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Our community has many needs. It also has many strengths.

In order to make the best use of our resources, Columbia St. Mary’s (CSM) must address important needs in the community in partnership with people and organizations with similar missions. Programs and services to support community health are best when they are collaborative, strategic and sustainable.

Because of the size and nature of many community health issues, CSM alone does not have enough resources to solve the problems. The best hope for success is seen in being collaborative to bring together the resources of many organizations. CSM will seek to find partners that are mission-driven, devoted to excellence and capable of creative partnerships to solve community problems.

A program or service is strategic when it serves vulnerable people through the use of special talents and skills of people and programs within CSM. Strategic programs are seen where great community need is addressed by unique talents and skills.

A program or service is sustainable when it is supported by a variety of sources including reimbursement, grants, donations, volunteer and student support and contributions from other organizations. It is important to have a variety of resources available to serve vulnerable people.
PROCESS

The Columbia St. Mary’s (CSM) Community Benefit Committee is authorized by the CSM Board of Directors to develop the Community Health Needs Assessment and Community Health Improvement Plans to respond to the needs of Ozaukee.

The Committee meets regularly to oversee the development of the Community Health Needs Assessment (CHNA) and the development and implementation of a Community Health Improvement Plan (CHIP).

The Committee authorized and encouraged Community Benefit staff to use the Milwaukee Health Care Partnership (MHCP) model of assessment in partnership with Aurora Health as the other health system in the Ozaukee community.

The CHNA was conducted to include three levels of information: a community telephone survey of residents to gather their input on community health needs; a secondary data report commissioned from a consultant proficient in gathering and interpreting of data from public health departments, state organizations and non-profit organizations working in the field of health; and interviews with key stakeholders in the field of health.

The Columbia St. Mary’s Community Benefit Committee reviewed this information and developed a list of the most important health issues facing the Ozaukee community.
FINDINGS

ALCOHOL AND DRUG ISSUES
The issue of substance abuse was mentioned in every data source and was listed most often as the primary problem in Ozaukee County. Key indicators included percentage reporting binge drinking (35%) and numbers of driving fatalities wherein substance abuse was a factor. The existence of a culture supportive of alcohol abuse was also noted.

YOUTH SUBSTANCE ABUSE
This issue was noted more recently by key informants as an important issue from a community perspective with increased awareness of heroin use among youth. Data is difficult because some data sources list overdoses and poisonings or other diagnoses. Public health officials identify youth substance abuse, including prescription abuse, as an important concern.

MENTAL HEALTH ACCESS
The issue was mentioned at every level of data with problems in access to treatment a key concern. A related concern was the stigma associated with mental health problems as delaying acceptance of treatment for many people. Difficulty in attracting mental health providers to the community was mentioned by key informants as a significant challenge.
FINDINGS

ACCESS TO PRIMARY AND ORAL HEALTH CARE
Many residents (21%) reported delay in seeking care due to expenses, with 14% reporting inability to access dental care. Difficulty in identifying BadgerCare providers was mentioned by key informants, as was difficulty in securing transportation for needed appointments. An increase in those reporting (11%) that they did not fill a prescription or delayed taking medication due to cost was also seen.

BREAST CANCER
Secondary data from 2011 showed a higher than state average incidence of cancer in general (499 per 100,000 compared to state rate of 460). National Cancer Institute 2014 data for breast cancer specifically was noted to be at a rate of 424 compared to a state rate of 339.

OBESITY & NUTRITION
Health survey summary data showed that the incidence of being overweight increased markedly in the past three years from 59% to 65%. The INVEST strategy is to address obesity by improving access to healthy nutrition, with a particular emphasis on Ozaukee’s resources of community and organic farming.
**FINDINGS**

**TOBACCO USE**
Survey data showed an increase of self-report of tobacco use from 16% in 2011 to 22% in 2014. Key informants also mentioned concern about this increase. The use of e-cigarettes has increased and is expected to increase in future years.

**VIOLENCE & BULLYING**
Children reported an increased level of bullying (18% reporting some form, verbal, cyber or physical bullying). Self-report by survey respondents showed that 10% were either afraid for their safety or victims of physical abuse.
2015 COMMUNITY HEALTH IMPROVEMENT PLAN

ALCOHOL AND DRUG ISSUES
YOUTH SUBSTANCE ABUSE
MENTAL HEALTH ACCESS
ACCESS TO PRIMARY AND ORAL HEALTH CARE
BREAST CANCER
OBESITY AND NUTRITION
TOBACCO USE
VIOLENCE & BULLYING
ALCOHOL AND DRUG ISSUES

Key informants in Ozaukee identified difficulties in accessing substance abuse treatment for adults as a key problem, often associated with difficulties in recruiting and hiring mental health staff.

