

Community Health IMPROVEMENT PLAN

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Introduction

HSHS St. Nicholas Hospital is an acute-care hospital located in Sheboygan County, Wisconsin. For more than 130 years (including 42 at its present site), the hospital has served as health leader in eastern Wisconsin. St. Nicholas Hospital provides a wide range of specialties, including 24-hour Emergency Medicine (which also offers walk-in opioid use disorder treatment), Cancer Care, Heart Care, Stroke Care, and Women's Health.

St. Nicholas 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. Under the auspices of the Hospital Sisters Health System (HSHS), St. Nicholas Hospital is part of a highly integrated health care delivery system serving residents of rural and mid-sized communities in Wisconsin and Illinois. In 2020, St. Nicholas Hospital received 12,406 emergency department visits, totaled 2,074 admissions, registered 71,505 outpatient visits, and provided nearly \$10 million in total community benefits (including subsidized care for the poor and broader community benefits).

In 2020-2021, St. Nicholas Hospital conducted a Community Health Needs Assessment (CHNA) in collaboration with Aurora Health Care, Lakeshore Community Health Care, Sheboygan County Health and Human Services Division of Public Health, and the United Way of Sheboygan County. The assessment process utilized data from three primary inputs: a community health survey, a secondary data report prepared by the Center for Urban Population Health, and a key informant interview report. The following six factors then were used to analyze and prioritize these needs: *burden, scope, severity, and urgency of the health need; health disparities associated with the need; community assets and resources in the local service area to address the need; secondary data sources; local expertise and input; and importance the community places on addressing the need.* The resulting report may be <https://www.hshs.org/StNicholas/About-Us/Community-Health-Needs-Assessment>.

This Implementation Plan builds off the CHNA Report by detailing the strategies HSHS St. Nicholas Hospital will employ to improve community health in the identified priority areas. This plan shall be reviewed annually and updated as needed to address ever-changing needs and factors within the community landscape. Nonetheless, HSHS strives to maintain the same overarching goals in each community it serves, namely to:

1. Fulfill the ministry's mission to provide high quality health care to all patients, regardless of ability to pay.
2. Improve outcomes by working to address social determinants of health, including access to medical care.
3. Maximize community impact through collaborative relationships with partner organizations.
4. Evaluate the local and systemic impact of the implementation strategies and actions described in this document to ensure meaningful benefits for the populations served.

For purposes of this CHNA Implementation Plan, the population served shall be defined as Sheboygan County residents of all ages, although the hospital's reach and impact extend to other eastern Wisconsin counties as well.

Community Health Needs Prioritization

As detailed in the CHNA Report, HSHS St. Nicholas Hospital in collaboration with community partners identified the top three health priorities in Sheboygan County:

- **Mental Health**
- **Obesity/Nutrition**
- **Alcohol and Other Drug Abuse (AODA).**

Community Health Needs That Will Not Be Addressed

HSHS St. Nicholas Hospital plans to focus its efforts on the top three health needs identified.

The following issues also were reviewed but will not be addressed in this plan:

- General Health
- Health Care Coverage
- Health Care Information
- Health Care Services
- Routine Health Care Procedures
- Vaccines
- Health Conditions
- Physical Health
- Nutrition and Food Insecurity
- Women's Health
- Colorectal Cancer Screening
- Alcohol Use
- Tobacco Use
- Household Problems
- Community and Personal Support
- Mental Health Status
- Personal Safety
- Children in the Household.

The need to focus resources on the top three priorities, as well as the inability to directly influence certain issues, factored into the decision to omit these latter health areas from the Implementation Plan. Nonetheless, the Healthy Sheboygan County CHNA partners may take actions to address these issues as opportunities arise and resources become available.

