

# Ascension All Saints Hospital

Implementation Strategy for the 2021 CHNA  
Racine County, WI



Ascension



The purpose of this implementation strategy is to describe how the hospitals plan to address prioritized health needs from their current Community Health Needs Assessment. The significant health needs the hospitals do not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, to unmet health needs or gaps in services and to input gathered from the community.

**Ascension All Saints Hospital, Inc.  
39-1264986**

Ascension All Saints Hospital - Spring Street Campus

3803 Spring St.

Racine, WI 53405

<https://healthcare.ascension.org/locations/wisconsin/wiwhe/racine-ascension-all-saints-hospital-main-entrance-spring-street-campus>

262-687-4011

Ascension All Saints Hospital - Wisconsin Avenue Campus

1320 Wisconsin Ave.

Racine, WI 53403

<https://healthcare.ascension.org/locations/wisconsin/wiwhe/racine-ascension-all-saints-hospital-wisconsin-avenue-campus>

262-687-4011

The 2021 Joint Implementation Strategy was approved by the Board of Directors of Ascension All Saints Hospital on July 26, 2022 (2021 tax year) and applies to both campuses for the following three-year cycle: July 2022 to June 2025. This report, as well as the previous report, can be found at our public website.

**We value the community's voice and welcome feedback on this report. Please visit our public website at <https://healthcare.ascension.org/chna> to submit your comments.**

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## Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

### Ascension All Saints Hospital

As a ministry of the Catholic Church, Ascension All Saints is a non-profit hospital with two campuses, governed by a local board of directors and provides medical care to Racine County and the surrounding communities. In Wisconsin, Ascension operates 17 hospital campuses, more than 100 related healthcare facilities and employs more than 1,200 primary and specialty care clinicians from Racine to the Fox Valley.

Serving Wisconsin for about 150 years, Ascension is continuing the long and valued tradition of addressing the health of the people in our community. Following in the footsteps of our founders, Ascension Wisconsin was formed in 2016 when sponsorship transitioned from four health systems: Wheaton Franciscan Healthcare, Ministry Health Care, Columbia St. Mary's and Affinity Health System.

For more information about Ascension All Saints Hospital - Spring Street Campus, visit <https://healthcare.ascension.org/locations/wisconsin/wiwe/racine-ascension-all-saints-hospital-main-entrance-spring-street-campus>.

For more information about Ascension All Saints Hospital - Wisconsin Avenue Campus, visit <https://healthcare.ascension.org/locations/wisconsin/wiwe/racine-ascension-all-saints-hospital-wisconsin-avenue-campus>.

## Overview of the Implementation Strategy

### Purpose

This implementation strategy (IS) is the hospitals' response to the health needs prioritized from their current Community Health Needs Assessment (CHNA). It describes the actions the hospitals will take to address prioritized needs, allocate resources and mobilize hospital programs and community partners to work together. This approach aligns with Ascension All Saints' commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

### IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all non-profit hospitals are required to conduct a CHNA and adopt an implementation strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable

Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current implementation strategy can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at Ascension All Saints.

## **Needs That Will Be Addressed**

Following the completion of the current CHNA, Ascension All Saints Hospital - Spring Street and Wisconsin Avenue Campuses have selected the prioritized needs outlined below for the 2021 Implementation Strategy. Ascension has defined “prioritized needs” as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **Access to Care** - This need was selected because affordable and accessible health care continues to be recognized as a top issue by community members and key leaders. Access to affordable, quality health care is important to overall health outcomes. Ascension All Saints will support expanding access to care in Racine County in various ways.
- **Access to Healthy Foods** - This need was selected because the pandemic has created more gaps in low-income communities in accessing healthy foods, which may negatively affect diets and can lead to numerous health issues. Ascension All Saints has the resources to expand current food security initiatives in place to make more of an impact on this issue in Racine County.
- **Mental Health** - This need was selected because the community recognized that mental health challenges have increased during the pandemic. Additionally, mental health issues can lead to numerous physical health complications. Ascension Wisconsin is committed to expanding access to mental health providers and partnering with community organizations to address this health priority.

Ascension All Saints understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves. For the purposes of this implementation strategy, Ascension All Saints has chosen to focus its efforts on the priorities listed above.

