



**Community Health Implementation Plan 2018  
HSHS St. Clare Memorial Hospital**

## **Introduction**

HSHS St. Clare Memorial Hospital is a critical access hospital located in Oconto County, Wisconsin. For more than 97 years, the hospital has been the leader in health and wellness in Oconto. HSHS St. Clare Memorial Hospital in partnership with Prevea Health provides a wide range of specialties, including orthopedics, general surgery, digestive health, heart and vascular, neurology, sports medicine, pulmonology, physical, occupational, and speech therapy, ear, nose, and throat, and audiology.

HSHS St. Clare Memorial Hospital partners with other area organizations to address the health needs of the community, living its mission *to reveal and embody Christ's healing love for all people through our high quality Franciscan health care ministry*, with a preference for the poor and vulnerable. The hospital is part of Hospital Sisters Health System (HSHS), a highly-integrated health care delivery system serving more than 2.6 million people in rural and mid-sized communities in Illinois and Wisconsin. HSHS generates approximately \$2 billion in operating revenue with 15 hospitals and more than 200 physician practice sites. Our mission is carried out by 14,000 colleagues and 2,100 physicians who care for patients and their families in both states.

HSHS St. Clare Memorial Hospital conducted a Community Health Needs Assessment in collaboration with Oconto County Public Health Department and Bellin Health in 2017/2018. Primary and secondary data was gathered from multiple sources to assess the needs of Oconto County. This data was presented to focus groups and key stakeholders, including the Oconto County Board of Health, United Way, school districts, food pantries, UW-Extension, and the Aging and Disability Resource Center, who together recommended the health priorities to be addressed in the FY2019 through FY2021 implementation plan.

### **Prioritized significant health needs**

Based on the data presented and the prioritization process, the following priorities were selected:

- Alcohol and other drug abuse (AODA)
- Physical activity, obesity and nutrition
- Mental health

### **Health needs that will not be addressed:**

**Access to care:** Access to care was initially identified as a separate health need. However, it was determined after reviewing the data it should be a component of each of the identified health priorities.

## **Implementation plan**

HSHS St Clare Memorial Hospital's implementation plan is part of a community effort to address three priority health needs. The hospital works collaboratively with direct service organizations, coalitions and government agencies to address these needs.

The 2018 implementation plan outlines the actions that the hospital will take to address Oconto County's health needs. However, as noted below, many implementation strategies will be implemented collaboratively. Recognizing that no one organization effects substantial community change alone, the long-term outcomes identified in this implementation plan will be achieved as many community organizations work together for collective impact.

### **Physical activity, obesity and nutrition**

**Goal:** In partnership with the Oconto County Health Department and other organizations, create an environment that empowers residents to embrace healthy food choices and increase physical activity.

#### **Long-term performance indicators:**

- By June 30, 2021, increase access to healthy food options to those who need it
- By June 30, 2021, decrease the number of obese residents by one percent
- By June 30, 2021, decrease the percentage of adults 20 years old and older reporting no leisure activity by one percent

#### **Strategy One: The percent of healthy food donations to our food pantries will increase**

Educate the community on our Donate a Healthy Plate Toolkit. The Produce to Pantries program will be introduced to businesses in the county.

#### **Mid-term performance indicators**

- By June 20, 2019, use consistent messaging to re-educate Oconto County clinic collection sites about the Donate a Healthy Plate Toolkit
- By June 30, 2019, identify marketing strategies to educate the community about healthy donations
- By June 30, 2020, two food pantries will increase the percent of healthy food options and reduce the amount of low-nutrient food without reducing the total amount of food donated.

