



# Ascension Wisconsin Community Health Improvement Plan

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2019-2022

## Ascension Our Lady of Victory Hospital Community Health Improvement Plan – Implementation Strategy

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### Introduction

Ascension Our Lady of Victory Hospital is part of Ascension. Ascension Wisconsin ([ascension.org/wisconsin](http://ascension.org/wisconsin)) operates 24 hospital campuses, more than 100 related healthcare facilities and employs more than 1,300 primary and specialty care clinicians from Racine to Eagle River. Serving Wisconsin since 1848, Ascension is a faith-based healthcare organization committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable. As one of the leading non-profit and Catholic health systems in the U.S., Ascension operates 2,600 sites of care – including 151 hospitals and more than 50 senior living facilities – in 21 states and the District of Columbia.

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### Prioritized Significant Health Needs

The community health needs assessment (CHNA) was conducted in 2018 and focused on the needs of individuals in Clark County. Based on this CHNA process, the hospital will focus on the following priority health needs in 2019-2022:

- Chronic Disease
  - Mental Health
  - Alcohol and Other Drug Abuse (AODA)
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### Implementation Plan

This implementation plan is part of a broad community effort to address the priority health needs in the community and achieve long-term impact. As such, this plan includes collaborative efforts as well as hospital-specific initiatives. The hospital participates in collaborative efforts through several coalitions. Those coalitions are described in each health priority section.

## Chronic Disease

**Goal:** Improve conditions that contribute to chronic diseases (e.g., food/nutrition, physical activity)

### Long-Term Performance Indicators:

- By June 30, 2025, decrease the percent of Clark County adults who are obese from 32 percent to 30.4 percent. (Baseline: 2014. Source: National Diabetes Surveillance System, available on County Health Rankings.)
- By June 30, 2025, decrease the percent of Clark County adults who are physically inactive from 27 percent to 25.7 percent. (Baseline: 2014. Source: National Diabetes Surveillance System, available on County Health Rankings.)

### Medium Term Indicators:

- By June 30, 2022, participants in the Strong Bones, Strong Bodies program will show improvement in:
  - Flexibility - Sitting stretch toe-touch
  - Strength - Number of curls with a 20-pound weight
  - Endurance - Number of high knee lifts within time limit
- By June 30, 2022, body mass index (BMI) screening systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

The Clark County Eat Right, Be Fit Coalition, of which the hospital is a member, is an active partner in the strategies below. The coalition focuses on promoting healthy eating and physical activity along with overall wellness. Members are from multiple sectors, including health care, agriculture, education, aging, human services and others.

## Strategy 1: Nutrition and Physical Activity Education and Training

Ascension Our Lady of Victory will engage in several initiatives to promote nutrition and physical activity.

### Ascension Our Lady of Victory will:

- Conduct Strong Bones, Strong Bodies strength-building classes
- Conduct nutrition education programs / cooking demonstrations at area food pantries

### Ascension Our Lady of Victory, working collaboratively with the Eat Right, Be Fit Coalition and community partners, will:

- Implement program, system, policy and/or environmental improvements to increase opportunities for healthy eating and physical activity. Examples include:
  - Expanding biking and walking paths
  - Promoting community gardens/planter boxes
  - Promoting healthy eating at food pantries and other settings

### Collaborative Partners:

- University of Wisconsin-Extension
- Food pantries

### Resources Committed:

- Staff time
- Funding
- Meeting space

**Strategy 2: Body Mass Index (BMI) Screening in Primary Care Settings**

From July 2019 – June 2022, Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for healthy weight/BMI. This will include: routine screening, referral mechanism and sources for treatment, electronic medical record (EMR) reminders and the creation of tools.

**Ascension Wisconsin will:**

- Build automatic reminders/alerts into the electronic medical record system
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

**Resources Committed:**

- Staff and provider time

**Medium-Term Indicator:**

- By June 30, 2022, healthy weight screening systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

## Mental Health

**Goal:** Decrease the rate of suicides for youth and adults in Clark County

### Long-Term Performance Indicators:\*

- By June 30, 2025, decrease the percent of Clark County high school students who attempted suicide one or more times in the previous 12 months from 6.3 percent to 6.0 percent. (Baseline: Spring 2018. Source: Youth Risk Behavior Survey.)
- By June 30, 2025, decrease the percent of Clark County middle school students who attempted suicide from 7.0 percent to 6.7 percent. (Baseline: Spring 2018. Source: Youth Risk Behavior Survey.)
- By June 30, 2025, decrease the age-adjusted suicide death rate in Clark County from 12.4 per 100,000 to 11.8 per 100,000. (Baseline: 2012-2016. Source: Centers for Disease Control and Prevention, National Vital Statistics System.)

