



Ascension Wisconsin Community Health Improvement Plan

2020-2023

Ascension Columbia St. Mary's Hospital Ozaukee Community Health Improvement Plan – Implementation Strategy

Introduction

Ascension Columbia St. Mary's Ozaukee is part of Ascension Wisconsin. Ascension Wisconsin ([ascension.org/wisconsin](https://www.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

Ascension Columbia St. Mary's Ozaukee conducted a community health needs assessment (CHNA) in 2019. Based on the data reviewed, community input and the prioritization process, the following priorities were selected:

- Access to Care
 - Chronic Disease Prevention
 - Mental Health
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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, 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.

Access to Care

Goal: Improve access to health care services for individuals in Ozaukee County

Long-Term Performance Indicator(s):

- By June 30, 2030, decrease the number of respondents who report that during the past year, they or someone in their household did not receive the medical care that they needed from 8 percent to 7 percent.
- By June 30, 2030, decrease the number of respondents who report they did not seek care due to cost from 18 percent to 16 percent.
- By June 30, 2030, increase the percent of female respondents 50 years and older who report they had a mammogram in the past two years from 78 percent to 81 percent.

(Source: 2019 Ozaukee County Community Health Survey)

Strategy 1: Financial Assistance

Ascension Columbia St. Mary's Ozaukee will assist patients with accessing financial assistance for healthcare costs by actively screening patients to determine if they qualify for Medicaid or other financial assistance programs, including Ascension's Financial Assistance program.

Ascension Columbia St. Mary's Ozaukee will:

- Assist patients who have financial concerns, especially those who are uninsured or are self-pay, and connect them to financial resources such as Medicaid, Marketplace or Ascension's Financial Assistance program
- Provide patients with information and resources about applying to the health insurance Marketplace

Collaborative Partners:

- R1 RCM, Inc.
- Wisconsin Department of Health Services

Resources Committed:

- Staff time
- Ascension's Financial Assistance program funding

Medium-Term Indicator:

- By June 30, 2023, at least 90 percent of patients who are uninsured or are self-pay will be screened by a financial advocate to determine if they qualify for Medicaid and/or financial assistance. (Baseline: FY 2019: 93 percent)
(Source: R1 RCM, Inc.: Mede analytics)

Strategy 2: Transportation Assistance

Ascension Columbia St. Mary's Ozaukee will assist patients with accessing transportation services by actively screening patients to determine if they have transportation barriers and connecting these individuals with local resources, including Ascension's Non-Emergent Transportation program.

Ascension Columbia St. Mary's Ozaukee will:

- Review and improve the transportation service referral process
- Provide associates with education and training on the Non-Emergent Transportation program

Collaborative Partners:

- Lyft

Resources Committed:

- Staff time
- Financial support

Medium-Term Indicator:

- By June 30, 2023, there will be a 15 percent increase in referrals to the Non-Emergent Transportation program.
(Baseline: FY 2019: 294 rides)
(Source: Ascension Wisconsin Care Management Department)

Strategy 3: Huiras Family Ozaukee Community Clinic

Ascension's Huiras Family Ozaukee Community Clinic is a free clinic serving individuals in Ozaukee County who do not have insurance and are unable to pay for basic, non-emergency clinical services.

Ascension Columbia St. Mary's Ozaukee will:

- Work to increase community awareness regarding clinic services
- Provide financial assistance to patients who seek health care services at the Huiras Family Ozaukee Community Clinic

Collaborative Partners:

- Ascension St. Elizabeth Ann Seton Dental Clinic
- Ascension Wisconsin Foundation
- Wisconsin Well Woman Program

Resources Committed:

- Provider and staff time
- Funding for clinical services for patients seen at Huiras Family Ozaukee Community Clinic

Medium-Term Indicator:

- By June 30, 2023, 90 percent of Huiras Family Ozaukee Community Clinic patients who qualify for financial assistance will receive a follow-up phone call within six months of receiving financial assistance. The purpose of the call is to support the patient in ongoing access to health services. (Baseline: TBD)