## **Community resources and partners**

- Oconto County Public Health Department
- Nurses Nook
- Bellin Health Oconto Hospital
- UW-Extension
- Advocates for Healthy Transitional Living
- Feeding America
- Community Volunteers

## **Hospital resources**

- Colleague time
- Travel
- Volunteer time

## **Supporting Information**

- **Target population:** Residents in Oconto County
- **Evidence base:** Source: What Works for Health

Food bank and food pantry healthy food initiatives combine hunger relief efforts with nutrition information and healthy eating opportunities for low-income individuals and families. Such initiatives offer clients healthy foods such as fruits, vegetables, whole grains, low-fat dairy products and lean proteins. Initiatives can include fruit and vegetable gleaning programs, farm plant-a-row efforts and garden donations. Healthy food initiatives can also modify the food environment via efforts such as on-site cooking demonstrations and recipe tastings, produce display stands, or point-of-decision prompts. Some food banks and food pantries establish partnerships with health and nutrition professionals to offer screening for food insecurity and medical conditions (e.g., diabetes), provide nutrition and health education, and health care support services as part of their healthy food initiatives.

## **Strategy Two: Increase access to food pantries in the underserved area of northern Oconto County**

Based upon alignment of current food pantry infrastructure with current community need, expand sites which offer food distribution.

### **Mid-term performance indicators**

- By June 30, 2020, assess community need for food pantry access in the northern area of the county by surveying community members who struggle with food insecurities, as well as community organizations and businesses.
- By June 30, 2020, identify partners and infrastructure to support a food pantry in the northern area.

### **Community resources and partners**

- Bellin Health
- Community members in northern area
- Nurses Nook
- Community members
- Community businesses and organizations

### **Hospital resources**

- Colleague time
- Travel
- Marketing materials

### **Supporting information**

- **Target population:** Oconto County health clinics and residents who support the food pantries
- **Evidence base:** Source: [www.ruralhealthinfo.org](http://www.ruralhealthinfo.org)

Many U.S. families struggle to meet their basic food needs despite continued economic growth and a strong national nutrition safety net. A recent U.S. Department of Agriculture (USDA) study estimated that 10.1 percent of U.S. households—about 9 million households during 1999—were food insecure. That is, they did not have access at all times to enough food for an active and healthy life, with no need for recourse to emergency food sources or other extraordinary coping behaviors to meet their basic food needs. Included among those were 2.8 percent of households in which food insecurity reached levels of severity great enough that one or more household members were hungry at least some time during the year due to inadequate resources for food.

### **Strategy Three: Increase access to physical activity by constructing a trail system for non-motorized forms of transportation**

More of Oconto County residents report no leisure time physical activity and a fewer percent of the population have adequate access to exercise opportunities compared with state and national averages.

### **Mid-term performance indicators**

- By June 30, 2020, two additional phases of the Oconto Falls Area Trail System will be completed.
- By June 30, 2020, explore the potential of building county support for expansion of the trail system beyond Oconto Falls.

### **Community resources and partners**

- Oconto Falls Chamber of Commerce
- Oconto Falls Area Trail System Organization
- City of Oconto Falls

### **Hospital resources**

- Colleague time
- Printing and distribution costs

### **Supporting information**

- **Target Population:** Broader community
- **Evidence base:** Enhancing access to places for physical activity involves changes to local environments that create new opportunities for physical activity or reduce the cost of existing opportunities (e.g., creating walking trails, building exercise facilities, or providing access to existing nearby facilities). Increased access is typically achieved in a particular community through a multi-component strategy that includes training or educating participants ([CG-Physical activity](#)). Such efforts are often implemented in low-income neighborhoods. Source: The Guide to Community Preventive Services

### **Alcohol and other drug abuse**

Goal: In partnership with Oconto County Health and Human Services, Prevea Behavioral Health and Bellin Health, HSHS St. Clare Memorial Hospital will create a responsible substance use culture.

### **Long-term performance indicators**

- By June 30, 2021, decrease binge drinking among adults by three percent to 25%.
- By June 30, 2021, decrease the number of opioid deaths by 5%.
- By June 30, 2021 decrease the number of opioids prescribed in our community by 10%.

### **Strategy One: Enhance primary prevention and education – medication storage and disposal**

HSHS St. Clare Memorial Hospital will provide support for medication take-back events to increase awareness of and provide opportunities for individuals to properly dispose of unused medications. The hospital serves as one of the community disposal locations and provides funds to advertise the take-back events in local newspapers. HSHS St. Clare Memorial Hospital and Prevea Behavioral Health, along with their community partners, will develop a plan to distribute medication lock boxes to targeted agencies to deter inappropriate diversion of medication.