## **Needs That Will Not Be Addressed**

The following needs were not selected for the 2021 CHNA cycle: COVID-19, Violence or Crime, Illegal Drug Use, Alcohol Abuse and Adverse Childhood Experiences (ACEs). However, Ascension All Saints is committed to participating with partners in addressing these needs and will continue to look for opportunities to do so.

While Coronavirus/COVID-19 was identified as a top need, the Ascension All Saints stakeholders did not list it as a priority because responding to this acute community concern is our duty as healthcare providers. Instead, all strategies should be created through the lens of the pandemic to consider the social impacts and further health disparities it has created. Community safety, specifically violence and

crime, was not prioritized due to hospital and staff capacity. It is indeed an important issue for Racine County, but one that requires a systems approach outside of the hospital and led by an expert in community safety. Ascension All Saints will support community efforts as available. Similarly, for alcohol abuse and illegal drug use, a community response is necessary. Ascension All Saints refers patients to numerous internal and community programs for treatment when needed and will actively participate in further collaborative efforts. Additionally, while ACEs are important root causes to many health issues, the hospitals do not have the expertise to lead these community initiatives but do provide trauma-informed care for patients. It will also be generally considered within the mental health priority.

For cohesion, Ascension All Saints combined overweight or obesity and nutrition under one health priority called “access to healthy foods,” as these issues intersect. It is important to note that numerous key stakeholders referred to the barriers to accessing healthy foods when speaking about nutrition for low-income residents. Those barriers include financial and economic barriers and food deserts, as well as the lack of education about the benefits of healthy foods.

This report does not encompass a complete inventory of everything Ascension All Saints does to support health within the community. To find a list of resources for each need not being addressed, please refer to the Ascension All Saints’ 2021 CHNA: <https://healthcare.ascension.org/CHNA>.

## **Acute Community Concern Acknowledgement**

A CHNA and IS offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. If adjustments to an IS are necessary, the hospital will develop documentation to notify key stakeholders of possible adjustments.

## **Written Comments**

This IS has been made available to the public and is open for public comment. Questions or comments about this implementation strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

## **Approval and Adoption by the Board of Directors of Ascension All Saints Hospital, Inc.**

To ensure Ascension All Saints’ efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 implementation strategy was presented and adopted by the Board of Directors of Ascension All Saints Hospital, Inc., on July 26, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates the board is aware of the IS, endorses the priorities identified and supports the action plans developed to address prioritized needs.

## Action Plans

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to people who are living in poverty/with low income or otherwise made vulnerable.

<b>Priority 1: Access to Care</b>
<p><b>Background</b></p> <p>Access to health care includes affordability, accessibility and acceptability. Access to preventive health care can prevent both disease and early death (<a href="#">Healthy People 2030</a>). Racine County has half the primary care providers per population (2,230:1) than Wisconsin (1,270:1) and the top U.S. counties (1,030:1) (<a href="#">CHRR, 2021</a>). People who cannot get the care they need may have more preventable complications, hospitalizations, emotional stress and higher costs. Furthermore, delaying medical care can have a negative effect on health. While the number of people getting preventive services has increased in recent years, there are disparities by age and race/ethnicity for many health outcomes (<a href="#">Healthy People 2030</a>). For instance, in Racine County, Black babies (22/1,000) die over four times more often before their first birthday compared to White babies (5/1,000). Prenatal care is most effective when it starts early and continues throughout pregnancy. It can help prevent and address health problems in both pregnant people and their babies (<a href="#">Healthy People 2030</a>). A smaller percentage of Black/African American (58%) and Hispanic (60%) people who are pregnant enter prenatal care (PNC) early compared to White (81%) people who are pregnant (<a href="#">WDHS, 2022</a>). As this disparity is one of the most concerning and preventable facing our county, the hospital has decided to add a focus on maternal and child health within the Access to Care priority.</p>
<p><b>Objective</b></p> <p>By 2025, the number of preventable hospital stays in Racine County will decrease (baseline: 4,081). By 2025, the percentage of Black/African American and Hispanic people entering PNC early will increase (baseline: Black/African American 58% and Hispanic 60%).</p>
<p><b>Healthy People 2030 Alignment</b></p> <ul style="list-style-type: none"> <li>● AHS-04 - Reduce the proportion of people who can’t get prescription medicines when they need them</li> <li>● AHS-07 - Increase the proportion of people with a usual primary care provider</li> <li>● AHS-08 - Increase the proportion of adults who get recommended evidence-based preventive health care</li> <li>● MICH-02 - Reduce the rate of infant deaths within 1 year of age</li> <li>● MICH-08 - Increase the proportion of pregnant women who receive early and adequate prenatal care (<a href="#">Healthy People 2030</a>)</li> </ul>

