



MINISTRY
Saint Clare's Hospital



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

Communities We Serve



3400 Ministry Parkway, Weston, Wisconsin 54476

Ministry Saint Clare's Hospital Community Health Improvement Implementation Strategy

Introduction

Ministry Saint Clare's Hospital (MSCH) is in Weston, Wisconsin, centrally located within Marathon County. MSCH is part of Ministry Health Care, 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.

MSCH conducted a community health needs assessment (CHNA) in October 2015. The CHNA focused on the needs of individuals in Marathon County and utilized internal hospital data in conjunction with two community coalitions: Marathon County LIFE Steering Committee and the Healthy Marathon County Committee, a community coalition overseen by the Marathon County Department of Health. In addition, a survey was conducted of persons in Marathon 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, the prioritization process of the community stakeholders, and the review and prioritization by the Community Benefits Committee of MSCH, the following priorities were selected:

- Mental Health Services Access and Availability
- Human Trafficking, Sexual Assault and Domestic Abuse
- Positive Early Childhood Development
- Substance Abuse

Needs That Will Not Be Addressed

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

Social and Economic Factors that Influence Health: Stakeholders defined this need as addressing conditions in which “people are born, grow, live and work and age” and the broader forces that shape the health of our communities including “economics, social policies, and politics.” Components include employment, community safety, income, educational attainment, family and social support, as well as racism and other forms of discrimination. Both the United Way of Marathon County and the Marathon County Department of Health will be addressing this as one of their top priority issues. Although not directly addressing this priority, MSCH plans to support this need through participation with the above organizations as well as with funding when possible.

Access to Care: Community stakeholders identified access to care as an improving problem, but one which still needed to be addressed, especially in regards to dental care. Due to the Affordable Care Act, many more people have health insurance. Bridge Community Clinic continues to provide access to both medical and dental care for those who still face a challenge receiving services. Additionally, the Rural Health Initiative helps to provide access to farmers and agribusinesses in rural Western Marathon County. These target populations have been identified as traditionally neglecting formalized healthcare treatment.

Oral Health: The stakeholders identified the need to promote healthy teeth and gums with the goal of being free of tooth decay, gum disease, oral cancer and chronic oral pain. This issue will be addressed by the Marathon County Department of Health, as well as the Bridge Community Clinic, a federally-qualified health center.

Health Needs of Aging: Stakeholders identified the need to develop and maintain optimal mental, social, and physical well-being and function into older adulthood. This issue will be addressed by the Marathon County Department of Health, Marathon County Partnership for Healthy Aging, and additional community partners rather than MSCH. However, representatives of MSCH participate in all of these coalitions.

Healthy Weight: This priority has been identified as the principle need to be addressed by another health system located in Marathon County, as well as a top priority by the Marathon County Department of Health.

Implementation Strategy

The MSCH implementation strategy is part of a broad community effort to address the priority health needs in the community. Working under the collective impact model, MSCH will collaborate with the Healthy Marathon County Coalition, United Way of Marathon County, and Marathon County Department of Health to address the identified priorities. Additionally, MSCH associates actively participate on the following health priority coalitions: Early Years Coalition, Housing and Homeless Coalition, Sexual Assault Resource Team, AOD Coalition, Volunteer Workplace Council, Rural Health Initiative, Partnership for Healthy Aging, and the LIFE Report Steering Committee.

This implementation strategy outlines the actions MSCH will take to address the prioritized 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.

EARLY CHILDHOOD DEVELOPMENT

Goal: Ensure that every child in Marathon County gets off to a great start in life.

Long-term Performance Indicator:

- By June 30, 2020, reduce the number of elective deliveries in the greater Wausau area from 25 to 10 percent.
- By June 30, 2020, Marathon County will achieve and maintain zero incidents of infant sleep-related deaths each year.

Strategy 1: Breastfeeding Promotion

MSCH will continue to pursue a national "Baby Friendly Hospital" designation from Baby Friendly USA. This designation is a multi-year project to improve overall breastfeeding rates (both initial and ongoing) and to support breastfeeding among families who are served here. The process includes policy development, staff training, prenatal and postpartum teaching plans, and linkages to community resources.

Medium-term Performance Indicators:

- By June 30, 2019, 95 percent of parents indicate that staff is providing them with accurate information about breastfeeding.
- By June 30, 2019, 95 percent of parents indicate that staff is helping them to success at breastfeeding.
- By June 30, 2019, 100 percent of staff feels confident in dealing with breastfeeding issues with patients/families.
- By June 30, 2019, 100 percent of staff gives accurate information about breastfeeding when questioned by patients/families.
- By June 30, 2017, maintain the percentage of women in the Start Right program who initiate breastfeeding from at 75 percent.
- By June 30, 2018, increase the percentage of new mothers who leave the hospital breastfeeding from 72 percent to 80 percent.