### **Mid-term performance indicators**

- By June 30, 2020, five agencies will distribute information on medication disposal to targeted audiences.
- By June, 30, 2020, a plan for distribution of medication lock boxes will be created and implemented with local agencies.

### **Community resources and partners**

- Local law enforcement
- Health and Human Services Division of Public Health
- Oconto County Health and Human Services
- Bellin Health

### **Hospital resources**

- Colleague time
- HSHS St. Clare Memorial serves as one of the community take-back sites

### **Supporting information**

- Target population: General community
- Evidence based: *What Works for Health*, Policies and Programs for Wisconsin  
Available evidence suggests that drug disposal programs increase collection and proper disposal of unused prescription drugs ([Fleming 2016](#), [Gray 2015](#), [Yang 2015a](#), [Stewart 2015](#), [Perry 2014a](#), [Welham 2015](#)) and reduce pharmaceuticals in the environment.

### **Strategy 2: Enhance primary prevention and education – Narcan (Naloxone)**

HSHS St. Clare Memorial Hospital will partner with community agencies to support two Narcan educational training sessions annually. These sessions will help increase people’s knowledge about appropriate overdose response.

#### **Mid-term performance indicators**

- By June 30, 2020, 75% of participants receiving Narcan training will report an increased knowledge of Narcan. This will be measured using pre- and post-training surveys.
- By June 30, 2020, increase the number Narcan trainings sessions in Oconto County to two per year.

#### **Community resources and partners**

- Oconto County Health and Human Services
- Local law enforcement
- Local EMS provider
- Behavioral health providers

#### **Hospital resources**

- Colleague time
- Travel

#### **Supporting information**

- Target population: Residents of Oconto County
- Evidence based: *What Works for Health* indicated evidence that education and Naloxone distribution programs increase knowledge of appropriate response among participating opioid users and others likely to encounter overdoses.

### **Strategy Three: Enhance primary prevention and education - alcohol**

HSHS St. Clare Memorial Hospital will collaborate with community partners to assess readiness for change related to the culture of alcohol within our community.

#### **Mid-term performance indicators**

- By June 30, 2020, a cross-sector group of community partners will convene to begin exploration of readiness for change related to culture of alcohol in Oconto County.

#### **Community resources and partners**

- Local law enforcement
- Oconto County Health and Human Services



- Healthcare providers

### **Hospital resources**

- Colleague time
- Travel

### **Supporting information**

- Target population: Residents of Oconto County
- Evidence based: SAMSHA’s Strategic Prevention Framework (SPF) guides you in selecting, implementing, and evaluating effective, culturally appropriate, and sustainable prevention activities. The effectiveness of the SPF begins with a clear understanding of community needs and involves community members in all stages of the planning process.

### **Strategy Four: Enhance primary prevention and education- prescription medications**

Promote community-wide education. This includes education to prescribers about the risks, and practices to prevent misuse and abuse of prescription medications.

### **Mid-term performance indicators**

- By June 30, 2020, 75% of participants at educational events will report an increased knowledge of risks and practices to prevent misuse and abuse of prescription medications.

### **Community resources and partners**

- Local law enforcement
- Local school district
- Healthcare providers
- Dentists
- Oconto County Health and Human Services

### **Hospital resources**

- Colleague time
- Travel

### **Supporting information**

- Target populations: General community and health care providers including medical, dental and pharmacy

- Evidence base: SAMHSA provides information, *evidence-based practices*, and *treatment* locators to prevent, treat, and *promote* recovery from *prescription drug* misuse.

