis on the residents of northern Clark County. MOLVH's emphasis on northern Clark County is due to the location of MOLVH (north), the location of the other hospital in the county (south), and geography (with the two major population centers located in the north and the south of the county).

Although MOLVH is taking leadership in the implementation strategies as described below, many of these strategies will be implemented collaboratively with Memorial Medical Center, Clark County Public Health Department, and the Dental Health Center in Neillsville. 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.

MENTAL HEALTH

Goal: Improve the overall mental health of the residents of Clark County.

Long-term Performance Indicators:

- By June 30, 2020, decrease the suicide rate in Clark County from 14 to 12 deaths per 100,000.
- By June 30, 2020, increase the number of mental/behavioral health providers/referral sources accessible by MOLVH and Clark County residents from one to three.

Strategy 1: QPR Training

The QPR (Question, Persuade, and Refer) Gatekeeper Training for Suicide Prevention is a brief educational program designed to teach "gatekeepers" – those who are strategically positioned to recognize and refer someone at risk of suicide (e.g., parents, friends, neighbors, teachers, coaches, caseworkers, police officers) – the warning signs of a suicide crisis and how to respond by following three steps:

- Question the individual's desire or intent regarding suicide
- Persuade the person to seek and accept help
- Refer the person to appropriate resources

Key Actions:

- MOLVH will train at least one staff member to be a local Train-the-Trainer for QPR.
- MOLVH's QPR Train-the-Trainer will train internal medical staff and community members in QPR.
- MOLVH will remain active in the Mental/Behavioral Health Task Force (MBHTF).

Medium-term Performance Indicators:

- By June 30, 2019, increase capacity in Clark County to effectively intervene with individuals at risk of suicide by increasing the number of organizations providing regular QPR training from five to 25.

Collaborative Partners:

- Clark County Public Health Department
- Clark County MBHTF

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Travel costs

Supporting Information:

- Target Population: Health care professionals and community partners.
- Health Equity Focus: None
- Policy/System/Environmental Strategy: No
- Evidence Base: QPR training is included in the Substance Abuse and Mental Health Services Administration's National Registry of Evidence-based Programs and Practices.

Strategy 2: Access to Telemental Health Services

Telemental health services are mental health care services provided at MOLVH via videoconference. MOLVH medical staff helps connect local patients with mental/behavioral health providers for face-to-face services. MOLVH will expand telemental health services offered on-site from four visits per month to at least eight visits per month. MOLVH will continue to expand provider education on local telemental health services offered at MOLVH. In 2016 and 2017, MOLVH will assess other mental health services to be offered on-site. This assessment will occur internally at MOLVH and also county-wide through MBHTF engagement activities.

Medium-term Performance Indicators:

- By June 30, 2019, maintain the capacity to provide telemental health services to MOLVH patients at eight visits per month.
- By June 30, 2019, implement the recommendations that come from a formal assessment of future mental health services capacity (both on-site and through telemental health services).

Collaborative Partners:

- Ministry Medical Group (MMG) Rib Mountain behavioral health providers

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Equipment

Supporting Information:

- Target Population: Clark County residents and patients served by Ministry Medical Group (MMG) Clinics in Thorp and Owen.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: This system change brings a new service line to MOLVH to improve the function of mental health services in the northern Clark County area.
- Evidence Base: *What Works for Health* documents some effectiveness in the literature that telemental health services can improve mental health.

Strategy 3: Mental Health and Substance Abuse Resources

The Clark County Mental/Behavioral Health Task Force will promote mental health services and raise awareness of mental resources located in Clark County through the creation and distribution of a Mental Health Resource Guide. MOLVH will actively participate in the Mental/Behavioral Health Task Force. MOLVH will contribute to the development of the Resource Guide and actively distribute it.

Medium-term Performance Indicators:

- By June 30, 2019, increase the awareness of mental health resources in Clark County by annual distribution of Resource Guide to more than 75 percent of all county agencies and school districts.

Collaborative Partners:

- Clark County Mental/Behavioral Health Task Force
- Clark County Public Health Department

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Travel costs
- Printing costs

Supporting Information:

- Target Population: Community agencies and Clark County residents.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: None known

ALCOHOL AND OTHER DRUG USE

Goal: Reduce the rate of underage alcohol/drug use in northern Clark County communities.

Long-term Performance Indicators:

- By June 30, 2020, the number of northern Clark County municipalities that have adopted a social host ordinance will increase from zero to one.

Strategy 1: Social Host Laws

Social host liability laws hold private property owners who provide alcohol or allow its provision to minors or obviously intoxicated individuals on their property liable if someone is killed or injured as a result of the provision of that alcohol. Social host liability varies from state to state, and can take the form of criminal or civil actions. Social host liability laws are a suggested strategy to reduce drunk driving, heavy episodic drinking and underage drinking. (*What Works for Health*, 2016) MOLVH will actively participate in the Mental/Behavioral Health Task Force and Health Care Partnership (HCP) to:

- Attend 2-3 community functions to display social hosting education
- Host educational programming regarding social host laws
- Discuss opportunities for strengthening social host laws with law enforcement
- Disseminate materials for parents

Medium-term Performance Indicators:

- By June 30, 2019, the communities of Thorp and Owen-Withee (northern Clark County) will show a reduction in the number of police citations for serving alcohol to youth.
- By June 30, 2019, the Clark County High School online YRBS will show at least a 10 percent reduction in the percentage of students who use prescription drugs without a prescription in the last 30 days.
- By June 30, 2019, the Clark County High School online YRBS will show at least a 10 percent reduction in the percentage of students who consumed more than one drink in the last 30 days.