Collaborative Partners:

- Marathon County Department of Health
- Healthy Marathon County
- Start Right
- Early Years Coalition of Marathon County
- YWCA

Resources that MSCH will commit to achieve this strategy:

- HEAL (Health Eating Active Living) funding from the Ministry Fund
- Associate time
- Funding

Supporting Information:

- Target Population: All parents delivering a baby at Saint Clare's Hospital
- Health Equity Focus: None
- Policy/System/Environmental strategy: Policy and system change
- Evidence Base: From *What Works for Health*: Implementing components of the Baby Friendly Hospital Initiative, as a whole or individually, has been shown to increase breastfeeding rates (Dyson 2010, CDC-Breastfeeding 2013). This includes practices in maternal care such as rooming in, staff training to support breastfeeding, and maternal education (CDC-Breastfeeding 2013).

Strategy 2: Reduce Early Elective Deliveries

Ministry Saint Clare's Hospital, in tandem with the Marathon County Early Years Coalition, will promote the elimination of early elective deliveries throughout Marathon County. Our goal is to assure that all babies in Marathon County will be carried at least 38 weeks. Billboards advocating 39-week deliveries will be displayed in Marathon County; education will be distributed through The Early Years Coalition; and education will be given to physicians regarding the documented health effects of early elective deliveries.

Medium-Term Performance Indicator:

- By June 30, 2017, increase the number of providers who receive education regarding early induction prevention from 50 percent to 75 percent.

Collaborative Partners:

- Marathon County Department of Health
- Healthy Marathon County
- Early Years Coalition of Marathon County
- March of Dimes

Resources that MSCH will commit to achieve this strategy:

- Travel
- Associate time
- Marketing investment

Supporting Information:

- Target Population: All parents delivering a baby in Marathon County
- Health Equity Focus: None
- Policy/System/Environmental strategy: Policy and system change
- Evidence Base: The American College of Obstetricians and Gynecologists reports that hard-stop policies against early, elective deliveries improve outcomes, including reductions in stillbirths and NICU admissions. The March of Dimes reports that it's best to wait at least 39-weeks before delivery. Even with ultrasounds, the due date could be off by as much as two weeks during which time important organs are still growing, including the lungs and brain.

Strategy 3: Reduce Unsafe Sleeping Situations for Infants

Ministry Saint Clare's Hospital will support the identification of families at risk for unsafe sleeping situations. With the assistance of community partners such as the Child Advocacy Center, the Children's Hospital of Wisconsin, and the Start Right program, MSCH will identify families at risk for unsafe sleeping situations. These families will be provided educational information regarding safe sleep practices as well as *Pack n' Plays* to encourage safe sleep practices.

Medium-term Performance Indicators:

- By June 30, 2019, maintain at 100 percent the percent of low-income families who report using the crib every time the baby sleeps.
- By June 30, 2019, increase the percentage of low-income families who place their baby to sleep appropriately on their back from 98 percent to 100 percent.
- By June 30, 2019, maintain at 100 percent the percent of low-income families who report that they keep extra blankets, stuffed animals, and pillows out of the crib.

Collaborative Partners:

- Marathon County Department of Health
- Healthy Marathon County
- Start Right
- Early Years Coalition of Marathon County
- Children's Hospital of Wisconsin
- Marathon County's Cribs for Kids program

Resources that MSCH will commit to achieve this strategy:

- Pack and play
- Associate time
- Funding

Supporting Information:

- Target Population: All at risk families in Marathon County
- Health Equity Focus: Vulnerable populations, primarily low income families but including families with identified risks such as a history of substance abuse, domestic violence, or incarceration.
- Policy/System/Environmental strategy: Environmental change at the individual/family level
- Evidence Base: American Academy of Pediatrics recommends sharing a room with an infant without sharing a bed and using a firm sleep surface such as a firm mattress.

Strategy 4: Decrease Food Insecurity in Elementary Aged School Children in Marathon County

Ministry Saint Clare's Hospital will work with the Wausau and DC Everest school districts to support programs which distribute food to low income children on weekends during the school year. Additionally, MSCH will support programs within these districts which distribute food during summer school programs, and provide food throughout low-income neighborhoods via a bookmobile van for ten weeks during the summer.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of summer school children receiving a daily snack from 450 to 1,000.
- By June 30, 2019, increase the proportion of schools within the DC Everest and Wausau school districts with backpacks of food on the weekend from 52 percent to 100 percent.

Collaborative Partners:

- Blessings in a Backpack
- Wausau School District
- DC Everest School District
- Western Marathon County Healthy Living Coalition

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Marketing Support

Supporting Information:

- Target Population: Low-income children in the Wausau and DC Everest School Districts
- Health Equity Focus: Low-income families are disproportionately affected by food insecurity
- Policy/System/Environmental strategy: N/A
- Evidence Base: Evaluation of Blessing 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 (i.e. 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 either his or her sense of personal control and social standing, which also have been shown to predict higher self-reported health status.

