



Ascension Wisconsin Community Health Improvement Plan

2019-2022

Ascension St. Michael's Hospital

Community Health Improvement Plan – Implementation Strategy

Introduction

Ascension St. Michael's Hospital is part of Ascension. Ascension Wisconsin (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.

Prioritized Significant Health Needs

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

- Healthy Weight
 - Mental Health
 - Alcohol and Other Drug Abuse (AODA)
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Implementation Plan

The implementation plan outlined below describes the efforts to be taken by Ascension St. Michael's to address these priority health needs. Where noted, the hospital will collaborate with other key partners in the community. Recognizing that no one organization can affect substantial community change alone, the long-term outcomes identified in this plan can only be achieved as many community organizations work together for collective impact.

Healthy Weight

Goal: Improve Portage County residents' knowledge of and access to healthy nutrition and physical activity

Long-Term Performance Indicators:

- By June 2023, decrease the percentage of Portage County adults who are obese from 34 percent (2014) to 31 percent. (Data source: National Diabetes Surveillance System on County Health Rankings)
- By June 2023, decrease the percentage of Portage County adults who are physically inactive from 20 percent (2015) to 18 percent. (Data source: Behavioral Risk Factor Surveillance System on County Health Rankings)

For Healthy Weight strategies, the hospital participates in two coalitions. Those coalitions are listed below.

- Portage County Breastfeeding Coalition: The Portage County Breastfeeding Coalition (PCBF Coalition) began in 2008 and is comprised of local professionals and citizens who united to support nursing moms and educate businesses and the public about the importance of breastfeeding in society. The mission of PCBF Coalition is to promote and support breastfeeding in Portage County through a collaboration of community resources in an effort to increase the initiation and duration of breastfeeding.
- Healthy People Portage County: Healthy People Portage County (HPPC) began in 1999 as a community initiative with the goal of establishing an ongoing process for identifying and addressing health needs in Portage County. HPPC's mission is to promote and work for community health and improvement through access to services and fostering healthier environments. Members are from a variety of sectors, including education, government, healthcare and not-for-profit agencies (e.g., Boys and Girls Club, United Way).

Strategy 1: After School Programming for Nutrition

Through its Farm-to-School program, the area YMCA conducts several nutrition-related programs. For example, the Healthy Snack Program is offered on a weekly basis in three area elementary schools (2018-19). Students are invited to try new foods that are healthy. Another example is the Nutrition Education Lessons, which are taught in seven schools (2018-19). Students receive a set of five lessons on food sources, balanced meals and healthy habits. Ascension St. Michael's will fund at least one of the Farm-to-School programs annually.

Ascension Saint Michael's will:

- Provide financial support to the YMCA for portions of its Farm-to-School programming
- Work with the YMCA to monitor and improve the program

Collaborative Partners:

- Stevens Point Area YMCA

Resources Committed:

- Funding

Medium-Term Indicators:

- By June 30, 2022, students participating in the YMCA's Farm to School Program will demonstrate:
 - Knowledge of nutrition
 - Knowledge of food sources
 - Willingness to try fruits or vegetables

Strategy 2: Breastfeeding

Breastfeeding reduces the likelihood of obesity and other risks over one's lifetime. Local efforts to promote and support breastfeeding in Portage County are largely implemented by the Portage County Breastfeeding Coalition. The coalition's efforts include supporting families to breastfeed and also creating breastfeeding-friendly worksites to encourage women to continue breastfeeding upon returning to the workplace after maternity leave.

Ascension Saint Michael's will:

- Participate in the PCBF Coalition
- Provide financial support to the PCBF Coalition to promote breastfeeding in community settings such as workplaces, child care centers and community-based events
- Provide financial support to the PCBF Coalition for education and marketing materials, including survey tools to collect data on duration rates, in these community-based settings

Collaborative Partners:

- Portage County Breastfeeding Coalition

Resources Committed:

- Funding
- Staff time

Medium-Term Indicators:

- By June 30, 2022, increase the number of breastfeeding-friendly worksites from 13 to 20.
- By June 30, 2022, maintain breastfeeding initiation rates of women giving birth at Ascension St. Michael's at 84 percent (2018). (Data source: Hospital birth center)

Strategy 3: Policy, System and Environmental Changes

Working collaboratively with the organizational members of Healthy People Portage County, Ascension St. Michael's will pursue a number of interventions to strengthen local policies, systems and/or environmental structures to make healthy nutrition and physical activity options easier for more people. Some examples include: developing shared use agreements with school districts to increase access to safe and weather-resistant physical activity opportunities; expand the availability and awareness of nutrition and physical activity resources in the community by strengthening the current 2-1-1 resource and referral system and expand Electronic Benefit Transfer (EBT) options at farmer's markets.

