



# Community Health Implementation Plan

# 2018

HSHS ST. JOSEPH'S HOSPITAL



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## Introduction

HSHS St. Joseph's Hospital is an acute-care hospital located in Chippewa County, Wisconsin. For more than 133 years, the hospital has been the leader in health and wellness in the Chippewa Valley. St. Joseph's Hospital provides a wide range of specialties, including 24 hour Emergency Medicine, Home Health & Hospice, Wound Care, Outpatient and Residential Behavioral Health services on our hospital campus at L.E. Philips Libertas Treatment Center, among others.

St. Joseph's 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 midsized 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.

St. Joseph's Hospital conducted a Community Health Assessment in collaboration with sister hospital HSHS Sacred Heart Hospital, Chippewa County Public Health Department, Eau Claire City County Health Department, Mayo Clinic Health System, Marshfield Clinic Health System, United Way of the Greater Chippewa Valley, Chippewa Health Improvement Partnership and Eau Claire Healthy Communities Coalition in 2017/2018. Primary and secondary data was gathered from multiple sources to assess the needs of Eau Claire and Chippewa Counties. This data was presented to four focus groups (two in each county), to both county's healthy communities coalitions' steering committees, the hospital board of directors, as well as to other key stakeholders, who together recommended the health priorities to be addressed in the FY2019 through FY2021 Implementation Plan.

## Prioritized Significant Health Needs for Chippewa County

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

- Mental health
- High-risk alcohol consumption
- Substance use

## Health Needs That Will Not Be Addressed

In addition to the three health needs selected as top priorities, community members identified other significant health needs in Chippewa County. These issues will be addressed by other organizations in the community. While these issues will not be addressed by the hospital as priority health needs, we will provide support to those community efforts whenever possible.

### Obesity and Physical Activity:

HSHS St. Joseph's Hospital's Community Health department will continue to offer community education to promote physical activity and healthy lifestyles, as well as to support other community agencies/organizations working directly to impact obesity and sedentary lifestyles. An example is Community Health partnering with the hospital's Rehabilitation department to host Tai Chi and yoga for

community members and hospital colleagues. Community Health also coordinates “get up and move” activities through their GO campaign which encourages people to move at least 15 minutes every day. In addition, the hospital’s continued support of sporting and athletic events, the YMCA, youth sports, local parks and recreation and other outdoor resources provides increased opportunities for exercise, which contributes to addressing this need. The hospital also sponsors/participates in a variety of charity walks/runs. These types of activities also address the health area of physical activity. The hospital will also continue its support of the healthy community’s coalition Chippewa Health Improvement Partnership’s action team Challenge Chippewa that focuses on promoting healthy nutrition and physical activity.

## **Implementation Plan**

HSHS St. Joseph’s Hospital’s Implementation Plan is part of a broad community effort to address three priority health needs in the community. The hospital works collaboratively with a broad range of direct service organizations, coalitions and government agencies to address these needs.

The Implementation Plan 2018 outlines the actions that the hospital will take to address Chippewa 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.

## **Mental Health**

**Goal:** In partnership with the Chippewa County Public Health Department and other organizations, HSHS St. Joseph’s Hospital will continue existing efforts, while enhancing others, to educate/create awareness of mental health and increase access to mental health services in the community, including services offered by the hospital. St. Joseph’s Hospital will also continue to host and support the substance abuse initiatives of the Chippewa County Healthy Communities Coalition, Chippewa Health Improvement Partnership (CHIP).

### **Long Term Performance Indicators:**

- By June 30, 2021, reduce by 15% the number of middle and high school age youth who are at risk of depression (from 28% to 24%) as reported on the Youth Risk Behavior Survey (YRBS). Source: (YRBS, Chippewa County School Districts).
- By June 30, 2021, Chippewa County’s suicide rate will decrease by 25%. Source: (WISH).
- By June 30, 2021, Chippewa County’s Premature Death Rate will decrease from 37 (Intentional self-harm) to 32. Source: (CDC WONDER-County Health Rankings).

### **Strategy 1: Mental Health Awareness and Education**

The World Health Organization (WHO) embraces a definition of health as “physical, mental and social well-being”. WHO’s report *Promoting Mental Health: Concepts, Emerging Evidence, Practice* presents “striking evidence that there is a strong link between the protection of basic civil, political, economic, social, and cultural rights of people and their mental health”. The report presents a powerful case for including the promotion of mental health in the public health policies.

The hospital will develop/promote/participate in a minimum of five mental health awareness events/activities/educational sessions annually to raise awareness of mental health issues.