Strategy 4: Mobile Mammography

The Ascension Wisconsin Mammography Mobile Outreach Project targets Ozaukee County area women, age 40 and older, who need mammogram screenings but have difficulty gaining access to traditional services. The 3D Mammography Unit offers state-of-the-art services and is staffed by an all-woman team of radiological technicians with advanced mammography training. By delivering services in familiar and accessible locations, it eliminates barriers to screening, among them transportation and anxiety about the screening itself. Outreach Care Coordinators identify women in need, see that they receive screening and work with identified community partners who share mutual goals of screening women in their communities. Partners include churches, community clinics, culturally collaborative organizations, nursing homes and other non-profits committed to increasing screenings of underserved women.

Ascension Columbia St. Mary's Ozaukee will:

- Identify additional community partners in Ozaukee County to host our Mobile Mammogram Unit

Resources Committed:

- Ascension Wisconsin Mobile Mammogram Unit
- Staff time

Medium-Term Indicator:

- By June 30, 2023, increase the number of community-based mammography screening events held in Ozaukee County by 10 percent. (Baseline: 10 events in FY 18)

Chronic Disease Prevention

Goal: Improve health-related quality of life and well-being for all individuals in Ozaukee County through chronic disease prevention

Long-Term Performance Indicator(s):

- By June 30, 2030, increase the percentage of respondents who report eating three or more servings of vegetables per day from 25 percent to 27 percent.
- By June 30, 2030, increase the percentage of respondents who report eating two or more servings of fruit per day from 61 percent to 67 percent.
- By June 30, 2030, decrease the percentage of respondents who report that they are obese from 35 percent to 31 percent.

(Source: 2019 Ozaukee County Community Health Survey)

Strategy 1: Screening and Referral

Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for healthy weight/Body Mass Index (BMI). This will include routine screening, referral mechanism and sources for treatment, EMR reminders and the creation of tools.

Ascension Columbia St. Mary's Ozaukee 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, 2023, healthy weight screening systems/protocols will be in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

Strategy 2: Breastfeeding Promotion

Breastfeeding reduces the likelihood of obesity and other risks over one's lifetime. Columbia St. Mary's Ozaukee leads and collaborates on a number of initiatives to promote breastfeeding.

Ascension Columbia St. Mary's Ozaukee will:

- Participate in the Washington Ozaukee Breastfeeding Coalition, where the vision is that breastfeeding will be accepted as the norm throughout Washington and Ozaukee Counties resulting in increased rates of breastfeeding initiation and duration
- Host a yearly internal campaign to normalize breastfeeding and promote Columbia St. Mary's Ozaukee as a breastfeeding friendly campus
- Work internally to encourage and support female associates if they chose to continue breastfeeding upon returning to the workplace after maternity leave
- Provide breastfeeding and parenting classes and supports groups, such as, "Breastfeeding Basics", "Breastfeeding Beyond the Hospital" and "Baby and Me" for the community

Collaborative Partners:

- Washington Ozaukee Breastfeeding Coalition

Resources Committed:

- Staff time

Medium-Term Indicator:

- By June 30, 2023, maintain exclusive breast milk feeding at discharge rates of women giving birth at Ascension Columbia St. Mary's Ozaukee at 79 percent or higher. (Baseline: 79 percent in 2019) (Source: Premier QMR, Truven CD)

Mental Health

Goal: To decrease the incidence of depression, suicide and other mental health concerns in Ozaukee County adults

Long-Term Performance Indicators:

- By June 30, 2030, increase the percentage of respondents who report that their mental health condition is under control, from 91 percent to 95 percent.‡
- By June 30, 2030, decrease the opioid mortality rate by 10 percent, from 11.4 per 100,000 to 10.26 per 100,000.*

(‡Source: 2019 Ozaukee County Community Health Survey)

(*Source: 2017 Wisconsin Dept. of Health Services, Division of Public Health, Office of Health Informatics. Wisconsin Interactive Statistics on Health (WISH) data query system, Opioid Module, <https://www.dhs.wisconsin.gov/wish/opioid/mortality.htm>, accessed March 5, 2020.)