Strategy 5: Children in the Start Right Program will be Healthy and School Ready

Ministry Saint Clare's Hospital will support the Marathon County Start Right program in its efforts to ensure all children between the ages of 3-5 will have learned the skills necessary to have a successful start in school. Services include enrolling children in early childhood programs; providing home visits to at-risk families, providing parents with education regarding facilitating their child's development and linking families to resources to support their children's school readiness.

Medium-term Performance Indicators:

- By June 30, 2018, increase the percent of Start Right parents who identify a medical home/primary care provider for their children from 96 percent to 99 percent.
- By June 30, 2018, increase the number of Start Right parents who report that their children are on schedule for well child exams from 170 to 185.
- By June 30, 2019, increase the number of Start Right children eligible for Women, Infants and Children (WIC) supplemental nutrition services who are enrolled in WIC from 160 to 190.
- By June 30, 2019, increase the number of Start Right children aged 3 to 5 years of age who participate in preschool, Head Start and/or an early childhood program from 53 to 80.
- By June 30, 2019, increase the percent of Start Right parents reporting increased feelings of competence in their parenting skills from 84 percent to 92 percent.
- By June 30, 2019, increase the percent of Start Right parents reporting increased parent knowledge about child development from 87 percent to 98 percent.

Collaborative Partners:

- Marathon County Department of Health
- Healthy Marathon County
- Start Right
- Early Years Coalition of Marathon County

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time

Supporting Information:

- Target Population: At risk families with children from prenatal to three years of age
- Health Equity Focus: Vulnerable populations include primarily low income families as well as families with identified risks such as a history of substance abuse, domestic violence or incarceration.
- Policy/System/Environmental strategy: System change
- Evidence Base:
 - *What Works for Health* reports the use of medical homes to be scientifically supported, improving both quality of care and access to care
 - *What Works for Health* reports Early Head Start to be scientifically supported, improving both cognitive and social emotional skills
 - *What Works for Health* reports group-based parenting programs to be scientifically supported, including improving child development
 - Published studies show that WIC participation leads to improved birth outcomes, diet, infant feeding practices, immunization rates, a regular source of medical care and cognitive development

HUMAN TRAFFICKING, SEXUAL ASSAULT AND DOMESTIC VIOLENCE

Goal: Eliminate human trafficking, domestic abuse and dating violence, promote healthy relationships, and help victims of abuse regain stable lives.

Long-term Performance Indicators:

- By June 30, 2022, decrease the number of individuals needing services at the MSCH emergency room as a result of domestic violence or sexual assault from 67 to 41.
- By June 30, 2020, increase the number of agencies outside of our community requesting information regarding human trafficking issues from Marathon County partners from zero to 10.

Strategy 1: Education about Healthy Relationships for Middle and High School Students

MSCH will support increased awareness about dating violence versus healthy relationships by providing education at Wausau and DC Everest area schools. This will include teaching curriculum about healthy relationships, hosting panels about dating violence at area schools and providing education to teachers about addressing teen violence. We will increase the number of middle and high schools in the Wausau and DC Everest school districts who host annual panel presentations regarding teen dating violence.

Medium-term Performance Indicators:

- By June 30, 2019, the identified school districts indicate an understanding of healthy relationships with 75 percent of students.
- By June 30, 2019, 80 percent of school staff indicates a willingness to discuss about teen dating violence with their students.
- By June 30, 2019, reduce the percentage of high school students that have been abused by their partners from 10 percent to five percent.

Collaborative Partners:

- Marathon County Department of Health
- The Women's Community
- MSCH's Sexual Assault Nursing Examiner's (SANE) Program
- YWCA

Resources MSCH will commit to achieve this strategy:

- Funding
- SANE Nurses presentation time
- Associate time for participation on Healthy Marathon County and Women's Community Boards
- Financial support of the Marathon County Youth Risk Behavior Survey

Supporting Information:

- Target Population: Middle and High School aged youth
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base:
 - Many prevention programs are proven to prevent or reduce dating violence. Some effective school-based programs change norms, improve problem-solving and address dating violence in addition to other youth risk behaviors, such as substance use and sexual risk behaviors. (www.cdc.gov/violenceprevention/datingmatters)
 - Other programs prevent dating violence through changes to the school environment or training influential adults, like parents/caregivers and coaches, to work with youth to prevent dating violence. (www.cdc.gov/violenceprevention/datingmatters)

Strategy 2: Sexual Assault Nursing Examiner (SANE) Program

MSCH will maintain a robust Sexual Assault Nursing Examiner (SANE) Program. The SANE Program at MSCH provides examinations of victims of assault free of charge; gathers forensic evidence for use in prosecution against offenders; provides expert testimony in court; and participates in numerous outreach opportunities providing information about sexual assault and human trafficking including community panels, schools programs, health fairs and business presentations.