### Medium-Term Performance Indicators:

- By June 30, 2022, decrease the percent of Clark County who have been electronically bullied:
  - High school students from 22.3 percent to 21.2 percent
  - Middle school students from 27.4 percent to 26.0 percent
    - Baseline: Spring 2018. Source: Youth Risk Behavior Survey.
- By June 30, 2022, increase the percent of Clark County students who report having at least one teacher or adult in their school that they can talk to if they have a problem.
  - High school students from 65.1 percent to 68.4 percent
  - Middle school students from 73.6 percent to 77.3 percent
    - Baseline: Spring 2018. Source: Youth Risk Behavior Survey.
- By June 30, 2022, depression screening and remission systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

*\* Using national goals as guidance, the long-term performance indicators reflect a five percent decrease. The hospital's and its core partners' hope is to reduce the number of suicides to zero.*

The Clark County Mental/Behavioral Health Task Force (MBHTF), of which the hospital is a member, is an active partner in the strategies below. The MBHTF “is dedicated to supporting the mental and behavioral health of individuals, families, and communities in Clark County who are affected by, or at risk of, mental illness and/or substance use disorders through the cultivation of strengths toward promoting prevention and recovery in the least restrictive environment.” Organizations/members are from multiple sectors, including health care, the faith community, law enforcement, social and community services, counseling services, education, veterans services and others.

### Strategy 1: Increase Mental Health Education and Training

Ascension Our Lady of Victory Hospital will increase awareness, knowledge and skills to improve mental health understanding in general, resiliency, suicide awareness and prevention. Audiences will include both adults and youth.

**Ascension Our Lady of Victory, working collaboratively with the MBHTF and others, will:**

- Support and promote trainings focused on Adverse Childhood Experiences (ACEs), trauma-informed care and suicide prevention
- Support and promote school prevention programming

**Collaborative Partners:**

- Mental/Behavioral Health Task Force
- School districts
- University of Wisconsin-Extension
- Clark County Community Services
- Living Well Mental Health Clinic

**Resources Committed:**

- Staff time
- Funding
- Meeting space

### Strategy 2: Increase the Hospital's Mental Health-Related Efforts

Ascension Our Lady of Victory will work internally to increase the Emergency Department's ability to respond to mental health issues. For example, the hospital may work with community partners to develop stronger wrap-around services for individuals who access the Emergency Department and may have mental health issues. The hospital also may provide telemental health services and/or advance suicide prevention training for providers.

**Ascension Our Lady of Victory will:**

- Build internal systems for increased suicide prevention
- Increase providers' ability to identify and respond to potential mental health issues
- Examine points of contact in mental health delivery systems to identify and address gaps, barriers and service disruptions
- Lead efforts to develop a wrap-around service approach by engaging health care systems, law enforcement, social service providers and schools
- Continue to pursue telemental health service options

**Collaborative Partners:**

- Potential partners include: mental health providers, law enforcement, school guidance counselors, health care providers

**Resources Committed:**

- Staff time
- Provider time
- Funding

**Strategy 3: Primary Care Depression Screening**

From July 2019 – June 2022, Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for depression. This will include: routine screening, referral mechanism and sources for treatment, EMR reminders and the creation of tools.

**Ascension Wisconsin will:**

- Build automatic reminders/alerts into the electronic medical record
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

**Resources Committed:**

- Staff and provider time

## Alcohol and Other Drug Abuse (AODA)

**Goal:** Decrease the rate of alcohol, vaping and other drug abuse for youth and adults in Clark County

### Long-Term Performance Indicators:

- By June 30, 2025, decrease the percent of Clark County middle school students who have ever had a drink of alcohol, other than a few sips, from 29.5 percent to 28.0 percent. (Baseline: Spring 2018. Source: Youth Risk Behavior Survey.)
- By June 30, 2025, decrease the percent of Clark County high school students who had at least one drink of alcohol on at least one day during the 30 days before the survey from 31.4 percent to 29.8 percent. (Baseline: Spring 2018. Source: Youth Risk Behavior Survey.)
- By June 30, 2025, decrease the percent of high school students who have used an electronic vapor product during the 30 days prior to the survey from 23.5 percent to 22.3 percent. (Baseline: Spring 2018. Source: Youth Risk Behavior Survey.)