Strategy 1: Screening and Referral

Ascension Medical Group Wisconsin will implement standardized processes statewide according to the U.S. Preventive Services Task Force Guidelines for depression and alcohol misuse. This will include: routine screening, referral mechanism and sources for treatment, electronic medical record (EMR) reminders and creation of tools.

Ascension Columbia St. Mary's Ozaukee will:

- Build automatic reminders/alerts into the EMR
- 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, 2023, depression screening and remission systems/protocols are in place in 90 percent of Ascension Wisconsin primary care clinics.
(Source: Ascension Wisconsin Quality, Patient Safety and Regulatory Department)
- By June 30, 2023, alcohol misuse screening and remission systems/protocols are in place in 90 percent of Ascension Wisconsin primary care clinics.
(Source: Ascension Wisconsin Quality, Patient Safety and Regulatory Department)

Strategy 2: Adolescent Behavioral Health Program

Ascension Columbia St. Mary's is developing an Adolescent Behavioral Health Program that will provide outpatient services to youth in Ozaukee county and surrounding areas. The program will provide personalized treatment for an array of behavioral health concerns including anxiety, depression, disordered eating and substance abuse.

Ascension Columbia St. Mary's Ozaukee will:

- Connect with local school districts to assess the mental health needs of adolescents in Ozaukee county to ensure the program is responding to the needs
- Maintain communication with local school districts to ensure the program is meeting the on-going needs of adolescents
- Offer telehealth options in response to Covid-19

Collaborative Partners:

- Local Ozaukee County school districts

Resources committed:

- Staff and provider time

Medium-Term Indicator:

- By June 30, 2023, 80 percent of responding school districts report that they have been successful in accessing necessary adolescent behavioral health services for their students. (Baseline: TBD)

Strategy 3: Successful Opioid Addiction Recovery (SOAR) Program

Ascension Columbia St. Mary's Ozaukee SOAR program provides expedited treatment of narcotics addiction. The program provides a six-week intensive outpatient treatment program followed by another 52 weeks of outpatient therapy. The SOAR program provides a combination of medication assisted treatment and cognitive behavioral therapy. In addition to treating opioid addiction, the SOAR program works to identify and provide support for underlying mental health conditions which frequently contribute to substance abuse concerns.

Ascension Columbia St. Mary's Ozaukee will:

- Provide expedited treatment of narcotic addiction
- Promote the SOAR program internally and externally
- Offer telehealth options in response to Covid-19

Collaborative Partners:

- Washington Ozaukee Health and Human Services

Resources committed:

- Staff and provider time

Medium-Term Indicator:

- By June 30, 2023, 75 percent of individuals who participate in the SOAR Program will successfully met their treatment goals. (Baseline: TBD)

Plan to Evaluate the Strategies

Ascension Columbia St. Mary's Ozaukee 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 metric 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 Columbia St. Mary's Ozaukee 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 needs were not selected to be included in this plan for the reasons described below.

- Alcohol and Substance Use: This health issue will be incorporated into the mental health priority, with at least one alcohol and drug use strategy to be implemented. Our hospital and clinic system will continue to provide screening, counseling and follow-up care to address alcohol and drug use. We are committed to maintaining these services while remaining open to any emerging needs or opportunities in these areas.
- Adverse Childhood Experiences (ACEs) are potentially traumatic events that occur in childhood (0-17 years) and include parental substance and alcohol abuse. While this health issue was not selected as a priority, we will incorporate strategies for substance use into the mental health priority. We will continue to provide screening, counseling and follow-up care to children who experience ACEs.

Next Steps

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

- 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 Columbia St. Mary's Hospital Ozaukee, Inc., on July 22, 2020 and the Ascension Wisconsin Board on August 27, 2020.

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



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