Medium-term Performance Indicators:

- By June 30, 2019, maintain the conviction rate of perpetrators in cases in which MSCH SANES testify at 70 percent.
- By June 30, 2019, increase the number of businesses requesting information and/or presentations about human trafficking and sexual assault issues from five to 10.
- By June 30, 2019, maintain the percentage of dual-certified (adult and pediatric) SANE nurses at MSCH at 100 percent.
- By June 30, 2019, increase the number of trained SANE nurses from six to ten.

Collaborative Partners:

- Marathon County Department of Health
- The Women's Community
- The Marathon County Justice System
- Marathon County Law Enforcement
- Wausau Sexual Assault Response Team (SART) and Wausau Domestic Assault Response Team (DART)

Resources MSCH will commit to achieve this strategy:

- Funding
- SANE Program associate presentation time
- Associate time for participation on Marathon County DART and SART Teams
- Associate time to seek external grants in support of the program

Supporting Information:

- Target Population: All victims of assault treated at MSCH as well as the broader community for educational purposes
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: System
- Evidence Base: SANE programs not only provide sensitive care and support to victims; research suggests that these programs also may have a positive impact on prosecution rates in their communities. (<http://nij.gov/journals/272/pages/sane-evaluation.aspx>)

Strategy 3: Domestic Abuse Shelter Advocate

MSCH will work with partners to: ensure comprehensive services are available for families that reside in the domestic abuse shelter; ensure the ability of the community to meet the growing needs of non-shelter clients; ensure the ability of the MSCH's emergency department to provide specific staff trained to respond to assault situations.; and hire an additional part-time domestic abuse shelter advocate to help support the growing needs of victims and survivors of abuse and trafficking in Marathon County.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of shelter clients served each year that were not ever living in a shelter before from 302 to 450.
- By June 30, 2019, increase the staff available to serve in the shelter afterhours and on the weekend from five to six.
- By December 30, 2019, increase in the number of reported incidences (arrests/charged) of domestic violence and sexual assault from 429 to 471.
- By June 30, 2019, increase the number of services (i.e., housing, counseling) provided to victims of labor trafficking throughout western Marathon County from zero to four.

Collaborative Partners:

- The Women's Community
- The Marathon County Justice System
- Marathon County Law Enforcement
- Wausau DART and SART
- MSCH's SANE Program
- Aspirus Hospital Sexual Assault Nursing Examiner Program

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on The Women's Community Board
- Associate time for participation on Marathon County DART and SART Teams
- Associate time to seek external grants in support of the program

Supporting Information:

- Target Population: Victims of human trafficking and domestic abuse
- Health Equity Focus: Victims of domestic abuse and human trafficking encounter a number of unique challenges, including access to services
- Policy/System/Environmental strategy: N/A
- Evidence Base: Michigan State University's Research Consortium on Gender-Based Violence has demonstrated that advocates help survivors of intimate partner abuse re-gain control of their lives. Advocates have been shown to decrease survivors' risk of re-abuse, and to increase their quality of life, level of social support and ability to obtain the community resources they need.

Strategy 4: Human Trafficking Response Team

In conjunction with the newly hired human trafficking advocate based at The Women's Community, MSCH will develop a Marathon County Human Trafficking Response Team (HTRT) to address the growth of human trafficking in Marathon County. We will also develop and provide community educational presentations regarding human trafficking. Additionally, we will work with partners to ensure that services are available for victims. These services may include: housing, legal advocacy, employment, medical care, transportation, and counseling.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of annual media stories covering issues of human trafficking and sexual assault from five to 20.
- By June 30, 2019, increase the number of businesses requesting information and/or presentations about human trafficking and sexual assault issues from five to 10.
- By June 30, 2019, increase the number of partners who participate in community presentations regarding human trafficking from one to six.
- By June 30, 2019, increase the services (i.e., housing, counseling) provided to victims of labor trafficking throughout Western Marathon County from zero to four.

Collaborative Partners:

- Marathon County Department of Health
- The Women's Community
- The Marathon County Justice System
- Marathon County Law Enforcement
- Wausau DART and SART
- MSCH's SANE Program
- Aspirus Hospital Sexual Assault Nursing Examiner Program

Resources MSCH will commit to achieve this strategy:

- Funding
- SANE Program associate presentation time
- Associate time for participation on The Women's Community Board
- Associate time for participation on Marathon County DART and SART Teams
- Associate time to seek external grants in support of the program

Supporting Information:

- Target Population: Victims of human trafficking
- Health Equity Focus: Victims of human trafficking are frequently minors, inherently traumatized, commonly suffer from addictions, and require long-term services to reestablish a self-identity. They rarely utilize the health system and generally require treatment for STD's, malnutrition, depression and stress. Understanding and responding to this neglect is a critical step to ensuring that their health equity is restored.
- Policy/System/Environmental strategy: System
- Evidence Base:
 - The International Centre for Criminal Law Reform and Criminal Justice Policy (Canada) found that developing a comprehensive, coordinated approach to human trafficking through a HTRT reduced the prevalence of trafficking within the boundaries monitored by the HTRT.
 - Providing training on human trafficking victim identification to a broader range of federal, provincial, territorial and municipal officials and community service providers, including first responders, health care workers, faith-based communities and other community service organizations helps to reduce the instances where human trafficking victims go unrecognized.