### Medium-Term Performance Indicators:

- By June 30, 2022, at least one policy, system or environmental change will have been successfully implemented and evaluated.
- By June 30, 2022, alcohol misuse screening systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

The Clark County Mental/Behavioral Health Task Force (MBHTF), of which the hospital is a member, is an active partner in the strategies below. A description of the Task Force and its members is in the Mental Health section of this report.

### Strategy 1: Increase Substance Misuse Education and Training

Ascension Our Lady of Victory will increase awareness, knowledge and skills to reduce the use of illegal drugs and the misuse of alcohol and prescription drugs. Audiences will include both adults and youth.

**Ascension Our Lady of Victory, working collaboratively with the Mental/Behavioral Health Task Force and others, will:**

- Support and promote trainings focused on youth social norms
- Support the implementation of Clark County retailer alcohol compliance checks
- Support and promote responsible beverage server training

#### Collaborative Partners:

- Clark County Health Department
- School districts
- University of Wisconsin-Extension

#### Resources Committed:

- Staff time
- Funding
- Meeting space

### Strategy 2: Vaping/E-cigarette Prevention

Ascension Our Lady of Victory will participate in efforts to reduce tobacco use and e-cigarette use/vaping, particularly among youth. Efforts will focus largely on policy and system changes, including school policies around e-cigarette use/vaping.

**Ascension Our Lady of Victory, working collaboratively with community partners, will:**

- Work with school districts to identify opportunities to update internal policies to address vaping
- Work with the school districts to implement prevention programming
- Implement a media campaign around preventing and reducing tobacco use and vaping

**Collaborative Partners:**

- Mental/Behavioral Health Task Force
- Clark County Health Department
- School districts
- University of Wisconsin-Extension

**Resources Committed:**

- Staff time
- Funding
- Meeting space

### Strategy 3: Alcohol Misuse Screening

From July 2019 – June 2022, Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for alcohol misuse. This will include: routine screening, referral mechanism and sources for treatment, EMR reminders and the creation of tools.

**Ascension Wisconsin will:**

- Build automatic reminders/alerts into the electronic medical record
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

**Resources Committed:**

- Staff and provider time

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## Plan to Evaluate the Strategies

Ascension Wisconsin is committed to making a positive, measurable impact on the health of the people in the communities we serve. To that end, we evaluate the strategies we implement to address the health needs of the community.

We use a logic model, an approach that is nationally recognized for program evaluation. Logic models provide methods for documenting the following:

- **Inputs:** Resources needed to implement the strategies
- **Outputs:** Actions taken, the number of programs/tactics implemented and the number of people reached
- **Outcomes:** Measures of the impact of the programs/strategies, such as changes in learning, actions or conditions

To be specific about the outcomes for which we will be accountable, we set SMART metrics – metrics that are Specific, Measurable, Achievable, Realistic and Time-related.

### Evaluation Schedule/Process

At the beginning of the three-year cycle:

- Establish SMART metrics for medium-term (three-year) indicators for each strategy
- Establish SMART metrics for long-term (beyond three years) indicators for each priority area

At the beginning of each fiscal year in the three-year cycle:

- Establish SMART metrics for short-term (fiscal year) indicators for each strategy
- Establish action steps and output indicators for each strategy

Quarterly each fiscal year:

- Report actions completed
- Report the status of each strategy/priority

At the end of each fiscal year:

- Report on results for short-term and output indicators
- Describe accomplishments and analyze results

At the end of the three-year cycle:

- Report on results for medium-term indicators for each strategy
- Describe and analyze results
- Incorporate results into next Community Health Needs Assessment

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## Health Needs Not Selected for this Plan

Ascension Our Lady of Victory is addressing all the priority needs identified.

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## Next Steps

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

- Participate actively in community coalitions focused on the health priorities
- Create an annual action plan with specific 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 board
- Share actions taken to address the needs with the community at large

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## Approval

This implementation plan report was adopted by the Board of Directors of Ascension Our Lady of Victory Hospital, Inc., on April 30, 2019 and by the Ascension Wisconsin Board on May 16, 2019.

To learn more about Ascension Wisconsin, visit [ascension.org/wisconsin](https://www.ascension.org/wisconsin)

