

Price County
COMMUNITY
Health Improvement Plan



2019 - 2022



Flambeau Hospital

A Service of Marshfield Clinic
and Ministry Health Care

A partnership between Flambeau Hospital and Price County Public Health

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Our *Community*



WHO WE ARE

Price County is the sixth largest county in the state of Wisconsin geographically. It includes two cities, three villages and 17 townships. The major industries are wood and paper products, tourism, and manufacturing. Additional industries include farming, transportation and health care.



Price County Public Health professionals monitor and diagnose the health concerns of entire communities and promote healthy practices and behaviors to ensure that populations stay healthy. This is done through a variety of programs such as communicable disease prevention, environmental health and maternal and child health to name a few.

Flambeau Hospital is co-sponsored by Marshfield Clinic Health System and Ministry Health Care, part of Ascension Wisconsin. (Additional information about the sponsors can be found in the appendices.) A 25-bed Critical Access Hospital, Flambeau Hospital is the most rural hospital in the State of Wisconsin per the Critical Access Hospital Guidelines.



Flambeau Hospital Mission Statement:

To provide high quality, accessible health care services in our community.

Price County Public Health Division Mission Statement:

Leaders in promoting, protecting, and preserving the health and well-being of Price County citizens through partnerships with people and community.

Introduction

FLAMBEAU HOSPITAL AND PRICE COUNTY PUBLIC HEALTH Community Health Improvement Plan - Implementation Strategy

The Importance of Community Health Improvement Plans and Processes

On a three-year cycle, Price County Public Health and Flambeau Hospital jointly participate in community health improvement planning and processes (CHIPP). Embedded in the CHIPP is a community health needs assessment (CHNA). The CHNA includes collecting current data on health trends, analyzing the data to identify and prioritize health issues that most closely affect our community, and choosing strategies to help alleviate these needs. The identified strategies are often written into an implementation strategy or community health improvement plan (CHIP). CHIPP is a collaborative effort including the voices of many community organizations and individuals who share a vision to improve community health.

Many elements of CHIPP are mandated to Price County Public Health under Wisconsin State Statute 251.05 and to Flambeau Hospital under the Affordable Care Act and the IRS. Although mandated, Price County Public Health and Flambeau Hospital recognize CHIPP as imperative to improving community health outcomes and fully lend their resources to the initiatives outlined herein because we deem the health and wellness of our citizens to be fundamental to their future and to a thriving community.

Prioritized Significant Health Needs

Flambeau Hospital and Price County Public Health conducted the assessment and prioritization process from July 2018 to December 2018. Based on the data reviewed, community input and the prioritization process, the following priorities were selected:

► Mental Health ► Alcohol and Other Drug Abuse (AODA) ► Chronic Disease

Improvement Plan

This improvement plan is part of a broad community effort to address the priority health needs in the community. This improvement plan outlines the actions Flambeau Hospital and Price County Public Health will take to address the local health needs. As noted below, many of these strategies will be implemented collaboratively. Recognizing that no one organization can affect substantial community change alone, the long-term outcomes identified in this plan will be achieved as many community organizations work together for collective impact.



MENTAL HEALTH

Goal: *Strengthen the mental health of individuals in Price County*

Long Term Performance Indicators:

- ▶ By June 30, 2025, decrease the proportion of Price County high school students who report that their mental health was not good one or more days within the last 30 days. (Baseline: TBD in the 2019 Youth Risk Behavior Survey)
- ▶ By June 30, 2025, decrease the average number of poor mental health days in the last 30 days for Price County adults from 3.5 in 2016 to 2.0. (Source: County Health Rankings)

Medium Term Performance Indicators:

- ▶ By June 30, 2022, increase the proportion of middle school students attending Price County school districts who report having at least one teacher or adult in their school that they can talk to if they have a problem, by 5%. (Baseline: TBD in the 2019 Youth Risk Behavior Survey)
- ▶ By June 30, 2022, increase the proportion of Price County high school students reporting comfort in discussing mental health with their parents or other adult family member, by 5%. (Baseline: TBD in the 2019 Youth Risk Behavior Survey)

The AODA/Mental Health Coalition will be instrumental in facilitating the following strategies. This coalition includes representatives from, but not limited to, health care, public health, library, clergy/religious, law enforcement, and education sectors.