**Mid Term Performance Indicators:**

- By June 30, 2020, at least 75 percent of participants at mental health awareness events will indicate an increase in knowledge of mental health issues and resources in Chippewa County, based on exit surveys. Source: (Event Exit Surveys).

**Community Resources/Partners:**

- Hospital's Community Health Department
- Sacred Heart Hospital's The Healing Place
- Prevea Behavioral Health Services
- L.E. Phillips Libertas Treatment Center
- Eau Claire Healthy Communities Coalition and Mental Health Action Team
- Chippewa Health Improvement Partnership Steering Committee & Mental Health Action Team
- Mental Health Matters Grant Participants
- Chippewa Falls Area Unified School District

**Hospital Resources:**

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

**Supporting Information:**

- Target Population: residents of Chippewa County
- Evidence Base: Substance Abuse and Mental Health Services Administration (SAMHSA), Prevention Approaches/Environmental Strategies/Communication & Education. Environmental strategies include [communication and education strategies](#), which seek to influence community norms by raising awareness and creating community support for prevention. Environmental strategies may also use [enforcement](#) methods to deter people and organizations from illegal substance use.
- World Health Organization report Promoting Mental Health: Concepts, Emerging Evidence, Practice – 2005.

**Strategy 2: Promote Resilience for Chippewa Valley Youth**

The hospital will continue to promote resilience and other protective factors in youth through active participation in the Mental Health Matters grant project from Advancing a Healthier Wisconsin Endowment-Medical College of Wisconsin. The hospital's Community Health Department will also assist the area school district in coordinating a Teen Mental Health Summit.

**Mid Term Performance Indicators:**

- By June 30, 2020, a minimum of two middle or high school staff/faculty will have been provided Mindfulness-Based Stress Reduction training to incorporate into their classroom for their students. Source: Mental Health Matters Grant Summary.

**Community Resources/Partners:**

- HSHS Sacred Heart Hospital
- Chippewa County Department of Public Health
- Eau Claire and Chippewa County Department of Human Services
- Mayo Health Systems

- Marshfield Clinic Health System
- Security Health Plan
- The United Way of the Greater Chippewa Valley
- Chippewa Falls Police Department
- University of Wisconsin-Eau Claire
- University of Wisconsin Extension
- Chippewa Falls Area Unified School District
- Eau Claire Area School District
- JONAH (Join Our Neighbors Advancing Hope) Coalition
- Chippewa Health Improvement Partnership
- Eau Claire Healthy Communities Coalition
- Western Region WI Division of Public Health

### **Hospital Resources:**

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

### **Supporting Information:**

- Target Population: youth and their families of Chippewa County
- Evidence Base:
  - Youth Behavior Risk Survey (YRBS- survey done annually at the local, state and national level)
  - Substance Abuse and Mental Health Services Administration (SAMHSA) sites Stress management techniques, such as yoga, exercise and mindfulness as helpful modalities in treatment of ADHD when used with evidence-based treatments.
  - Britton WB, Lepp NE, Niles HF, et al. A randomized controlled pilot trial of class-room based mindfulness meditation compared to an active control condition in sixth-grade children. Journal of School Psychology. 2014; 52 (3): 263-278.
  - Mindful schools.org <https://www.mindfulschools.org/about-mindfulness/research/#reference-30>.

### **Strategy 3: Increase Community Access to Mental and Behavioral Health Services**

The hospital's Behavioral Health Services will continue to provide frontline care to address patients' mental and behavioral health needs by offering psychiatric consultations by a psychiatrist at sister hospital, Sacred Heart, provide detox, in-patient and out-patient behavioral health services, as well as residential alcohol and other drug treatment at L.E. Phillips Libertas Treatment Center located on the hospital campus. Future plans for the hospital's Behavioral Health Services include:

- Imbed Behavioral Health into primary clinics (placement of a mental health/substance abuse clinician within clinic settings).
- Increase school based counseling services. Continue to expand this service. Looking into feasibility of utilizing telehealth equipment to provide this service into rural schools.
- Continue to work with counties to provide services to clients enrolled in Chippewa County's Comprehensive Community Services (a Medicaid program).

- Expand capacity of HSHS Sacred Heart Hospital's Inpatient Behavioral Health adolescent unit from eight beds to twelve beds.
- Expand reach of outpatient behavioral health counseling services by utilizing telehealth equipment.
- Continue support of mental health services provided by L.E. Phillips Libertas Treatment Center to the patients of the Open Door Clinic.