Ascension Saint Michael's, working collaboratively with Healthy People Portage County, will:

- Conduct an environmental scan in 2019 to identify the policy, system and environmental interventions that are most likely to be successful
- Identify at least two policy, system and environmental change approaches to be pursued for the time of this plan
- Provide funding for selected components of the interventions
- Integrate awareness of the new interventions into the existing organizational infrastructure

Collaborative Partners:

- Healthy People Portage County

Resources Committed:

- Funding
- Staff time

Medium-Term Indicator:

- By June 30, 2022, at least two policy, system or environmental changes will have been successfully implemented and evaluated.

Strategy 4: 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 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: Build a mental health-friendly community in Portage County

Long-Term Performance Indicators:

- By June 2023, decrease the percentage of students who seriously considered attempting suicide during the last 12 months from 17.8 percent (2018) to 15 percent. (Data source: Portage County Youth Risk Behavior Survey)
- By June 2023, decrease the number of poor mental health days reported among Portage County residents from 3.5 days in a 30-day period (2016) to two days in a 30-day period. (Data source: Behavioral Risk Factor Surveillance System (BRFSS), available on County Health Rankings)
- By June 2025, increase the ratio of population to mental health providers from 820:1 (2017) to 600:1 in Portage County. (Source: National Provider Identification Registry, available on County Health Rankings)

For mental health strategies, the hospital participates in several coalitions. Those coalitions are listed below.

- Community Change – Mental Health Work Group: The Portage County Community Change Project is the planning effort to address the call to action priorities identified in the 2017 LIFE Report. One work group formed around mental health and developed a workplan. The multi-sector work group is moving forward with several strategies to move the needle on mental health.
- Suicide Prevention and Mental Health Awareness Coalition of Portage County: The mission of the coalition is “to prevent suicide in Portage County by providing hope, creating awareness and facilitating change in the community to support mental health.”
- Healthy People Portage County: See description in the “Healthy Weight” section.

Strategy 1: Awareness, Education and Training

Ascension St. Michael’s will collaborate to implement awareness, education and training efforts in communities, organizations and schools. One example is Question, Persuade, Refer (QPR), which trains individuals to ask questions of a person perceived to be at risk for suicide, persuade them to seek help and refer them to resources. A second example is Zero Suicide, which is a systematic approach and organizational commitment to safer suicide care in healthcare and behavioral healthcare systems. A third example is Sources of Strength, a best practice youth suicide prevention project designed to harness the power of social networks to change unhealthy norms and culture, ultimately preventing suicide, bullying and substance abuse.

Ascension St. Michael's will:

- Actively participate in mental health coalitions
 - Suicide Prevention Coalition of Portage County
 - Community Change Project Mental Health Action Team
- Identify organizations to participate in trainings
- Provide funding for trainings
- Promote trainings internally and externally

Collaborative Partners:

- Community Change Project
- Suicide Prevention Coalition of Portage County

Resources Committed:

- Funding
- Staff time
- Meeting space (e.g., to host trainings)
- Printing of materials

Medium-Term Indicator:

- By June 30, 2022, 90 percent of training participants can identify at least one piece of information or skill they will use in the future to help prevent suicide.

Strategy 2: Expand Telemental Health Services

Telemental health services are mental healthcare services provided over a distance via telephone or videoconference. Services can include psychotherapy, counseling, supplemental support services accompanying face-to-face therapy and self-directed services, such as online cognitive behavioral therapy. Telemental health services are particularly beneficial for individuals in areas with limited access to mental healthcare professionals (e.g., rural communities or other Health Professional Shortage Areas [HPSAs]).

Ascension Saint Michael's will:

- Explore feasibility through Ascension Medical Group Wisconsin's existing telemedicine efforts to determine opportunities for telemental health services

Resources Committed:

- Funding
- Staff time

Medium-Term Indicators:

- By June 30, 2022, telemental health systems/protocols are in place at Ascension St. Michael's and/or area clinics.
- By June 30, 2022, the average number of patients seen monthly through telemental health will have increased in the previous 12 months.

Strategy 3: Suicide Prevention - Expand Availability of Cable Gun Locks

Ascension St. Michael's currently offers cable gun locks in the emergency department and urgent care. The Ascension St. Michael's Foundation supports this effort. For any patients who have a firearm in their home, the locks are offered along with educational materials about suicide prevention and child safety related to firearms. The program is designed to reduce the number of suicides with firearms.

Ascension Saint Michael's will:

- Expand the cable gun lock program within the hospital
- Fund the expansion of the program beyond the emergency department and urgent care

Resources Committed:

- Staff time
- Funding

Medium-Term Indicator:

- By June 30, 2022, expand the number of hospital or clinic locations/departments offering cable gun locks from two to four.

Strategy 4: Depression 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 depression. This will include routine screening, referral mechanism and sources for treatment, EMR reminders and 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

Medium-Term Indicator:

- 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.