As the only provider of inpatient services and a leading provider of outpatient alcohol and other drug abuse (AODA) services, CSM has already accepted a large share of responsibility in AODA care. One expansion of service, however, could address AODA treatment access and hiring mental health staff.

The strategy of primary care providers being trained to offer Suboxone clinics within their practice allows treatment for heroin addiction often within an established relationship and avoids the need for specific mental health providers.

Recruiting of primary providers to this service however is difficult and may need additional support. Currently one physician leads this effort and will be asked for his advice about recruiting others.

GOAL #1
Increase availability of Suboxone clinics supported by CSM

Action
✓ Discuss recruitment challenges and opportunities with physician champion
✓ Develop action response that will increase MD involvement.

Partners
✓ CSM Leadership Team
✓ Lead Physicians

Outcomes / Impact
✓ Expansion of Suboxone clinic availability will increase access to this care
✓ Develop plan for therapy and counseling as part of Suboxone clinics

GOAL #2
Participate in INVEST Alcohol Team to modify Ozaukee alcohol culture

Action
✓ CSM Leader will be an active member of the team to identify partnership opportunities

Partners
✓ CSM Leadership Team
✓ Ozaukee INVEST Collaborative

Outcomes / Impact
✓ Opportunities to address this issue in partnership will be identified
YOUTH SUBSTANCE ABUSE

Key stakeholders in Ozaukee County were particularly concerned about substance abuse among youth. The concern related to all forms of substance abuse, from marijuana and alcohol use to the increase in heroin use and death in the county.

In addition to providing OP assessment psychotherapy for youth and families, CSM’s Adolescent Substance Abuse Program (ASAP) at the Huiras Center is focusing on outreach efforts with local community social service organizations and school districts, as well as with CSM Community Physician clinics, to build a more integrated response to substance abuse issues.

One strategy involves the use of the CRAFFT screening tool (CRAFFT is a mnemonic acronym of first letters of key words in the six screening questions), an evidence-based survey, to elicit substance abuse habit and risk factors, and determine need for more intensive assessment. The goal for the CRAFFT tool is utilization through electronic health record (EHR) by providers as part of adolescent/young adult annual exams.

Initial steps will include piloting this SBIRT (Screening, Brief Intervention, and Referral to Treatment) model of prevention/wellness with a CSM CP clinic. Additionally in 2015, ASAP is planning to offer an SBIRT workshop, with a nationally recognized trainer, targeting CSM providers who work with adolescents and young adults.
2015 COMMUNITY HEALTH IMPROVEMENT PLAN

YOUTH SUBSTANCE ABUSE

**GOAL #1**
Collaborate with CSM Community Physician Clinics for better assessment of teens within the clinical setting.

*Action*
- ✓ Embed the CRAFFT tool within electronic health record as standard part of adolescent physical
- ✓ Train CSM CP staff in use of the CRAFFT and SBIRT tools

*Partners*
- ✓ CSM Community Physician Leadership

*Outcomes / Impact*
- ✓ CRAFFT tool embedded in record and piloted at one CP Clinic.
- ✓ SBIRT training and utilization in one clinic
- ✓ Greater identification of at-risk youth through clinics

**GOAL #2**
Establish partnership with school districts to screen and refer at-risk youth for ongoing education

*Action*
- ✓ Community Educator to establish relationship with key staff in Ozaukee schools to identify students with problem behaviors and their parent

*Partners*
- ✓ Ozaukee County School Districts
- ✓ Parent education

*Outcomes / Impact*
- ✓ Screening and diagnostic protocol established with districts
- ✓ Screening and further communication with 50 students and families in academic year
- ✓ Greater identification of at-risk youth through school system
MENTAL HEALTH ACCESS

Access to mental health was the second most often described health problem by Key Informants in Ozaukee County.

Stigma associated with mental health was described as one key factor and the shortage of mental health professionals was listed as a second factor.

CSM faces the same range of mental health challenges in Ozaukee as in Milwaukee County. CSM has the unique challenge of having the only inpatient behavioral unit in the county and the unit is a leading provider of outpatient services.