Strategy 5: Increase Community Awareness

MSCH will host multiple community awareness events to address issues of domestic violence, sexual assault, and human trafficking. These will include an annual conference on child abuse; an annual conference on human trafficking; hospital Grand Rounds regarding issues of trafficking, sexual assault, and abuse; presentations to businesses regarding identifying employees who may be victims of abuse; and support of educational initiatives hosted by community organizations that are addressing these issues.

Medium-term Performance Indicators:

- By June 30, 2019, increase the post-conference awareness of domestic violence, sexual assault, and human trafficking issues by 25 percent for all conference participants.
- By June 30, 2019, increase the number of community organization partners who participate in community presentations regarding human trafficking and sexual assault issues from five to 15.
- By June 30, 2019, increase in the number of reported incidences (arrests/charged) of domestic violence and sexual assault from 429 to 471.
- By June 30, 2019, increase the number of businesses willing to support victims of human trafficking through employment and training from zero to seven.

Collaborative Partners:

- The Women's Community
- The Marathon County Justice System
- Marathon County Law Enforcement
- Wausau DART and SART
- MSCH's SANE Program

Resources MSCH will commit to achieve this strategy:

- Funding
- Conference room space
- Associate time for participation on community coalitions which address issues of domestic violence, sexual assault and human trafficking.

Supporting Information:

- Target Population: Greater community
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base:
 - Expert opinion on ways to effectively address human trafficking include supporting victim services organizations that seek to reintegrate and provide vocational training for trafficked victims, which improves victims' opportunities to successfully reintegrate into society.
 - According to the International Centre for Criminal Law Reform and Criminal Justice Policy, providing training on human trafficking victim identification to a broad range of federal, provincial, territorial and municipal officials, and community service providers such as first responders, healthcare workers, faith-based communities and other community service organizations, helps to reduce the instances where human trafficking victims go unrecognized.

MENTAL HEALTH SERVICES: ACCESS AND AVAILABILITY

Goal: Have the ability to provide comprehensive mental health services to all within Marathon County who express a need for said services.

Long-term Performance Indicators:

- By June 30, 2020, increase the percentage of Start Right parents with an identified mental health issue who are receiving appropriate mental health services from 37 to 85 percent.
- By June 30, 2020, increase awareness among residents of the mental health services available in Marathon County from 28 percent to 65 percent.
- By June 30, 2020, increase awareness among health care providers of the mental health services available in Marathon County from 48 percent to 70 percent.

Strategy 1: Education and Training

MSCH will increase awareness, knowledge, skills and commitment for community professionals to support and address mental health concerns (including primary physicians, law enforcement, school professionals, businesses and other). We will work with our partners to develop and disseminate standards for primary care providers regarding assessment and referral for mental health issues.

Medium-term Performance Indicators:

- By June 30, 2019, mental health trainings have become a standard requirement in at least 60 percent of the law enforcement agencies throughout the county.
- By June 30, 2019, at least 50 percent of participants in all training opportunities provided will demonstrate increased competency around mental health issues.

Collaborative Partners:

- Peaceful Solutions Counseling Services
- Marathon County Department of Health
- North Central Health Care (provides services for mental health, substance abuse, crisis intervention and support, developmental disabilities, adult protection, skilled nursing and aquatic physical therapy)
- County school districts
- The Community Corner Clubhouse (an internationally-certified, psychosocial rehabilitation community that provides accessible, low cost services in a supportive environment to adults with persistent mental illness and AODA issues)
- The Women's Community
- Law enforcement in Marathon County

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on mental health coalitions
- Associate participation with community partners to seek grant funding around issues of behavioral health

Supporting Information:

- Target Population: Marathon County residents
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: System
- Evidence Base:
 - Integrating behavioral health into primary care practice has been shown to improve mental health.
 - Culturally adapted health care can improve the patient's mental health.
 - Outcomes research has shown Crisis Intervention Team (CIT) training to be effective in 1) developing positive perceptions and increased confidence among police officers; 2) providing efficient crisis response times; 3) increasing jail diversion among those with mental illness; 4) improving the likelihood of treatment continuity with community-based providers; and 5) impacting psychiatric symptomatology for those suffering from a serious mental illness, as well as substance abuse disorders as cited by Crisis Intervention Team International "Memphis Model." Mental Health First Aid and QPR training are included in Substance Abuse and Mental Health Services Administrations (SAMHSA's) National Registry of Evidence-based Programs and Practices.

Strategy 2: Advocacy and Support for Community-wide Efforts to Address Mental Health Root Causes

Stressors such as lack of income, inadequate housing and poor social supports can contribute to the development of mental health issues. To address these and other stressors, we will participate in local coalitions, fund initiatives which address root causes, and support community education around root causes.