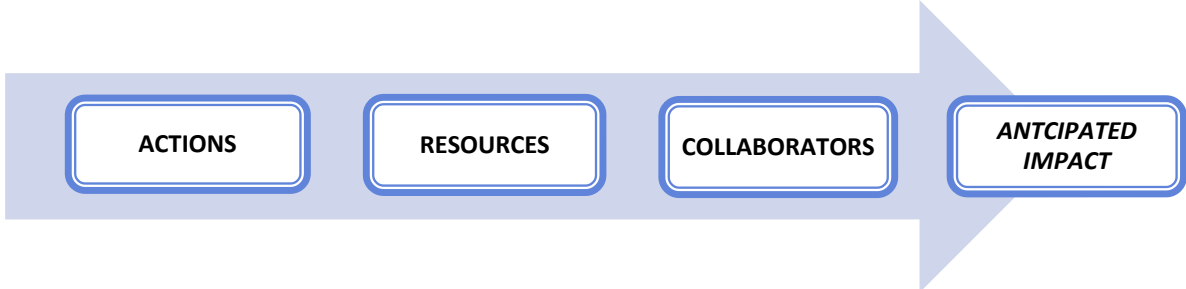
Primary Implementation Strategies

In each of the areas of health focus identified, HSHS St. Nicholas Hospital shall employ strategies that fall into one or more of the categories described below.

| Strategy | Description |
|--|---|
| <i>Increase Access to Prevention and Early Intervention Services</i> | This strategy involves taking actions that prevent disease or injury or limit their progression and impact. |
| <i>Improve Access to Care/Support/Resources</i> | This strategy involves improving the ability of individuals in the hospital’s service area to receive needed treatment, services, and/or other resources on a timely basis in order to achieve optimal health outcomes. |
| <i>Improve Awareness</i> | This strategy involves enhancing the knowledge of professionals and/or the general public. |
| <i>Address Other Social Determinants of Health</i> | This strategy involves addressing other conditions and environmental factors that impact health, functioning, and quality-of-life outcomes in the community. |
| <i>Engage in Unified Planning and Policy</i> | This strategy involves working in tandem with community partners to factor health considerations into decision-making in order to improve community health. |

These strategies may be employed for the direct benefit of patients or for more indirect community benefit.

Examples of specific actions that fall under these broad strategies, as well as the anticipated impacts of those actions, are listed on the PLANNED ACTIONS pages for each of the health priorities. This format follows the basic premise that the stated actions, resources, and collaborative partnerships together will produce the intended impacts.



Community Health Improvement Plan Overview

These implementation strategies and actions are laid out by health priority, first with a “snapshot” of identified strategies, sample actions, and other relevant information, then with a more comprehensive and specific description of planned actions, resources, collaborative partners, and anticipated impacts.

As noted previously, these tables will be reviewed and revised as needed on at least an annual basis to reflect changing needs, resources, and opportunities within the community.

Priority No. 1: Mental Health

Target Populations

- Residents of Sheboygan County
 - o Youth
 - o Adults

Hospital Resources

- Colleague Time
- Engaged Leaders
- Grant Funding
- Marketing Materials

Community Partners

- Healthy Sheboygan County
- Sheboygan County Public Health
- Prevea Clinics
- Lakeshore Community Clinic
- Advocate Aurora
- United Way
- WI Recovery Community Organization (WIRCO)
- Mental Health America
- Schools

Anticipated Impact

- Increase Resiliency
- Decrease Suicides and Self-Harm Injuries by Adolescents and Adults

Relevant Measures*

- Suicide Rate
- Emergency Department Visits for Nonfatal Intentional Self-Harm Injuries
- Suicide Attempts by Adolescents
- % Children/Adolescents Who Get Appropriate Treatment for Anxiety or Depression

*From the national health plan:
Healthy People 2030

Current Situation

Mental Health and well-being consistently arose as the most prominent community health priority in Sheboygan County in the key informant interviews and during the CHNA Virtual Call to Action. There is still a general lack of providers (including counselors, therapists, and clinical social workers), and barriers to accessing existing providers persist for many of the county's residents. For the general community, there is a lack of awareness of where people can go for their mental health needs. Twenty-eight of the 30 key informants listed Mental Health as a top five health issue, and 10 ranked it No. 1. This topic also overlapped with discussions about Access to Care, Substance Use and Abuse, and Adverse Childhood Experiences.

OUR STRATEGIES

For our Patients

- **Improve Access to Care**
 - o Evaluate the current state of access to Mental Health services provided by HSHS and Prevea Health.