Strategy 5: Policy, System and Environmental Changes

Working collaboratively with the members of Healthy People Portage County and the Portage County Community Change Project Mental Health Action Team, Ascension St. Michael's will pursue several interventions to strengthen local policies, systems and/or environmental structures to reduce stigma and improve access to services. Examples of stigma reduction efforts include "Say It Out Loud" for teens and "Make It OK" for adults, both from the National Alliance on Mental Illness (NAMI). Other efforts may include integrating trauma-informed care into existing systems or structures.

Ascension Saint Michael's, working collaboratively with Healthy People Portage County and the Community Change Project Mental Health Action Team, will:

- Conduct an environmental scan in 2019 to identify the policy, system and environmental interventions most likely to be successful
- Identify at least two policy, system and environmental change approaches to be pursued for the time of this plan
- Provide funding for selected components of the interventions
- Integrate awareness of the new interventions into the existing organizational infrastructure

Collaborative Partners:

- Healthy People Portage County
- Community Change Project

Resources Committed:

- Funding
- Staff time

Medium-Term Indicator:

- By June 30, 2022, at least two policy, system or environmental changes will have been successfully implemented and evaluated.

Alcohol and Other Drugs (AODA)

Goal: Decrease misuse of alcohol and other drugs

Long-Term Performance Indicators:

- By June 2023, reduce the percentage of adults in Portage County who drink excessively from 28 percent (2016) to 25 percent. (Source: Behavioral Risk Factor Surveillance System on the County Health Rankings)
- By June 2023, reduce the percentage of Portage County youth who report having had at least one drink of alcohol in their life from 56.1 percent (2018) to 52.5 percent (2015). (Source: 2018 Portage County Youth Risk Behavior Survey)

For AODA strategies, the hospital participates in several coalitions. Those coalitions are listed below.

- Community Change – AODA Work Group: The Portage County Community Change Project is the planning effort to address the call to action priorities identified through the 2017 LIFE Report. One work group formed around AODA and developed a workplan. The multi-sector work group is moving forward with several strategies to move the needle on AODA issues.
- Portage County Coalition for Alcohol/Drug Abuse Prevention: This coalition, with more than 100 members, is focused on awareness, education and advocacy around alcohol and drug abuse prevention.
- Healthy People Portage County: See description in the “Healthy Weight” section.

Strategy 1: Alcohol Misuse Screening in Primary Care

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 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

Medium-Term Indicator:

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

Strategy 2: Policy, System and Environmental Changes

Working collaboratively with the organizational members of Healthy People Portage County and Portage County Community Change Project AODA Action Team, Ascension St. Michael's will pursue several interventions to strengthen local policies, systems and/or environmental structures to ensure people are coping without excessive substance abuse. Some examples include: reducing the density of alcohol beverage outlets (i.e., locations that sell alcohol) through licensing or zoning processes; mass media campaigns to reduce underage binge drinking; alcohol access restriction at public events and improving access to substance abuse counseling and treatment through drug courts and family treatment drug courts.

Ascension Saint Michael's, working collaboratively with Healthy People Portage County and the Community Change Project AODA Action Team, will:

- Conduct an environmental scan in 2019 to identify the policy, system and environmental interventions most likely to be successful
- Identify at least two policy, system and environmental change approaches to be pursued for the time of this plan
- Provide funding for selected components of the interventions
- Integrate awareness of the new interventions into the existing organizational infrastructure

Collaborative Partners:

- Healthy People Portage County
- Community Change Project

Resources Committed:

- Funding
- Staff time

Medium-Term Indicator:

- By June 30, 2022, at least two policy, system or environmental changes will have been successfully implemented and evaluated.

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

Health Needs Not Selected for this Plan

Ascension Wisconsin understands the importance of all the health needs of the community and is committed to being an active participant in improving the health of the people in the communities we serve. For the purposes of this CHNA, we have chosen to focus our efforts on the priorities listed above.

The following health issues were not selected for the reasons described below.

- Oral Health – This was a priority in the two previous CHNA cycles. Prior to and throughout that time, Ascension St. Michael's and its community partners supported the Ascension Dental Center, which serves individuals who receive Medicaid. To expand services, the Ascension Dental Center became part of a federally qualified community health center in early 2019. With that transfer, Ascension St. Michael's primary resource for addressing oral health was no longer in place.
- Financial Stability – This was identified as one of the four calls to action through the LIFE process. This issue was not selected by the hospital because it is not within the hospital's area of expertise.
- Aging – Although 'Impact of an Aging Population on our Community' was identified in the LIFE report as an 'Issue to Watch,' it was not raised to the level of a call to action. The issue was raised in the Ascension St. Michael's prioritization meeting, with the discussion concluding that many services for individuals who are aging are currently in place in the county.

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

Approval

This implementation plan report was adopted by the Board of Directors of Ascension St. Michael's 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)