Medium-term Performance Indicators:

- By June 30, 2019, the number of Marathon County coalitions addressing these issues will have increased by from zero to two.
- By June 30, 2019, through these coalitions at least two strategies to addresses root causes will have been identified and implemented (i.e. increase familial support for families with bi-racial children).

Collaborative Partners:

- Peaceful Solutions Counseling Services
- Marathon County Department of Health
- North Central Health Care
- County school districts
- The Community Corner Clubhouse
- The Wausau Chamber of Commerce
- The Women's Community

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on mental health coalitions
- Associate participation with community partners to seek grant funding around issues of behavioral health

Supporting Information:

- Target Population: Residents of Marathon County
- Health Equity Focus: This strategy focuses on social and economic determinants of health
- Policy/System/Environmental strategy: Not yet determined
- Evidence Base: The following root cause strategies have been demonstrated to be effective (from *What Works For Health*):
 - Service-enriched housing
 - Increasing green space and parks
 - Extra-curricular activities that increase social engagement for school age youth outside of the school day
 - Flexible work scheduling
 - Paid family leave
 - Weatherization assistance
 - Moving to Opportunity (MTO), a program providing assistance for low-income families to move to low poverty neighborhoods
 - Housing First (addressing chronic homelessness)
 - Housing rehabilitation loan and grant programs
 - Restorative justice programs
 - Case-managed care for community-dwelling frail elders
 - Community gardens, rain gardens and other bio-retention systems
 - Children's savings accounts (CSAs)

Strategy 3: Advocacy and Support to Destigmatize Mental Health Issues within the Community

MSCH will engage with local coalitions, various sectors of the community, and Employer Solutions to ensure that poor mental health and its root causes are being addressed without stigma in the community. We plan to utilize the Safe Schools/Healthy Students (SS/HS) program as a component of our education and training. SS/HS is a collaborative effort and comprehensive model to promote mental health among students, and create safe and secure schools. Additionally, we will utilize the principles such as strategic disclosure and planned contact, researched and demonstrated by the Wisconsin Initiative for Stigma Elimination (WISE), to overcome stigma.

Medium-term Performance Indicators:

- By June 30, 2019, at least 10 community organizations have disseminated an anti-stigma message regarding mental health issues.
- By June 30, 2019, Employer Solutions has the ability to offer mental health awareness tools to their Marathon County clients (anti-stigma, QPR, etc.).

Collaborative Partners:

- Peaceful Solutions Counseling Services
- Marathon County Department of Health
- North Central Health Care
- County school districts
- The Community Corner Clubhouse
- The Wausau Chamber of Commerce
- The Women's Community

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on mental health coalitions
- Associate participation with community partners to seek grant funding around issues of behavioral health

Supporting Information:

- Target Population: Residents of Marathon County
- Health Equity Focus: This strategy addresses barriers to care for a vulnerable population
- Policy/System/Environmental strategy: N/A
- Evidence Base: The more contact and openness on the topic of mental health in our society, the more people who receive mental health services will be able to avoid stigma and discrimination, as cited by Rogers Memorial Hospital (Rogers Memorial Hospital is an accredited hospital and licensed as a psychiatric hospital in Wisconsin).

Strategy 4: Improve Mental Health in Young Parents

MSCH will provide, engage in and fund partners' efforts to provide parenting classes designed to reduce stress and increase positive mental health. This may include providing parenting classes, addressing issues related to post-partum stress and depression through education and direct case management, or providing resources to young parents to help alleviate stressors (such as the *Raise Great Kids* website).

Medium-term Performance Indicators:

- By June 30, 2019, increase the percent of parenting class participants who report increased feeling of competence in their parenting skills from 82 percent to 92 percent.
- By June 30, 2019, increase the percent of parenting class participants who report increased knowledge about child development from 80 percent to 96 percent.
- By June 30, 2019, increase the percent of Start Right parents with an identified mental health issue who are receiving appropriate mental health services from 37 to 75 percent.

Collaborative Partners:

- Marathon County Department of Health
- North Central Health Care
- County school districts
- Start Right
- YWCA
- Early Years Coalition of Marathon County
- The Women's Community
- Aspirus Hospital

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on mental health coalitions
- Associate participation with community partners to seek grant funding around issues of behavioral health

Supporting Information:

- Target Population: Young parents, especially those identified as low-income but including families with identified risks such as a history of substance abuse, domestic violence, or incarceration.
- Health Equity Focus: This strategy addresses root causes of mental health problems by removing situational stressors.
- Policy/System/Environmental strategy: N/A
- Evidence Base: Group-based parenting programs have been shown to improve both parent's and children's mental health. Some specific evidence-based parenting programs cited on *What Works for Health* include: Healthy Families America, Parents as Teachers, Incredible Years, DARE to be You, and Chicago Child-Parent Centers.