Using the existing infrastructure available at Ozaukee, CSM’s best response is to expand within the existing structure and address the professional shortage challenge by hiring additional staff to serve the community.

GOAL #1
Expand mental health availability through hiring of staff into existing CSM programming.

Action
✓ Recruit and hire additional staff

Partners
✓ CSM Leadership

Outcomes / Impact
✓ Hire additional Psychiatrist
✓ Hire additional Nurse Practitioner

GOAL #2
Support INVEST Coalition in community-wide approaches

Action
✓ Attend INVEST workgroup to identify opportunities for CSM

Partners
✓ CSM Leadership Team
✓ INVEST Collaborative Member

Outcomes / Impact
✓ New opportunities of service will be identified
ACCESS TO PRIMARY AND ORAL HEALTH CARE

Children who are uninsured or insured through BadgerCare are often unable to access dental or dental hygiene care.

The inability to access dental care was identified by survey respondents and key stakeholders in Ozaukee County. The Centers for Disease Control has identified dental caries as one of the most frequent childhood diseases. Educators describe dental absenteeism as a significant barrier to education.

Dental sealants will prevent dental caries and are identified as an evidence-based response to the problem. Unfortunately Ozaukee County has few dentists and most do not accept a wide panel of BadgerCare patients due to inadequate reimbursement levels.

CSM does have a record of success in providing dental sealants through the Smart Smiles program and this experience can be brought to Ozaukee County to improve oral health. CSM will provide a “Mission of Mercy” approach to serve many patients at one location for a short time span to improve oral health access.

Regarding primary care, the Huiras Family Community Health Clinic has served uninsured Ozaukee residents for many years.

Recently, the availability of Affordable Care Act coverage and the expansion of BadgerCare eligibility have resulted in a decrease of patients needing service from the clinic. Yet the community health survey showed an increase from 16% to 21% of those delaying or not seeking medical care due to cost and a slight increase in those not taking medication due to cost (from 9% to 11%).

With these changes, a redesign of the Huiras Clinic may be beneficial to assist in efficiently serving those who are uninsured or underinsured.
2015 COMMUNITY HEALTH IMPROVEMENT PLAN

ACCESS TO PRIMARY AND ORAL HEALTH CARE

GOAL #1
Increase the number of children in Ozaukee County receiving dental sealants through Smart Smiles.

Action
✓ Develop partnership with Ozaukee County Health Department to support summer sealant program
✓ Identify outreach plan and media partner

Partners
✓ Ozaukee Public Health Department
✓ Ozaukee News Graphic and Ozaukee Press

Outcomes / Impact
✓ Smart Smiles will seal 400 teeth among 100 children as a pilot program
✓ 400 teeth sealed will save $56,000 in averted dental procedures at $140 per sealant estimate
✓ Children will have access to effective oral care that will help them stay in school and focus on learning

GOAL #2
Review the existing Huiras Clinic services and procedures to determine services to uninsured and underinsured people as the clinic adapts to the insurance eligibility changes. Revise procedures and policies to fit current patient and community needs. Consider health literacy and supplemental services to improve patient use of primary care.

Action
✓ Convene planning group to consider current scope and procedures. The planning group will include clinic staff and physicians, CSM Community Physician leadership and CSM leadership
✓ Develop and implement plan to offer clinic and supplemental services to support health literacy and access in Ozaukee County

Partners
✓ Huiras Clinic staff and volunteers
✓ CSM Foundation staff
✓ CSM Leadership members

Outcomes / Impact
✓ Clinic scope of service and procedure revision
✓ Expansion of clinic support service(s)
✓ Integration of vulnerable people into a system of primary care
GOAL #3
Participate in community efforts to document transportation needs and develop a collaborative response to the need for transportation to medical appointments.

**Action**
- Participate in non-profit collaboration to address the need for transportation
- Assist in development of community plan

**Partners**
- United Way of Northern Ozaukee
- Family Enrichment Center organizations
- Ozaukee County Health Department

**Outcomes / Impact**
- An actionable plan is developed to guide service development
- Within two years, a service will be developed
- Vulnerable people will receive transportation for medical care
BREAST CANCER

The mortality rate for breast cancer in Ozaukee County is higher than expected and it is among the higher ratios in the state.

The mammography rate is lower than expected, leading to the observation that later stage diagnosis results in higher mortality rates.

A particular challenge in Ozaukee County is the varied demography from more highly populated areas such as Mequon and Thiensville to rural areas such as Fredonia. Access to mammography is varied.