INDICATORS:

- Progress toward improving access to services.
- Progress toward recruiting enough providers to meet the need for service.

For our Community

- **Increase Access to Prevention and Early Intervention Services**
 - o Take actions to support long-term resilience in children.
 - o Train and/or partner with facilitators to provide suicide prevention training.
 - o Offer Postvention services to suicide survivors.
- **Improve Access to Care/Support**
 - o Work with community partners to create Community Navigator training to help individuals access mental health services.
 - o Work with schools to support youth navigation of mental health services.
 - o Work with community partners to increase the number of peer support specialists and other peer support.
- **Engage in Unified Planning and Policy**
 - o Work with community partners to streamline data collection and sharing around mental health.
 - o Work with state and local leaders to improve access to mental health services by addressing regulatory and financial barriers, the need for services, and workforce challenges.

INDICATORS:

- Number of workshops/trainings held, number of participants.
- Youth awareness of mental health resources.
- Number of peer specialists/supports trained and providing services.
- Data collection and sharing protocols in place.
- Meetings held, policies impacted.

PLANNED ACTIONS – *Mental Health*

Strategy: Work with internal and external partners to improve awareness.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|---|------------------|----------------------------|--|
| Work with community partners to sponsor workshops on trauma-informed approaches. | - Colleague Time | - Healthy Sheboygan County | Greater knowledge of trauma-informed principles, resulting in better care, improved engagement in services, and improved mental health outcomes. |
| Work with the HSHS/Prevea Executive Director of Behavioral Health to evaluate the current state of mental health service access through HSHS and Prevea Health. | - Colleague Time | - Prevea Health | Improve access to behavioral health services through HSHS and Prevea Health. |

Strategy: Work with community partners to increase access to prevention and early intervention services.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|--|---|---|
| Work with community partners to take actions that develop resiliency in children (e.g., through programming). | - Colleague Time | - Healthy Sheboygan County - Schools | Increase resiliency in student populations. Reduce suicide attempts and nonfatal intentional self-harm by students. |
| Train and/or partner with facilitators to provide suicide prevention training such as <i>Question, Persuade, Refer (QPR)</i> . | - Colleague Time - Technology (virtual platform) - Marketing Materials | - Sheboygan Area Schools - Healthy Sheboygan County - Community Members - Other Health Systems | Reduce the Sheboygan County suicide rate by training “Gatekeepers” to recognize and respond appropriately to signs of emotional crisis. |
| Offer Postvention Services to suicide survivors. | - Colleague Time | - Healthy Sheboygan County - Schools | Reduce emotional distress, increase resiliency, and reduce the likelihood of self-harm or suicide by survivors. |

Strategy: Work with community partners to improve access to care/supportive services.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|------------------|---|---|
| Work with community partners to create Community Navigator training to help individuals access mental health services. | - Colleague Time | - Healthy Sheboygan County | Improve ability of individuals to navigate the local mental health system, thereby improving access to care, resulting in lower rates of self-harm and suicide. |
| Work with schools to support youth navigation of mental health services. | - Colleague Time | - Healthy Sheboygan County - Schools | Improve ability of students to navigate mental health resources, thereby improving access to needed services, resulting in fewer self-harm injuries and suicide attempts. |
| Work with community partners to increase the number of trained peer support specialists and other peer supports available to Sheboygan County residents. | - Colleague Time | - Healthy Sheboygan County | Improve engagement in mental health services and promote resiliency through trusted relationships, resulting in lower rates of self-harm and suicide. |

Strategy: Engage in unified planning and policy around mental health.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|---|------------------|---|--|
| Work with community partners to streamline data collection and sharing around mental health. | - Colleague Time | - Healthy Sheboygan County - Sheboygan County Public Health - Prevea Health | Improve the ability of community partners to analyze the state of mental health in Sheboygan County, problem-solve, and identify potential actions needed for improvement. |
| Work with state and local leaders to improve access to mental health services by addressing regulatory and financial barriers, the need for services, and workforce challenges. | - Colleague Time | - Healthy Sheboygan County - Sheboygan County Public Health | Improve access to services by removing regulatory burdens and/or increasing reimbursement for mental health services. |