Strategy 1: STRENGTHEN PARENTING SUPPORT

The AODA/Mental Health Coalition will strengthen programs and initiatives that support effective parenting. One likely approach is group-based parenting initiatives. Group-based parenting initiatives assist parents and grandparents in strengthening how they address challenging behaviors.

Activities involved in this strategy include:

- ▶ Identify parenting support opportunities that are evidence-based and likely to be successful in rural communities
- ▶ Reach out to existing organizations and agencies to learn more about what kinds of support would be most beneficial
- ▶ Promote the parenting support opportunities in Price County
- ▶ Establish evaluation mechanisms

Collaborative Partners:

- ▶ Extension Price County
- ▶ Three school districts
- ▶ Local libraries
- ▶ Radio station

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent



Strategy 2: IMPROVE SOCIAL CONNECTEDNESS

Social support contributes to good mental health. Not only does social support matter in times of crisis, but poor social support and/or loneliness is linked to a higher risk of depression, suicide, alcohol use and other physical health issues!¹

Activities in this strategy include:

- ▶ Implement or support at least one event in at least three Price County communities annually (e.g., park clean up, music events)
- ▶ Construct overt opportunities for increased intergenerational connectedness (e.g., Connecting Aging Communities [a technology curriculum created/taught by youth for seniors] and intergenerational initiatives like reading, gardening or cooking together)
- ▶ Reduce barriers to social isolation through transportation (e.g., Bay Area Rural Transit [BART] Bus) and a friendly visitor program for seniors

Collaborative Partners:

- ▶ Health and Wellness Coalition
- ▶ Three area school districts
- ▶ Connecting Aging Communities Coalition
- ▶ Extension Price County
- ▶ Music in the Park Price County
- ▶ Event / program coordinators
- ▶ Price County Transportation Committee

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent

¹Cherry, K. (2018, November 16). How Social Support Contributes to Psychological Health. Retrieved March 14, 2019, from <https://www.verywellmind.com/social-support-for-psychological-health-4119970>



Strategy 3: SUPPORT MENTAL HEALTH TRAINING

This strategy aims to facilitate collaboration among area school districts in order to develop a unified approach to suicide awareness and other resiliency curriculums.

In the summer of 2018 area school districts and collaborative partners participated in *Lifelines* training, developing a shared vocabulary and cooperative strategic plan to reduce youth suicide and improve student mental health. Following the training, the districts committed to collectively implement a resiliency curriculum (e.g., Sources of Strength) brought to schools in an extended service area.

Complementing the school efforts, the AODA/Mental Health Coalition will assess the capacity for a community-focused effort that augments the student resiliency program. By consistently reinforcing resiliency efforts in both the school and the community, the likelihood of success is increased. Adult-oriented programs (e.g., Question, Persuade, Refer or Mental Health First Aid) will be considered. The aim of these efforts is to increase resiliency and reduce suicides.

Activities in this strategy include:

- ▶ Coordinate with the school districts on resiliency programming
- ▶ Assess the capacity to conduct suicide prevention or mental health trainings in the community (and pursue if capacity exists)
- ▶ Evaluate the trainings

Collaborative Partners:

- ▶ Three area school districts
- ▶ Park Falls and Price County Chambers of Commerce

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent





ALCOHOL AND OTHER DRUG ABUSE (AODA)

*Goal: To prevent the misuse and abuse
of drugs and alcohol in Price County*

Long Term Performance Indicators:

- ▶ By June 30, 2025, decrease the proportion of drug related out-of-home placements initiated in Price County from 47% to 41%. (Price County Child Protective Services reported 41% of placements were drug related in both 2016 and 2017, and rose to 47% in 2018.)
- ▶ By June 30, 2025, decrease the number of opioid-related overdoses in Price County from two (2018) to zero. (Source: Wisconsin Department of Health Services, Opioid Overdose Report)
- ▶ By June 30, 2025, decrease the number of arrests for possession of controlled substances in Price County from 62 (2016) to fewer arrests. (Source: Wisconsin Uniform Crime Reporting Program Data Dashboard)

Medium Term Performance Indicators:

- ▶ By June 30, 2022, decrease by 5% the reported misuse of prescription drugs by Price County high school students. (Baseline: TBD in the 2019 Youth Risk Behavior Survey)
- ▶ By June 30, 2022, decrease by 3 the number of alcohol-related Emergency Room visits from 46 in 2018. (Source: Flambeau Hospital report of 'Intoxicated during ER visit')

The AODA/Mental Health Coalition will be instrumental in facilitating the following strategies. This coalition includes representatives from, but not limited to, health care, public health, library, clergy/religious, law enforcement, and education sectors.

Strategy 1: ENSURE PROPER DISPOSAL OF PRESCRIPTIONS

The risk of opioid prescription misuse increases when unused medications are in a home. Removing unused medication limits possible overdose mishaps by children or adults (especially those juggling multiple prescriptions) and helps reduce illicit use.

Activities under this strategy include:

- ▶ Offer multiple opportunities to dispose of unused prescription drugs (e.g., permanent drop-off sites, Drug Take-Back events, and/or at-home alternatives for the destruction of unused medications)
- ▶ Promote drug disposal opportunities utilizing media and local pharmacies

Collaborative Partners:

- ▶ Local pharmacies
- ▶ Local law enforcement
- ▶ Radio station

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent

Strategy 2: COMMUNITY AWARENESS OF AODA ISSUES

Building community awareness of current substance abuse issues contributes to community readiness to address the issue. This strategy will focus on any number of substance abuse topics. Examples include: current substance abuse trends, methamphetamines, the correlation between trauma and adverse childhood experiences and opioid use disorder, and local resources. The intended results of the information sharing may include reduced stigma, increased understanding, increased awareness of resources, and/or increased confidence in one's ability to help in a crisis situation.

Activities in this strategy include:

- ▶ Conduct town halls / events / trainings
- ▶ Distribute a resource guide
- ▶ Engage the media and use social media to share information

Collaborative Partners:

- ▶ Local law enforcement
- ▶ Three area school districts
- ▶ Price County and Park Falls Chambers of Commerce

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent

Strategy 3 will be conducted by Flambeau Hospital under the leadership of hospital administration.

Strategy 3: SCREENING AND BRIEF INTERVENTION

Research indicates that alcohol brief intervention programs in a variety of health care settings (e.g., emergency department, hospital, primary care) can have an impact on alcohol consumption and excessive drinking. Brief interventions often include screening, feedback, guidance and decision-making support.²

Flambeau Hospital with partners will investigate the feasibility of implementing brief interventions for drug and/or alcohol abuse recovery at points of hospital entry.

Collaborative Partners:

- ▶ AODA/Mental Health Coalition
- ▶ Local law enforcement
- ▶ Primary care service providers at area clinics
- ▶ Referral resources for potential follow up

Hospital Resources:

- ▶ Associate time
- ▶ Print and advertising materials

²University of Wisconsin Population Health Institute, What Works for Health Policies and Programs to Improve Wisconsin's Health.
<http://whatworksforhealth.wisc.edu/program.php?t1=21&t2=13&t3=130&id=90>





CHRONIC DISEASE

Goal: Create a culture of healthy eating and active living in Price County across the lifespan

Long Term Performance Indicators:

- ▶ By June 30, 2025, decrease the proportion of adults in Price County diagnosed with diabetes by 2%. (Baseline: 9% in 2013. Source: Centers for Disease Control and Prevention)
- ▶ By June 30, 2025, decrease the proportion of Price County’s adults reporting diagnosed hypertension to below 28.8%. (Baseline: Ranging between 28.9% and 30.9% for 2011, 2013, and 2015. Source: Behavioral Risk Factor Surveillance System)
- ▶ By June 30, 2025, decrease the proportion of Price County adults who are obese from 34% (2014) to 30%. (Source: County Health Rankings)

Medium Term Performance Indicators:

- ▶ By June 30, 2022, increase the proportion of Price County high school students who report being physically active for a total of at least 60 minutes per day on five or more of the previous seven days, by 3%. (Baseline: TBD in the 2019 Youth Risk Behavior Survey)
- ▶ By June 30, 2022, decrease the proportion of Price County adults reporting themselves in “poor or fair health” from 14% (2016) to 13%. (Source: County Health Rankings)

The Price County Health and Wellness Coalition will be instrumental in facilitating the following strategies. The Coalition includes representatives from, but not limited to, public health, health care, educational sectors inclusive of higher education (Extension Price County), and other community partners.

Strategy 1: BUILDING AN ACTIVE PRICE COUNTY

Regular physical activity can contribute to stronger bones and muscles, lower weight, and reduced risk for chronic disease.

Activities in this strategy will offer increased options for being active in and out of the workplace.

These could include:

- ▶ Strong Bodies
- ▶ 5210
- ▶ Core 4+
- ▶ Girls on the Run
- ▶ Stepping On
- ▶ Other workplace wellness policy initiatives

Collaborative Partners:

- ▶ Volunteer trainers
- ▶ Extension Price County

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent

Strategy 2: SUPPORTING A HEALTHY FOOD CULTURE

Good nutrition can contribute to the reduction of risks of some diseases including heart disease, diabetes, stroke, some cancers, and osteoporosis. Proper nutrition also aids in recovery from illness or injury.

Activities in this strategy will facilitate increased opportunities for access to healthier food choices.

These could include:

- ▶ Expansion of farmers markets
- ▶ Investigating the feasibility of nutritional policy tip sheets and workplace wellness newsletters

Collaborative Partners:

- ▶ Park Falls Farmer's Market
- ▶ Extension Price County
- ▶ Price County Women, Infants and Children (WIC) Program
- ▶ Price County and Park Falls Chambers of Commerce
- ▶ Local radio and print media services

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent

Strategy 3: Supporting Healthy Aging

Price County continues to have a higher percentage of older adults compared to urban areas in the state. This strategy aims to create a culture of knowledge and acceptance of an aging community. Additionally, this strategy focuses on efforts that improve physical activity and nutrition efforts specifically around an aging population.

Activities in this strategy may include:

- ▶ Falls prevention
- ▶ Chair aerobics
- ▶ Water fitness programs
- ▶ Dementia friendly community trainings

Collaborative Partners:

- ▶ Local community swimming pools
- ▶ Aging and Development Resource Center of the North
- ▶ Price County Health and Human Services - Senior Services

Hospital Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Print and advertising materials

Public Health Resources:

- ▶ Associate time
- ▶ Travel expenses
- ▶ Fiscal agent



Plan to Evaluate the *Strategies*

Price County Public Health and Flambeau Hospital are 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 we will be accountable for, 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 (3-year) indicators for each strategy
- ▶ Establish SMART metrics for long-term (beyond 3 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

Next Steps

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

- ▶ Participate actively in community coalitions including the AODA/Mental Health Coalition and Price County Health and Wellness Coalition
- ▶ Create an annual action plan with specific action 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
- ▶ Share actions taken to address the needs with the community at large



Approval and Input

Approval

This implementation plan report was adopted by the Board of Directors of Flambeau Hospital, Inc., on May 2, 2019 and by the Ascension Wisconsin Board on May 16, 2019. The implementation plan report was shared with Price County Public Health's governing board on May 1, 2019.