In addition, the hospital Board of Directors authorized retaining consultant to provide guidance/suggestions of potential enhancement of hospital behavioral health services. This includes a gap analysis and asset mapping in the surrounding community, as well as within the hospitals, at both HSHS Sacred Heart and St. Joseph's Hospital.

The hospital also offers mental health services through sister hospital, Sacred Heart Hospital's The Healing Place, an integrative approach to providing support for those dealing with grief and/or experiencing difficulties related to life transitions with mindfulness and meditation training, grief counseling, as well as facilitating support groups for infant/child and spouse loss.

#### **Mid Term Performance Indicators:**

- By June 30, 2020, Behavioral Health services will have been imbedded into two primary clinics.
- By June 30, 2020, will have implemented school-based counseling in at least two additional schools.
- A minimum of one new contract with the Comprehensive Community Services will be added each fiscal year.
- By June 30, 2020, plans will be underway for expansion of the Inpatient Behavioral Health adolescent unit at Sacred Heart Hospital.
- By June 30, 2020, plans will be underway to improve access to behavioral health services for individuals that reside in remote areas through the use of telehealth equipment.
- By June 30, 2020, a minimum of one of the enhancements advised by the behavioral health consultants will have been completed.

#### **Community Resources/Partners:**

- HSHS Sacred Heart Hospital Behavioral Health Services
- L.E. Phillips Libertas Treatment Center
- Prevea Behavioral Health Clinics
- Sargent Healthcare Management Advisors, LLC (behavioral health consultants)
- Array Architects
- Hospital's Community Health Department
- HSHS Sacred Heart Hospital's The Healing Place

#### **Hospital Resources:**

- Colleague time (coalition meetings, services provided)
- Travel
- Funding for Consultants
- Potential renovation/building expenses

**Supporting Information:**

- Target Population: residents with mental health concerns, substance misuse, tobacco use and/or alcohol misuse
- Evidence Base:
  - Data have shown that early intervention following the first episode of a serious mental illness can make an impact. Coordinated, specialized services offered during or shortly after the first episode of psychosis are effective for improving clinical and functional outcomes.
  - In addition, the Institute of Medicine and National Research Council indicates that a \$1 investment in behavioral health services/programs yields \$2 to \$10 savings in health costs, criminal and juvenile justice costs, educational costs, and lost productivity. (Preventing Mental, Emotional, and Behavioral Disorders among Young People report – 2009).

**Strategy 4: Promote and Support Suicide Prevention Efforts**

Chippewa County's suicide crude death rate (2016-WISH) is 14 per 100,000 population compared to 15 for State (2016-American Foundation for Suicide Prevention) and 13.5 in the United States (2016-American Foundation for Suicide Prevention). The Healthy People 2020 target for the United States is 10.2.

In partnership with the Chippewa County Public Health Department and other organizations, HSHS St. Joseph's Hospital's 3D Community Health Department will provide/promote local QPR and Mental Health First Aid training as a means of suicide prevention.

**Mid Term Performance Indicators:**

- By June 30, 2020, the hospital's Community Health Department will have provided a minimum of 10 QPR trainings and 10 Mental Health First Aid trainings.
- By June 30, 2020, participants receiving QPR training will report an increased knowledge of crisis intervention strategies.
- By June 30, 2020, participants receiving Mental Health First Aid training will report an increased understanding of how to respond in a mental health emergency and offer support to someone who appears to be in emotional distress.

**Community Resources/Partners:**

- Chippewa County Department of Public Health
- Eau Claire City County Health Department
- CHIP's Steering Committee & Action Teams
- Chippewa County Schools
- Eau Claire Healthy Communities Coalition's Mental Health action team
- Area businesses
- Area Service Clubs
- Area Non-Profits

**Hospital Resources:**

- Colleague time (presentations)
- Travel
- Program materials
- Marketing for training events

**Supporting Information:**

- Target Population: broader community; specific groups such as youth, seniors, veterans
- Evidence Base:
  - QPR and Mental Health First Aid are included in the Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence Based Programs and Practices.
  - The Office of Disease Prevention and Health Promotions HealthyPeople.gov list suicide as a leading health indicator of mental health.
  - County Health Rankings Key Findings Report (2017).

**Substance Use**

According to the national Office of Disease Prevention and Health Promotion substance abuse has a major impact on individuals, families, and communities resulting in teenage pregnancy, HIV/AIDS, other STDs, domestic violence, child abuse and neglect, motor vehicle crashes, physical fights, escalation of crime, homicide and suicide.