Priority No. 2: Obesity/Nutrition

Target Populations

- Residents of Sheboygan County
 - o Youth
 - o Adults

Hospital Resources

- Colleague Time
- Engaged Leaders
- Grant Funding
- Marketing Materials

Community Partners

- Healthy Sheboygan County
- Sheboygan County Public Health
- Prevea Clinics
- Lakeshore Community Clinics
- Advocate Aurora
- United Way
- Schools

Anticipated Impact

- Greater Food Security
- Lower Rates of Obesity

Relevant Measures*

- Proportion of Children and Adolescents with Obesity
- Proportion of Adults with Obesity
- Proportion of Health Care Visits by Adults with Obesity that Include Counseling on Weight Loss, Nutrition, or Physical Activity
- Household Food Insecurity

*From the national health plan: *Healthy People 2030*

Current Situation

Obesity/Nutrition were each ranked by a number of key informants as a top health issue during interviews conducted in conjunction with the Sheboygan County Community Health Needs Assessment. Some informants focused on food security, while others focused on healthy foods and nutrition promotion. *Data supporting this concern include:*

- **33%** of Sheboygan County adults are considered obese (versus 31% statewide).
- **22%** of Sheboygan County adults are physically inactive (versus 21% statewide).
- **7%** of resident lack adequate access to food.

OUR STRATEGIES

For our Patients

- ***Increase Access to Prevention and Early Intervention Services***
 - o Work with providers to ensure regular screenings, patient education, and referral to community resources.
 - o Promote an internal work environment that encourages healthy food choices and opportunities for physical activity.

INDICATORS:

- Number of patient screenings conducted, community referrals made.
- Colleague participation and engagement in the Livewell program.

For our Community

- ***Increase Access to Prevention and Early Intervention Services***
 - o Promote breastfeeding through community support services early in pregnancy and after discharge.
 - o Support breastfeeding in community and workplace settings.
- ***Improve Awareness***
 - o Provide evidence-based, learner-centered nutrition education.
 - o Explore educational strategies on how to use donated fresh produce.
- ***Improve Access to Resources***
 - o Support *Double Your Bucks* at the Farmers Market and explore programs that provide fresh produce year-round.
 - o Increase use of healthy donated foods through exploration of food prep boxes and point of prompt decisions at food distribution sites.
- ***Engage in Unified Planning and Policy***
 - o Work with community partners to explore ways to improve nutrition in community, school, and workplace settings.
 - o Increase coordination and promotion of services for low-income community members experiencing food insecurity to improve access to other services.
 - o Work with state and local leaders to factor food security and healthy weight implications into policy and budget decisions.

INDICATORS:

- Rates of breastfeeding initiation and duration.
- Number of educational opportunities provided, number of participants.
- Amount of produce provided to low-income residents.
- Number of meetings with local and state leaders, policy/practice impacts.

PLANNED ACTIONS – Obesity/Nutrition

Strategy: Work with community partners to increase access to prevention and early intervention services.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|--|--|--|
| Work with providers to ensure regular screenings, patient education, and referral to community resources. | - Colleague Time | - Prevea Health | Increase awareness, improve nutrition, increase physical activity, and reduce obesity. |
| Promote an internal work environment that encourages healthy food choices and opportunities for physical activity. | - Colleague Time - Livewell Program | - Prevea Health | Improve healthy eating, increase physical activity, and promote healthier weight. |
| Promote breastfeeding through community support services (e.g., breastfeeding teams and classes) early in pregnancy and after discharge. | - Colleague Time | - Sheboygan County Public Health (WIC Program) - Prevea Health - Advocate Aurora | Improve infant nutrition and overall health. |
| Support breastfeeding in community and workplace settings (e.g., through adoption of the <i>Ten Steps to Breastfeeding-Friendly Toolkit</i> and exploration of hands-free expression). | - Colleague Time | - Healthy Sheboygan County | Improve infant nutrition and overall health. |