Collaborative Partners:

- Clark County Public Health Department
- Clark County Mental/Behavioral Health Task Force
- Local law enforcement departments
- Local city councils
- Local Schools and community groups

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Equipment
- Supplies

Supporting Information:

- Target Population: Youth and parents of the communities in northern Clark County.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: Local policy change.
- Evidence Base: *What Works For Health* documents that there is expert opinion to suggest that social host laws can reduce impaired driving, reduce excessive drinking, and reduce underage drinking.

Strategy 2: Alcohol and Drug Environmental Scan

An environmental scan will be conducted that will serve to better guide our future strategies in order to fully understand the issues surrounding alcohol and drug 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.

Medium-term Performance Indicators:

- By June 30, 2017, MOLVH will have a completed a thorough document that outlines the alcohol and drug misuse environment in Clark County and key recommendations for next steps.

Collaborative Partners:

- Clark County Public Health Department
- Clark County Mental/Behavioral Health Task Force

Resources MOLVH will commit to achieve this strategy:

- Associate time

Supporting Information:

- Target Population: Residents of Clark County
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: No
- Evidence Base: We will utilize a tested assessment tool from a reputable source.

NUTRITION AND PHYSICAL ACTIVITY

Goal: To improve the healthy nutrition options for Clark County communities.

Long-term Performance Indicators:

- By June 30, 2020, decrease the obesity rate in Clark County from 32 percent to 30 percent. (Source: CHR.org)
- By June 30, 2020, improve the Food Environment Index for food security from 8.3 percent to 8.2 percent in Clark County. (Source: CHR.org)

Strategy 1: Backpack Lunch/Meal Program

To combat food insecurity in the homes, backpack lunches or weekend food programs allow food to go home with at-risk students every weekend. MOLVH will actively collaborate with the Eat Right Be Fit Coalition to:

- Survey local school districts on current programs.
- Establish partnerships with local school districts to provide food for students to take home.

Medium-term Performance Indicators:

- By June 30, 2019, establish a formal partnership with at least one school district in northern Clark County to provide weekend backpack meals for children with food insecurity.

Collaborative Partners:

- Clark County Public Health Department
- Clark County Eat Right Be Fit Coalition
- Thorp School District
- Owen-Withee School District

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Funding for food items

Supporting Information:

- Target Population: Thorp and Owen-Withee schools
- Health Equity Focus: This program focuses on children from lower-income families and aims to reduce the gap in food insecurity in these populations.
- Policy/System/Environmental Strategy: No
- Evidence Base: Evaluation of Blessings in a Backpack found participating students find it easier to learn at school, do not get in trouble as much, and have better school attendance. Education level (e.g. attaining high school graduation) affects health directly and also affects a variety of social and psychological factors. For example, increased education improves an individual's self-perception of his or her sense of personal control and as well as social standing, which also have been shown to predict higher self-reported health status.

Strategy 2: Healthy Food Bank

According to the 2015 Clark County Community Health Survey, 32 percent of Clark County residents reported healthy nutrition as a problem. Improving healthy food options at local food pantries, local community gardens and community-supported agriculture (CSAs) for improved healthy food options will aid in promoting healthy eating, improve nutrition, and reduce obesity. MOLVH will:

- Participate in the Eat Right Be Fit Coalition.
- Survey local food pantries to determine the current kinds and amounts of fresh food, any disparities or desired foods, and current community pantry donations.

- Assess the current state of CSAs in local communities.
- Working with our partners, we will develop and implement a plan to address the gaps uncovered through the assessment of current food pantry and CSA offerings.
- MOLVH Dietary Department will use their professional expertise for recipes and cooking classes for healthy food options and super food ideas.

Medium-term Performance Indicators:

- By June 30, 2019, MOLVH will help to create CSA distribution systems to at least one local food pantry.

Collaborative Partners:

- Local food pantries throughout northern Clark County
- Clark County Eat Right Be Fit Coalition

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Equipment
- Supplies
- Volunteer time

Supporting Information:

- Target Population: Persons using local food pantries that serve northern Clark County.
- Health Equity Focus: The program focuses on individuals with lower income and aims to close the gap in both food insecurity and healthy nutrition for lower income populations.
- Policy/System/Environmental Strategy: This system change will formalize the partnership between local food pantries and CSAs.
- Evidence Base: *What Works For Health* documents that there is some evidence to suggest that healthy food initiatives in food banks can increase healthy food consumption and increased food security. Also, available evidence suggests that CSA participation significantly increases household inventories of fresh fruits and vegetables, and increases fruit and vegetable consumption.

Strategy 3: School Food and Beverage Restrictions

There is some evidence that increasing healthy options in vending machines improves dietary behaviors. Young people suggest that increasing healthy options in vending machines may facilitate improvements in their eating. MOLVH will survey Thorp School District and Owen-Withee School Districts regarding their vending machine choices. MOLVH will provide schools and local daycare organizations with education/training on healthy (food) beverage options.

Medium-term Performance Indicators:

- By June 30, 2019, increase the proportion of school buildings that do not sell sugar sweetened beverages by 50 percent.

Collaborative Partners:

- Clark County Eat Right Be Fit Coalition
- Local school districts
- Local daycare facilities

Resources MOLVH will commit to achieve this strategy:

- Associate time
- Printing costs
- School organization partnerships

Supporting Information:

- Target Population: Students in northern Clark County schools.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: This environmental change will affect available vending machine and menu options.
- Evidence Base: *What Works for Health* documents that there is some evidence to suggest that school food and beverage restrictions can improve dietary choices.

Next Steps

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

- Participate actively in the Clark County Health Care Partnership, Clark County Mental/Behavioral Health Task Force, and Clark County Eat Right Be Fit Coalition
- 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 24, 2016.