<b>Collaborative Partners</b> <ul style="list-style-type: none"> <li>• Current: Ascension Medical Group Wisconsin, Women’s Resource Center, HALO Homeless Shelter, fire departments, emergency medical services, Racine Community Health Center, <a href="#">Neighborhood Resource</a>, schools, Healthcare Network, city/county health department, R1 RCM, Inc.</li> <li>• Potential: Police departments (Community Oriented Policing Houses), faith communities</li> </ul>	
<b>Strategy 1: Expand Access to Care in the Community</b>	
<b>Anticipated Impact</b> Increased access to health care services for community members in Racine County.	
<b>Priority Populations</b> <ul style="list-style-type: none"> <li>• Families and individuals living in poverty and/or with low income; Black/African American and Hispanic/Latinx individuals and families; older adults; people who are pregnant</li> </ul>	
<b>Resources Committed</b> <ul style="list-style-type: none"> <li>• Staff time, funding, education materials, IT infrastructure for tracking</li> </ul>	
<b>INITIATIVES</b>	<b>TACTICS</b>
Support Community Access to Care Initiatives	<ul style="list-style-type: none"> <li>-Provide funding to important access initiatives and associate support towards these initiatives</li> <li>-Conduct mobile health screenings within the community</li> <li>-Work closely with community Emergency Medical Services (EMS) on health education and mobile health resources outside of the traditional health system</li> <li>-Partner with schools to administer oral health and other healthcare services for students</li> </ul>
Expand Maternal and Child Health Outreach for Care	<ul style="list-style-type: none"> <li>-Offer maternal and child health programs such as Blankets of Love in community spaces</li> <li>-Provide education outreach to populations that are more at-risk for poor maternal, infant and child outcomes to connect them with necessary perinatal care</li> </ul>
<b>Measures</b> <ul style="list-style-type: none"> <li>• Process outcomes of community engagement activities to respective tactics</li> </ul>	
<b>Strategy 2: Provide Initiatives to Patients for Improved Access to Care</b>	
<b>Anticipated Impact</b> Increased access to healthcare services and quality holistic care for Ascension Wisconsin patients in Racine County.	
<b>Priority Populations</b> <ul style="list-style-type: none"> <li>• Patients experiencing barriers to healthcare, particularly those with low income; patients who are under/uninsured; people who are pregnant</li> </ul>	
<b>Resources Committed</b> <ul style="list-style-type: none"> <li>• Associate time, annual fees for Dispensary of Hope (DOH), IT infrastructure, access to DOH Distribution Center for supply of essential medicine, program support, Lyft funding and coordination</li> </ul>	



<b>INITIATIVES</b>	<b>TACTICS</b>
Increase Access to Health Care Services by Providing Holistic Support for Ascension Patients	-Support patients in engaging in a usual place of care by assisting patients in accessing financial assistance -Screen patients to determine if they have social-related barriers to access to care and connect these individuals with local resources -Remove barriers to prescription medications for those with low income or other access barriers
Administer High-Quality Maternal and Child Health Clinical Care to Address Disparities	-Enhance health education for expectant families to contribute to improved birth outcomes -Address social needs of expectant families -Offer and partner on innovative models of care to improve maternal and infant health outcomes
<b>Measures</b> <ul style="list-style-type: none"> <li>● Number of patients referred to/served by support services</li> <li>● Process outcomes to respective tactics</li> </ul>	

## Priority 2: Access to Healthy Foods

### Background

Chronic conditions are responsible for the majority of deaths in the United States ([CDC, 2022](#)). A healthy lifestyle reduces risk of several chronic diseases, risk factors and illnesses ([CDC, 2022](#)). However, not all people have equal access to healthy opportunities. One of the most influential factors on health is access to healthy foods. Food insecurity can contribute to diet-related chronic diseases, which adds to the complexity of prevention and health disparities ([USDA, 2017](#)). In Racine County, the percentage of the population that is low-income and does not live close to a grocery store (8%) is considerably higher than both the state’s rate (5%) and the top U.S. performers (2%) ([CHRR, 2021](#)). Health disparities exist within access to healthy foods and chronic disease prevalence: individuals with low income and some racial and ethnic minorities live farther from supermarkets and have higher rates of obesity and chronic diseases such as diabetes, heart disease, high cholesterol and blood pressure and stroke ([Healthy People 2030](#)).