Public Comments/Feedback

If you would like to serve on a coalition that helps meet the aims of this report, or have another comment on this plan, please contact either Flambeau Hospital or Price County Public Health.

Community Relations Director
Flambeau Hospital
715-762-7575

Public Health Officer
Price County Health & Human Services
715-339-3054



Appendices

- ▶ Appendix 1: Joint Implementation
- ▶ Appendix 2: Health Needs Not Selected
- ▶ Appendix 3: Flambeau Hospital Sponsors



Appendix 1: Joint Implementation

Public Health and Flambeau Hospital are equally committed to participating in the strategies described in this document.

Strategy	Participants	Page Number
MENTAL HEALTH		
Strengthen Parenting Support	Flambeau Hospital, Public Health	4
Improve Social Connectedness	Flambeau Hospital, Public Health	5
Support Mental Health Training	Flambeau Hospital, Public Health	6
ALCOHOL AND OTHER DRUG ABUSE		
Ensure Proper Disposal of Prescriptions	Flambeau Hospital, Public Health	8
Community Awareness of AODA Issues	Flambeau Hospital, Public Health	8
Screening and Brief Intervention	Flambeau Hospital	9
CHRONIC DISEASE		
Building an Active Price County	Flambeau Hospital, Public Health	11
Supporting a Healthy Food Culture	Flambeau Hospital, Public Health	11
Supporting Healthy Aging	Flambeau Hospital, Public Health	12



Appendix 2: Health Needs Not Selected

Health Needs Not Selected for this Plan

Flambeau Hospital and Price County Public Health understand each prioritized health need is important and remain committed to being active participants in improving the health of the community. While each of the identified priorities deserves attention, the following health issues were not selected for the reasons described:

- ▶ **Youth:** Youth will be an intended audience of mental health and AODA implementation efforts.
- ▶ **Parenting:** Parenting will be addressed as part of the chosen mental health priority.
- ▶ **Injury/Violence:** The implementation strategy will support reduction of injury and violence as it pertains to mental health and AODA use. At the same time, Flambeau Hospital and Price County Public Health will provide strong support and collaboration with existing community efforts and the non-profit organization Embrace, which specifically addresses domestic violence in our community.
- ▶ **Economic Instability:** Price County Public Health's and Flambeau Hospital's capacity to address economic instability as a separate priority area is limited. Some aspects of economic instability may be addressed through the selected priorities and implementation strategies.



Appendix 3: Flambeau Hospital Sponsors

Ascension Wisconsin

Ministry Health Care, part of Ascension Wisconsin, is a co-sponsor of Flambeau Hospital. Ascension Wisconsin (ascension.org/wisconsin) operates 24 hospital campuses, more than 100 related health-care 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.

Our Mission as a Catholic healthcare system: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

Ascension is continuing the long and valued tradition of addressing the health of the people in our community, following in the footsteps of legacy Ministry Health Care. This flows directly from our Catholic Identity. In addition to the community health improvement efforts guided by our CHNA process, we contribute to other needs through our broader community benefit program.

Marshfield Clinic Health System

Marshfield Clinic was founded in 1916 by six physicians practicing in Marshfield, a rural central Wisconsin city. At its inception, Clinic founders saw that research and education were critical to their practice of health care and that remains so today. The Clinic became a 501(c)(3) nonprofit organization in 1992 and in 2014, Marshfield Clinic Health System, Inc., was formed. The Health System's mission is to enrich lives and create healthy communities through accessible, affordable, compassionate health care.

The Health System today is a \$2.4 billion integrated system serving Wisconsin, with about 10,000 employees that includes over 1,200 providers in 86 specialties. Its entities provide service and health care to more than two million Wisconsin residents through over 50 clinical care centers; Security Health Plan of Wisconsin, Inc.; and Marshfield Medical Center hospitals in Marshfield including Marshfield Children's Hospital, Eau Claire, Rice Lake, Neillsville, Ladysmith as well as Flambeau Hospital in Park Falls.