Strategy 5: Improving Mental Health for Persons with Chronic Health Conditions

Chronic illness is a pervasive, often distressing condition that may cause significant psychological changes and impact one's psychological adjustment. Depression is one of the most common complications of chronic illness. It is estimated that up to one-third of individuals with a serious medical condition experience symptoms of depression. In fact, the rate of depression among individuals who have suffered from a heart attack is between 40 percent and 65 percent (Cleveland Clinic, 2012). We will provide several programs in the community to help those with chronic conditions to decrease their risk of depression. These include providing education and training regarding the psychosocial influences of chronic illness on health.

Medium-term Performance Indicators:

- By June 30, 2019, the Marathon County Partnership for Healthy Aging shows an improvement in the personal mental health of seniors living with chronic conditions from zero to 25 percent.
- By June 30, 2019, the depression rates of Medicare patients in Marathon County decreases from 18 to 16 percent.

Collaborative Partners:

- Marathon County Department of Health
- North Central Health Care
- The Community Corner Clubhouse
- Aspirus Hospital
- Aging and Disability Resource Center
- Partnership for Healthy Aging

Resources MSCH will commit to achieve this strategy:

- Funding
- Associate time for participation on mental health coalitions
- Associate participation with community partners to seek grant funding around issues of behavioral health

Supporting Information:

- Target Population: All persons with chronic health conditions
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base:
 - Activity programs for older adults (education, social and physical activities in a group setting) have been shown to improve mental health.
 - Chronic disease self-management programs can improve mental health.
 - The Cleveland Clinic has shown through their "Living Well with Chronic Conditions" that by providing education and training regarding the psychosocial influences of chronic illness on health, patients develop better self-care and self-management skills to decrease the impact of disease and prevent future health complications.

SUBSTANCE ABUSE

Goal: Eliminate the misuse of alcohol and prescription drugs, and eradicate the use of illegal drugs, in Marathon County.

Long-term Performance Indicator:

- By June 30, 2020, decrease the number of high school students who reported underage drinking from 16 percent to five percent.
- By June 30, 2020, decrease the number of people who say that alcohol abuse is very serious from 44 percent to 30 percent.
- By June 30, 2020, decrease the number of people who say that illegal drug use is very serious from 63 percent to 35 percent.
- By June 30, 2020, decrease the perception that it is somewhat easy to obtain prescription drugs to get high from 38 percent to 10 percent.
- By June 30, 2020, decrease the suicide rate of people addicted to drugs or alcohol from 11 percent to five percent.

Strategy 1: Community Education around Issues of Alcohol and Substance Abuse

Support the dissemination of information regarding alcohol and substance abuse issues through a weekly email distributed by the AOD Partnership of Marathon County. Convene community focus groups, conferences and educational offerings regarding the misuse of alcohol and substance abuse.

Medium-term Performance Indicators:

- By June 30, 2019, increase the awareness of the AOD Partnership in residents under 35 years of age from 25 percent to 50 percent.
- By June 30, 2019, increase the awareness of the AOD Partnership in residents with no secondary education from 20 percent to 50 percent.
- By June 30, 2019, increase the awareness of the AOD Partnership in all residents from 42 percent to 75 percent.
- By June 30, 2019, increase awareness of the Pushback against Drugs campaign from 20 percent to 50 percent.

Collaborative Partners:

- Marathon County Department of Health
- North Central Health Care
- AOD Partnership of Marathon County
- North Central Technical College
- University of Wisconsin – Marathon County
- Wausau, DC Everest and Western Marathon County School Districts

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Printing materials
- Conference space in the hospital

Supporting Information:

- Target Population: All persons in Marathon County with alcohol or substance abuse issues
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: System
- Evidence Base:
 - The Substance Abuse and Mental Health Services Administration (SAMHSA) has shown that education aimed at preventing drinking in youth age 9-15 has successfully reduced under-age drinking in that population.
 - Efforts to make teenagers aware of the influences around them, both positive and negative, help to prepare them to face the peer pressure to use drugs and alcohol.

Strategy 2: Alcohol and Illegal Substance Survey

MSCH will complete a Biennial Community Assessment on the prevalence and perceptions of medication abuse in the greater Wausau area. This unique community assessment will be measuring trends in prevalence of medication misuse, perception of risk, perception of availability, as well as local diversion and disposal efforts.

Medium-term Performance Indicators:

- By June 30, 2019, conduct a community assessment on the prevalence and perceptions of medication abuse every two years.
- By June 30, 2019, reduce the number of people who feel that prescription drugs were readily available to those seeking to abuse them from 50 percent to 25 percent.
- By June 30, 2019, decrease the percent of people responding that illegal drug use is very serious from 63 percent to 40 percent.
- By June 30, 2019, decrease the perception that it is somewhat easy to obtain prescription drugs to get high from 38 percent to 18 percent.