### Objective

By 2025, fewer individuals will report that their family had limited access to healthy foods in Racine County (baseline: 8%).

### Healthy People 2030 Alignment

- NSW-01 - Reduce food insecurity and hunger
  - NSW-03 - Reduce the proportion of adults with obesity
  - HDS-01 - Improve cardiovascular health
  - HDS-04 - Reduce the proportion of adults with high blood pressure
- ([Healthy People 2030](#))

### Collaborative Partners

- Current: Ascension Medical Group Wisconsin, Racine Unified School District, HALO (emergency housing shelter), hospital volunteers
- Potential: Local food pantries, other community organizations offering healthy foods, UW Extension Food Wise

## Strategy 1: Expand Healthy Food Access and Awareness Within the Community

### Anticipated Impact

Increased access to healthy foods and education on the benefits of healthy eating for community members in Racine County.

### Priority Populations

- Families and individuals living in poverty and/or with low income; Black/African American and Hispanic/Latinx individuals and families

### Resources Committed

- Associate time spent with numerous organizations, cash donations to community organizations, materials to build community gardens, education collateral, fresh produce/ healthy foods, transportation, marketing resources, storage space and others

### INITIATIVES

Engage and Educate Community Members about Health and Prevention

### TACTICS

-Contribute to community education sessions on healthy foods within the community, focusing on early interventions, particularly with children

	-Provide chronic disease prevention and support to groups that have been historically marginalized
Expand Opportunities for Community Members to be Engaged in Healthy Living Activities	-Donate fresh produce and other healthy foods through various channels including the Community Garden -Partner with/support community-based organizations (CBOs) to increase access to healthy foods
<b>Measures</b>	
<ul style="list-style-type: none"> <li>Process outcomes of community engagement activities to respective tactics</li> </ul>	
<b>Strategy 2: Actively Engage Patients and Associates in Healthy Living Activities</b>	
<b>Anticipated Impact</b>	
Increased access to healthy foods and education on the benefits of healthy eating for Ascension Wisconsin patients and associates.	
<b>Priority Populations</b>	
<ul style="list-style-type: none"> <li>Patients and associates experiencing barriers to healthy foods, particularly those with low-income; patients who are under/uninsured</li> </ul>	
<b>Resources Committed</b>	
<ul style="list-style-type: none"> <li>Associate time, rooming standard updates, IT infrastructure for tracking, funding as needed for food support</li> </ul>	
<b>INITIATIVES</b>	<b>TACTICS</b>
Promote Screenings and Interventions for Chronic Disease Prevention	-Develop a food insecurity screening, tracking and referral program for patients -Connect food insecure patients with chronic conditions to condition-specific food, education and support -Improve standardized processes statewide for healthy weight/BMI screenings and provide referrals to nutritionists and other resources as needed
Educate Patients and Associates about Healthy Living and Resources	-Hold healthy living demonstrations within Ascension Wisconsin healthcare facilities, particularly around specific chronic conditions -Identify and address social factors that influence chronic conditions through screening and referral to mitigate social-related barriers
<b>Measures</b>	
<ul style="list-style-type: none"> <li>Percent of patients screened</li> <li>Number of patients referred to/served by support services</li> <li>Process outcomes to respective tactics</li> </ul>	