**Goal:** In partnership with the Chippewa County Public Health Department and other organizations, HSHS St. Joseph's Hospital will educate/create awareness of substance abuse issues and increase awareness of and access to substance abuse services in the community, including services offered by the hospital and affiliates. St. Joseph's Hospital will also continue to host and support the substance abuse initiatives of the Chippewa County Healthy Communities Coalition, Chippewa Health Improvement Partnership (CHIP).

**Long Term Performance Indicators:**

- By June 30, 2021, Access to Substance Abuse Treatment will have increased in Chippewa County. Source: Local health system data; Substance Abuse Facilities Data (SAMHSA).
- By June 30, 2021, Premature deaths will decrease from 188 (2017) to 180 in Chippewa County. Source: Chippewa County Profile (WI Dept. of Health Services).

**Strategy 1: Increase Community Access to Substance Abuse Services**

HSHS St. Joseph's Hospital will enhance community access to Substance Abuse Services-Illicit Drugs.

**Mid Term Performance Indicators:**

- By June 30, 2020, a minimum of three of the hospital's Behavioral Health colleagues will have participated in a state-wide project of expanding access to treatment around opioid addiction.
- By June 30, 2020, the hospital's Behavioral Health team will have developed/implemented a Medication Assisted Treatment (MAT) Program for Opioid Addiction.
- By June 30, 2020, Behavioral Health services will have been imbedded into two primary clinics.

**Community Resources/Partners:**

- Hospital Behavioral Health Services
- Prevea Behavioral Health Services
- L.E. Phillips Libertas Treatment Center
- CHIP's Steering Committee and Voices in Prevention Action Team

**Hospital Resources:**

- Colleague time (meetings, prep for meetings)
- Travel to state meetings



- Program materials and Marketing of Services

**Supporting Information:**

- Target Population: broader community; those with behavioral health issues
- Evidence Base: Improving access to prevention, treatment and recovery support services is included as a key component of the Substance Abuse and Mental Health Services Administration's (SAMHSA's) five prongs of Health & Human Services' Opioid Strategy. MAT programs are included as an effective means for increasing access to care.
- World Health Organization report Promoting Mental Health: Concepts, Emerging Evidence, Practice - 2005.

**Strategy 2: Substance Abuse Awareness and Education**

HSHS St. Joseph's Hospital will develop/coordinate/promote/participate in a minimum of four Substance Abuse awareness/education events/activities to raise awareness and educate about substance abuse issues.

**Mid Term Performance Indicators:**

By June 30, 2020, at least 50 percent of participants of substance abuse awareness/education events/activities will indicate an increase in knowledge of substance abuse issues/risk factors/resources for help in Chippewa County, based on exit surveys.

**Community Resources/Partners:**

- Hospital's Behavioral Health Services
- Prevea Behavioral Health Services
- L.E. Phillips Libertas Treatment Center
- Sacred Heart Hospital's The Healing Place
- Hospital's Community Health Department
- CHIP's Steering Committee and Voices in Prevention Action Team

**Hospital Resources:**

- Colleague time (presentations)
- Travel
- Program materials and
- Marketing of events

**Supporting Information:**

- Target Population: broader community; specific groups such as youth, seniors, veterans
- Evidence Base: Substance Abuse and Mental Health Services Administration (SAMHSA), Prevention Approaches/Environmental Strategies/Communication & Education.

**Strategy 3: Develop a Joint Advocacy and Community Benefit Implementation Plan with HSHS, Eastern Division to Address Determinants of Health (DOH) Outcomes for Substance Use**

HSHS Western Wisconsin Division (Sacred Heart and St. Joseph's Hospitals) will work collaboratively with HSHS Eastern Wisconsin Division to address the DOH related to Substance Use.

**Mid Term Performance Indicators:**

- By June 30, 2020, HSHS St. Joseph's Hospital, in collaboration with colleagues from other HSHS hospitals, will develop and implement an action plan that will positively impact one or more of the DOH of Substance Use (Personal, Social, Economic & Environmental).

**Community Resources/Partners:**

- HSHS Eastern Wisconsin Division Hospitals
- Chippewa County Public Health Department
- Hospital's Community Health Department
- Broad Community
- Schools
- Faith-based Organizations
- Businesses

**Hospital Resources:**

- Colleague time
- Travel (if assisting with the event/activity)
- Marketing of events/activities
- Educational materials

**Supporting Information:**

- Target Population: broader community
- Evidence Base:
  - Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence Based Programs and Practice
  - A Community Anti-Drug Coalitions of America (CADCA) Initiative includes 7 strategies one of which is policy change. This strategy supports formal changes in written policies, laws and procedures aimed at preventing current and future Rx abuse. Examples include workplace initiatives, law enforcement procedures and practices, public policy actions and systems change within government, communities and organizations.