Use of the Mammography Coach is one response to the variety in access, making mammography available throughout the county.

This year, an additional challenge is dealing with changes in the Wisconsin Well Woman Program (WWWP), which funds screening for women who do not have insurance coverage and are under 300% of FPL. WWWP is undergoing a program revision that would eliminate many providers across the state, with an expectation that more women are covered through the Affordable Care Act and through BadgerCare expansion. CSM must apply to be a provider in their new model of care.

CSM’s use of Outreach strategies of partnership for the Mobile Mammography Coach is well-founded and can be expanded with new and creative partnerships in the community. This approach is particularly helpful in reaching women who have not otherwise received timely screening and diagnostic processes.
GOAL #1
BREAST CANCER
Become a Wisconsin Well Woman Program provider in the new model of service.

**Action**
- Submit provider proposal and complete contracting requirements for WWWP provider status
- Develop partnerships with Ozaukee and Washington County WWWP service coordinator

**Partners**
- CSM Finance
- Ozaukee County Health Dept.
- Washington County Health Dept.

**Outcomes / Impact**
- CSM is selected as WWWP provider and services are able to be offered.
- Referral relationship is developed with service coordinators

GOAL #2
Expand Outreach through CSM Mammography Outreach Strategy and through increased community partnerships.

**Action**
- Develop Outreach Strategy in collaboration with Diagnostic and Clinic Leadership
- Create new partnerships to host outreach events particularly in settings to attract hard to reach populations
- Develop Washington County collaboration

**Partners**
- CSM Diagnostic Leadership
- CSM Community Physician Clinics
- Women’s Night Out community groups
- Farmer’s Markets
- County Fair

**Outcomes / Impact**
- An Outreach Strategy is produced which will support predictability and availability for Coach use
- Walk-on Registration ability will be implemented
- Three new organizations each year will host outreach events
- Mammography outreach will increase to 100 women in Ozaukee and Washington Counties served by CSM Outreach Coordinator
- 20% of those screened will be either baseline screening past the age of 40 or had not been screened in prior two years
- Impact is that women who are most vulnerable will have increased level of mammography screening, reducing their risk for breast cancer mortality
OBESITY AND NUTRITION

Ozaukee County is one of the healthiest counties in the state; but shares the state’s problems with obesity and poor nutrition. The rate of people who are overweight increased from 59% to 65% in the past three years.

CSM has been a charter member of the Ozaukee INVEST program to address important health problems in Ozaukee County. One of the three committees focuses on improving access to healthy foods.

CSM’s strategy of using strong partnerships to improve community health fits with the Ozaukee INVEST program. One of the most effective strategies to address childhood obesity is working with school-based initiatives.

CSM will work with Ozaukee INVEST through a strategic initiative to leverage volunteer engagement and fund a person to work directly with schools to improve student nutrition and nutrition understanding.

GOAL #1
Support INVESTs school–based initiatives

Action
✓ Support INVEST to allow hiring of school based staff through AmeriCorps program

Partners
✓ Ozaukee INVEST
✓ AmeriCorps

Outcomes / Impact
✓ AmeriCorps staff will connect schools to healthy food
✓ AmeriCorps staff will educate students about good nutrition
✓ AmeriCorps staff will create school-based gardens.

GOAL #2
Create infrastructure to link local farmers to institutional cooks and kitchens

Action
✓ Collaborate with INVEST to create Farm Food Hub
✓ CSM will use the Food Hub to purchase food for Associate Cafeteria

Partners
✓ INVEST Collaboration
✓ Local Farmers
✓ CSM and Touchpoint as purchasers

Outcomes / Impact
✓ Local farmers will prosper through increased business
✓ CSM Associates will eat healthy local food
COMMUNITY NEEDS NOT ADDRESSED

TOBACCO USE

INVEST continues to have a committee devoted to minimizing tobacco use in Ozaukee County.

Currently the focus of the committee is educating multi-unit property owners on the benefits of smoke free policies and on creating an awareness of the health impact of other tobacco products. The manager of respiratory services represents CSM on the committee and will keep the Community Benefit Committee apprised if a program or project is developed that would call for CSM involvement.

VIOLENCE & BULLYING

CSM has not had particular connections to schools and educational systems from which to work in this regard. CSM will focus community health efforts in other areas. Common Ground Ozaukee is the lead organization in this work.