Priority 3: Mental Health	
<p><b>Background</b></p> <p>Mental Health was rated the number one issue by key stakeholders and number five by survey respondents. In Racine County, the mental health provider ratio to the population is 670:1, which is far worse than top U.S. performers' rate of 270:1 (<a href="#">CHRR, 2021</a>). Thirteen percent of the county's population report mental distress (<a href="#">CHRR, 2021</a>). While this rate is better than the state's, the suicide rate per 100,000 people is 15.1 - far higher than the Healthy People 2030 goal of 12.8 (<a href="#">Healthy People 2030</a>). Mental health issues are associated with increased rates of smoking, physical inactivity, obesity and substance abuse. As a result, these physical health problems can lead to chronic disease, injury, disability and death (including overdose or suicide) (<a href="#">Healthy People 2020</a>). At Ascension Wisconsin, mental health includes prevention, treatment and access to mental health care services.</p>	
<p><b>Objective</b></p> <p>By 2025, fewer individuals will report mental health distress in Racine County (baseline: 13%).</p>	
<p><b>Healthy People 2030 Alignment</b></p> <ul style="list-style-type: none"> <li>• MHMD-07 - Increase the proportion of people with substance use and mental health disorders who received treatment for both</li> <li>• MHMD-08 - Increase the proportion of primary care visits where adolescents and adults are screened for depression</li> <li>• MHMD-01 - Decrease the suicide rate (<a href="#">Healthy People 2030</a>)</li> </ul>	
<p><b>Collaborative Partners</b></p> <ul style="list-style-type: none"> <li>• Current: Ascension Medical Group Wisconsin, emergency medical services, health departments, city and county health departments</li> <li>• Potential: Schools, CBOs, faith communities</li> </ul>	
Strategy 1: Support Positive Mental Health in the Community	
<p><b>Anticipated Impact</b></p> <p>Increased access to mental health services, support on the social needs that contribute to mental health issues and reduced stigma on behavioral issues for community members in Racine County.</p>	
<p><b>Priority Populations</b></p> <ul style="list-style-type: none"> <li>• Families and individuals living in poverty and/or with low income; Black/African American and Hispanic/Latinx individuals and families; older adults</li> </ul>	
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Associate time donated to numerous organizations, cash donations to community organizations, education collateral</li> </ul>	
INITIATIVES	TACTICS
<p>Support Community-Based Initiatives that Create an Environment for Mental Wellbeing and Increased Access to Care</p>	<ul style="list-style-type: none"> <li>-Partner with schools to administer education on mental health wellbeing</li> <li>-Actively participate in suicide prevention initiatives and promote other bystander interventions</li> <li>-Support collective impact programs that address social factors that influence mental health wellbeing, particularly for those who have been historically marginalized</li> </ul>

Partner on Substance Misuse Prevention in the Community	<ul style="list-style-type: none"> <li>-Work closely with coalitions to support stigma reduction around substance use disorders</li> <li>-Direct efforts to important prevention activities in the community, including in schools</li> <li>-Support Prescription Drug Take Back events to reduce opioids within the community</li> </ul>
<b>Measures</b> <ul style="list-style-type: none"> <li>• Process outcomes of community engagement activities to respective tactics</li> </ul>	
<b>Strategy 2: Improve Mental Health Programs and Services for Patients and Associates</b>	
<b>Anticipated Impact</b> Increased access to mental health services, support on the social needs that contribute to mental health issues and reduced stigma on behavioral issues for Ascension Wisconsin patients and associates.	
<b>Priority Populations</b> <ul style="list-style-type: none"> <li>• Patients experiencing behavioral health conditions; patients who are under/uninsured; patients and associates who have underlying trauma</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Associate time, rooming standard updates, IT infrastructure for tracking, funding as needed</li> </ul>	
<b>INITIATIVES</b>	<b>TACTICS</b>
Deliver Comprehensive, Compassionate Care and Treatment for Patients and Associates with Mental Health Conditions, Particularly Those Who Have Experienced Trauma	<ul style="list-style-type: none"> <li>-Implement and evaluate different models of care to increase access and timeliness to outpatient mental health providers and prescribers, including telehealth</li> <li>-Assist patients and associates with social needs and spiritual care that encourage healing and mental wellbeing</li> <li>-Coordinate Sexual Assault Nurse Examiner (SANE) and Human Trafficking response programs to expand capacity for trauma-informed care</li> </ul>
Integrate Timely Interventions in All Care Settings for Substance Misuse	<ul style="list-style-type: none"> <li>-Increase access to a variety of substance use treatment including medication-assisted treatment and innovative models of care</li> <li>-Provide support groups/programs for those in treatment</li> <li>-Reduce healthcare stigma by encouraging associate awareness on nonjudgmental compassionate care for those struggling with substance misuse disorder</li> </ul>
<b>Measures</b> <ul style="list-style-type: none"> <li>• Number of patients referred to/served by support services</li> <li>• Process outcomes to respective tactics</li> </ul>	



## **Evaluation**

Ascension All Saints will develop a comprehensive measurement and evaluation process for the implementation strategy. The ministry will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Ascension All Saints uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated and reported on in the next CHNA.