Strategy: Improve awareness around healthy nutrition.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|---|------------------|---|--|
| Provide evidence-based, learner-centered nutrition education. | - Colleague Time | - Healthy Sheboygan County - Sheboygan County Public Health - Schools - Other Community Partners | Improve nutrition practices, thereby promoting healthy weight in youth and adults. |
| Explore educational strategies on how to use donated fresh produce. | - Colleague Time | - Healthy Sheboygan County | Enhance knowledge around preparation and use of fresh produce, thereby promoting healthy nutrition and healthy weight. |

Strategy: Improve access to healthy food resources.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|--|---|---|
| Support <i>Double Your Bucks</i> at the Farmers Market and explore programs that provide fresh produce year-round. | <ul style="list-style-type: none"> - Colleague Time - Community Benefits Funding | <ul style="list-style-type: none"> - Healthy Sheboygan County - Farmers Market | Increase fruit and vegetable intake among specific populations (low-income residents, seniors, pregnant women, parents of young children, pre-school and school-aged children). |
| Increase use of healthy donated foods through exploration of food prep boxes and point of prompt decisions at food distribution sites. | <ul style="list-style-type: none"> - Colleague Time | <ul style="list-style-type: none"> - Healthy Sheboygan County - Food Distribution Sites | Improve nutrition practices, thereby promoting healthy weight in youth and adults. |

Strategy: Engage in unified planning and policy around healthy nutrition and healthy weight practices.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|--|---|--|
| Work with state and local leaders to factor food security and healthy weight implications into policy and budget decisions. | <ul style="list-style-type: none"> - Colleague Time | <ul style="list-style-type: none"> - Healthy Sheboygan County | Increase food security and lower rates of obesity. |
| Work with community partners to explore ways to improve nutrition in community, school, and workplace settings (e.g., through assessing nutrition policies and practices at early childcare and/or schools to determine potential improvements). | <ul style="list-style-type: none"> - Colleague Time | <ul style="list-style-type: none"> - Healthy Sheboygan County - Child Care Providers - Schools - Other Community Partners | Improve nutrition practices, thereby promoting healthy weight in youth and adults. |
| Increase coordination and promotion of services for low-income community members experiencing food insecurity to improve access to other services. | <ul style="list-style-type: none"> - Colleague Time | <ul style="list-style-type: none"> - Healthy Sheboygan County - Service Providers | Improve navigation of service systems to ensure low-income residents receive services needed to support healthy nutrition and overall health and well-being. |

Priority No. 3: Alcohol and Other Drug Abuse

Target Populations

- Residents of Sheboygan County
 - o Youth
 - o Adults

Hospital Resources

- Colleague Time
- Engaged Leaders
- Grant Funding
- Marketing Materials

Community Partners

- Healthy Sheboygan County
- Sheboygan County Public Health
- Prevea Clinics
- Lakeshore Community Clinic
- Advocate Aurora
- United Way
- WI Recovery Community Organization (WIRCO)
- Schools

Anticipated Impact

- Improve Resiliency
- Reduce Drug and Alcohol Use and Misuse

Relevant Measures*

- Proportion of Adolescents Who Used Drugs in the Past Month
- Proportion of People Who Get a Referral for Substance Use Treatment after an Emergency Department Visit
- Percentage of People with a Substance Use Disorder Who Get Treatment
- Drug Overdose Deaths Per 100,000 Population

*From the national health plan:
Healthy People 2030

Current Situation

Alcohol and Drug Use frequently emerged as a major concern on Community Health Surveys and in stakeholder discussions. Reasons commonly cited for the problem included ease of availability, lack of access to treatment, cost of treatment, and lack of understanding the impact of drug use on overall health. This issue often was linked closely to Mental Health. *Data supporting this concern include:*

- Number of hospitalizations and emergency department visits for opioid overdoses more than doubled from 2005 (39) to 2017 (83). (*Source: Wisconsin Interactive Statistics on Health*)

OUR STRATEGIES

For our Patients

- **Improve Access to Care**
 - o Ensure consistent use of Screening, Brief Intervention, and Referral to Treatment (SBIRT) by providers.
 - o Launch Emergency Department Opioid Use Disorder (OUD) program.

INDICATORS:

- Percentage of providers utilizing SBIRT, percentage of patients screened
- Number of OUD patients served through the new program.