Collaborative Partners:

- Strategic Research Institute at St. Norbert College
- Marathon County Department of Health
- Aspirus Hospital Foundation
- North Central Health Care
- Bridge Community Clinic
- AOD Partnership of Marathon County
- Marathon County law enforcement
- Wausau, DC Everest and Western Marathon County Fire Departments

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Support of the AOD Partnership, Start Right and Heathy Marathon County

Supporting Information:

- Target Population: All Marathon County residents
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N/A
- Evidence Base: Decades of research show that engaging whole communities in understanding and addressing the underlying causes of social problems can improve the well-being of both kids and adults. The Annie E. Casey Foundation's research describe the links between risks, protective factors and well-being and highlight areas in which public agencies and communities should focus their program investments.

Strategy 3: Active Participation on the Alcohol and Other Drug (AOD) Partnership of Marathon County

MSCH will remain a fully engaged partner on the 33 organization-strong AOD Partnership of Marathon County. The partnership will work together over the next three years to raise public awareness regarding the misuse of alcohol and other drugs; to connect those that are concerned about their loved ones alcohol or drug abuse to available local, state, national and online resources; and to educate state and local policymakers about AOD issues.

Medium-term Performance Indicators:

- By June 30, 2019, increase and maintain consistent MSCH's membership in the AOD Partnership from zero to one.
- By June 30, 2019, increase an annual AOD event hosted and/or sponsored by MSCH from zero to one.

Collaborative Partners:

- Marathon County Department of Health
- North Central Health Care
- AOD Partnership of Marathon County
- North Central Technical College
- University of Wisconsin – Marathon County
- Aspirus Hospital
- Bridge Community Clinic
- Marshfield Clinic
- Head Start of Marathon County
- Peaceful Solutions Counseling

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Support of the AOD Partnership, Start Right and Heathy Marathon County

Supporting Information:

- Target Population: All Marathon County residents
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: N//A
- Evidence Base: The *What Works for Health* report released by UW-Population Health and UW-School of Medicine and Public Health demonstrates the benefit to communities of having a robust AOD coalition.

Strategy 4: Educating Local and State Policy Makers about Alcohol and Substance Abuse Issues

MSCH together with AOD partners will supply local, regional and state policymakers with information regarding alcohol and substance abuse issues, including best practices regarding effective ways to address these issues. This will be done through one-on-meetings, emails, editorials, group panel presentations, forums and listening sessions with local policymakers, and an annual event to highlight developing trends.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of policymakers who meet with AOD Partnership members from three per year to 10 per year.
- By June 30, 2019, demonstrate at least one local policy being implemented based upon education received by the AOD Partnership.
- By June 30, 2019, demonstrate at least one state policy being implemented based upon education received by the AOD Partnership.

Collaborative Partners:

- Marathon County Department of Health
- AOD Partnership of Marathon County

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Support of the AOD Partnership and Heathy Marathon County

Supporting Information:

- Target Population: Local, regional, and state policymakers
- Health Equity Focus: N/A
- Policy/System/Environmental strategy: Policy
- Evidence Base: Reviewing best practices and treatment options with policymakers, especially by comparing the economic cost of a program to its economic benefits, has been shown to help facilitate policy change around AOD issues. (Economic Benefits of Drug Treatment: A Critical Review of the Evidence for Policymakers. February 2005 By Steven Belenko, Ph.D., Principal Investigator, with Nicholas Patapis, Psy.D., Research Scientist, and Michael T. French, Ph.D., Project Consultant Treatment Research Institute at the University of Pennsylvania)

Strategy 5: Supportive Services for Parents who have an Identified Concern with AODA

AODA concerns are one of the criteria for eligibility into long-term family visiting services through the Start Right program. At-risk parents with identified alcohol or substance abuse issues participating in the Start Right program will receive supportive services through this program, or through referral to an external support service. Research suggests that parental substance abuse is associated with a variety of problems related to child and family functioning. These include neglectful or abusive behaviors toward their children, higher rates of mental health issues, and poor developmental outcomes for children.

Medium-term Performance Indicators:

- By June 30, 2019, increase the number of at-risk young parents with an identified mental health issue receiving services from Start Right from 37 percent to 75 percent.

Collaborative Partners:

- Marathon County Department of Health
- North Central Health Care
- The Community Corner Clubhouse
- Start Right

Resources that MSCH will commit to achieve this strategy:

- Funding
- Associate time
- Support of the AOD Partnership, Start Right and Heathy Marathon County

Supporting Information:

- Target Population: At-risk parents
- Health Equity Focus: Yes
- Policy/System/Environmental strategy: N/A

- Evidence Base: The California Perinatal Services Network (PSN) provides services including outpatient treatment, counseling, case management, child care, transportation, health services, substance use education, home visitation and aftercare services. It demonstrated the following: decreased drug use, decreased involvement in criminal activity, decreased likelihood of neglect to self or children, decreased homelessness, decreased likelihood of being taken advantage of, decreased suicidal ideation, reduction in number of children required to be placed out of the home.

Next Steps

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

- Participate actively in the Healthy Marathon County Coalition, the United Way of Marathon County, and on the Board of the Marathon County Department of Health
- 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.