### **Strategy Five: Policy**

HSHS St. Clare Hospital will collaborate with Oconto County Health Department, Prevea Behavioral Health, Wisconsin Hospital Association (WHA) and Bellin Health on the following tactics:

- Partner with law enforcement and the tavern league to assist in supporting policies that lower the risk of deaths associated with driving while under the influence.
- Advocate for and support legislation that creates increased access to care for those suffering with substance abuse/misuse.
- Identify and communicate a minimum of two best practice approaches that decrease exposure of drugs and alcohol to youth, and support needed policy or practice changes in the community.
- Annually educate legislators and community stakeholders, at a community event, on needed policy change that impacts alcohol and drug misuse
- Collaborate with the Wisconsin Hospital Association (WHA) to advocate for new and innovative policy and/or legislative changes that support a healthy substance use culture in Brown, Oconto and Sheboygan Counties.

### **Mid-term performance indicators**

Effective advocacy and support of a minimum of one evidenced-based policy change that leads to fewer fatalities associated with alcohol and drug addiction and misuse within Oconto County by June 30, 2020. (Measure: Percent of driving deaths with alcohol involvement and deaths related to drug misuse)

### **Hospital resources**

- Colleague time
- Travel

### **Supporting information**

- **Target population:** Residents of Oconto County
- **Evidence base:** *A Community Anti-Drug Coalitions of America (CADCA)* offers strategies to address drug issues in a community, one of which is policy change. This strategy supports formal changes in written policies, laws and procedures aimed at preventing current and future prescription drug abuse. Examples include workplace

initiatives, law enforcement procedures and practices, public policy actions and systems change within government, communities and organizations.

### **Mental health**

**Goal:** In partnership with the Oconto County Health Department and other organizations, create awareness of and access to mental health services in the community that will support positive mental health.

### **Long-term performance indicators**

- By June 30, 2021, decrease the average number of mentally unhealthy days reported in the past 30 days from 3.4 to 3.0 (Source: 2016 County Health Rankings)
- By June 30, 2021, decrease suicide rate in Oconto County from 20/100,000 to 19.5/100,000 population. (Source: Community Commons, 2015)

### **Strategy One: Promote and support suicide prevention efforts**

Oconto County's suicide crude death rate is 20 per 100,000 population compared to 13.7 for the state and 12.10 in the United States. The hospital will promote local QPR training.

### **Mid-term performance indicators**

- By June 30, 2020, increase the number of certified QPR trainers in Oconto County from two to three.
- By June 30, 2020, participants receiving QPR training will report an increased knowledge of crisis intervention strategies

### **Community resources and partners**

- County Public Health Department
- County Department of Human Services
- Healthy Oconto County

### **Hospital resources**

- Colleague time
- Travel
- Volunteer time
- Marketing colleague time, materials and advertising costs

### **Supporting information**

- **Target population:** Broader community, youth, faith communities and local businesses
- **Evidence base:** QPR is included in the Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence Based Programs and Practices.

**Strategy Two: Increase community access to mental and behavioral health services**

The hospital will collaborate with Prevea Behavioral Health as well as other organizations in an effort to increase the number of mental health visits offered to residents of Oconto County.

**Mid-term performance indicators**

- By June 30, 2020, develop partnerships with community agencies to explore access to mental health service issues within our community
- By June 30, 2020, collaborate with Prevea Behavioral Health to identify possible mental health services to the northern regions of Oconto County

**Community resources and partners**

- Prevea Behavioral Health
- Oconto County Health and Human Services
- Bellin Health

**Hospital resources**

- Colleague time (coalition meetings, services provided)
- Travel

**Supporting information**

- **Target population:** Oconto County residents with mental health concerns
- **Evidence base:** County Health Ranking Take Action. The first step to determine goals is to access resources.

**Next Steps**

The implementation plan outlines a three-year community health improvement process.

Annually, the hospital will:

- Review the implementation plan and update strategies for the following fiscal year
- Set and track annual performance indicators for each implementation strategy
- Track progress toward mid-term performance indicators

- Report progress toward the performance indicators to the hospital board and community benefit advisory committee
- Share actions taken and outcomes achieved to address priority health needs with the community at large

**Approval**

The implementation plan was adopted by the hospital's board on May 9, 2018.