For our Community

- **Improve Access to Prevention and Early Intervention Services**
 - o Promote responsible alcohol use through development of a Festival Toolkit and engaging in a Sticker Shock Campaign.
 - o Engage in an education campaign to reduce mental health stigma through Peer to Peer programming.
 - o Coordinate regular Medication Take Back days to remove unused prescriptions from the community.
- **Improve Access to Care**
 - o Work with community partners to create Community Navigator training to help individuals access services for substance use.
 - o Increase the number of youth and adult peer support specialists.
- **Engage in Unified Planning and Policy**
 - o Work with state and local leaders to factor AODA implications into policy and budget decisions.

INDICATORS:

- Utilization of Festival Toolkit and Sticker Shock Campaign.
- Number of trained youth and adult peer specialists available.
- Amount in weight of unused prescription medication collected and disposed.
- Number of Community Navigator trainings held, number of participants.
- Level of awareness of services available in Sheboygan County for residents battling substance use.
- Meetings held, policies impacted.

PLANNED ACTIONS – Alcohol and Other Drug Abuse

Strategy: Work with community partners to increase access to prevention and early intervention services.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|---|--|--|---|
| Promote responsible alcohol use through development of a Festival Toolkit and engaging in a Sticker Shock Campaign. | - Colleague Time | - Healthy Sheboygan County - Festivals - Retailers | Reduce binge drinking and the risks and impacts of alcohol misuse. |
| Engage in an education campaign to reduce mental health stigma through Peer to Peer programming. | - Colleague Time | - Healthy Sheboygan County | Reduce the risk of alcohol misuse by promoting utilization of mental health services and resources. |
| Coordinate regular Medication Take Back days to remove unused prescriptions from the community. | - Colleague Time - Collection Receptacles | - Healthy Sheboygan County - Prevea Clinics - Other Community Partners | Reduce prescription drug misuse. |

Strategy: Work with internal and external stakeholders to improve access to care.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|--|--|-----------------------------|--|
| Ensure consistent use of Screening, Brief Intervention, and Referral to Treatment (SBIRT) by providers. | - Colleague Time - EMR | - Prevea Clinics | Reduce the risks and impacts of alcohol and other drug use and misuse through prompt identification and referral to treatment and services. |
| Launch Emergency Department (ED) Opioid Use Disorder (OUD) program. Initiate treatment in the ED, then transfer care to outpatient services. | - Colleague Time - EMR - Policies and Procedures | - Prevea Clinics | Reduce opioid overdoses and substance use risks and impacts. |
| Work with community partners to create Community Navigator training to help individuals access services for substance use. | - Colleague Time | - Healthy Sheboygan County. | Improve ability of individuals to navigate the local behavioral health system, thereby improving access to care, resulting in fewer overdoses and other negative impacts of substance use. |
| Increase the number of | - Colleague Time | - Healthy Sheboygan County | Improve engagement in behavioral health services |

| | | | |
|---|--|--|--|
| youth and adult peer support specialists. | | <ul style="list-style-type: none"> - Prevea Clinics - Other Community Partners | and promote resiliency through trusted relationships, supporting recovery and reducing the risks and impacts of substance use. |
|---|--|--|--|

Strategy: Engage in unified planning and policy.

| ACTION | RESOURCES | COLLABORATION | ANTICIPATED IMPACT |
|---|------------------|--|---|
| Work with state and local leaders to factor AODA implications into policy and budget decisions. | - Colleague Time | <ul style="list-style-type: none"> - Healthy Sheboygan County - HOPE Consortium - Prevea Health | Remove regulatory and/or financial barriers to treatment, thereby improving access to services and reducing the risks and impacts of substance use. |

Next Steps

This Implementation Plan outlines intended actions over the next three years. Nonetheless, Community Benefits/Community Health staff annually shall do the following:

- Review progress on the stated strategies, planned actions, and anticipated impacts.
- Report this progress at minimum to hospital administration, the hospital Board of Directors, and community health coalitions.
- Work with these and other stakeholders to update the plan as needed to accommodate emerging needs, priorities, and resources.
- Notify community partners of changes to the Implementation Plan.

Approval

This Implementation Plan was adopted by the hospital's Board of Directors on Sept. 16, 2021.