**High-Risk Drinking**

The misuse and abuse of alcohol, over-the-counter medications, illicit drugs, and tobacco affect the health and well-being of millions of Americans (SAMHSA 2018). SAMHSA's [National Survey on Drug Use and Health \(NSDUH\) – 2014 \(PDF | 3.4 MB\)](#) reports that in 2014 there were 139.7 million current alcohol users aged 12 or older, with 23% classified as binge drinkers and 6.2% as heavy drinkers. About 17 million of these, or 6.4%, met criteria for an alcohol use disorder in the past year. Excessive alcohol use, including underage drinking and binge drinking (drinking 5 or more drinks on a single occasion for men or 4 or more drinks on an occasion for women), can increase a person's risk of developing serious health problems, including brain and liver damage, heart disease, hypertension, and fetal damage in pregnant women. [According to the Centers for Disease Control and Prevention \(CDC\)](#), alcohol use causes 88,000 deaths a year. 47% of the driving deaths in Chippewa County are associated with alcohol involvement (Wisconsin Epidemiological Profile on Alcohol and Other Drug Use, 2016).

**Goal:** In partnership with the Chippewa County Public Health Department and other organizations, HSHS St. Joseph's Hospital will educate/create awareness of issues related to alcohol misuse and create awareness of and access to Alcohol and Other Drug Abuse services in the community, including services offered by the hospital and affiliates. St. Joseph's Hospital will also continue to host and support the substance abuse initiatives of the Chippewa County healthy communities' coalition, Chippewa Health Improvement Partnership (CHIP).

**Long Term Performance Indicators:**

- By June 30, 2021, increase the proportion of adolescents that report never drinking alcohol (Youth Risk Behavioral Survey -YRBS-Chippewa County Area Schools).
- By June 30, 2021, increase the proportion of adolescents that report not binge drinking in the past 30 days (Youth Risk Behavioral Survey -YRBS-Chippewa County Area Schools).
- By June 30, 2021, the number of adults who report drinking to excess will decrease by 3% in Chippewa County (Chippewa County Profile, [healthdata.org](http://healthdata.org); County Health Rankings).

**Strategy 1: Non-Alcoholic Events/Activities**

The hospital will support/fund area events/activities which are alcohol-free in an attempt to curb underage drinking and increase number of alcohol-free events in the community.

**Mid Term Performance Indicators:**

- By June 30, 2020, St. Joseph's Hospital will have provided funding or other support for 10 area non-alcohol events/activities, including continued funding for high schools graduation parties to curb underage drinking on a high risk night.

**Community Resources/Partners:**

- Area high schools
- Community festivals/events/activities
- Other area healthcare partners
- Area Salons and Spas
- L.E. Phillips Libertas Treatment Center

**Hospital Resources:**

- Colleague time in securing funding
- Travel (if assisting with the event/activity)
- Marketing of events
- Educational materials

**Supporting Information:**

- Target Population: broader community; specific groups such as youth
- Evidence Base:
  - Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence Based Programs and Practice
  - *What Works for Health* indicates that extracurricular activities for social cohesion are a scientifically supported evidence-based practice.

**Strategy 2: Alcohol Misuse Community Awareness and Education**

The hospital will coordinate/host/actively participate in a minimum of five events/activities where education related to high-risk drinking is provided.

**Mid Term Performance Indicators:**

- By June 30, 2020, at least 50 percent of participants at alcohol awareness/education events will indicate an increase in knowledge of the risks associated with alcohol consumption and/or binge drinking.
- By June 30, 2020, a minimum of 1000 educational pieces will have been distributed in the Chippewa Valley, including Chippewa County.

**Community Resources/Partners:**

- Area schools
- Community festivals/events/activities
- Other area healthcare partners
- YMCA
- Boys and Girls Club
- Others

**Hospital Resources:**

- Colleague time in securing funding
- Travel (if assisting with the event/activity) and distribution of materials
- Printing of materials
- Marketing of events/activities

**Supporting Information:**

- Target Population: broader community; specific groups such as women, youth, seniors, veterans
- Evidence Base: Substance Abuse and Mental Health Services Administration (SAMHSA) National Registry of Evidence Based Programs and Practices.  
Drug education and information for parents or caregivers is a critical component of evidence-based prevention programming. Source: National Institute on Drug Abuse - Preventing Drug Abuse among Children and Adolescents: A Research-Based Guide for Parents, Educators, and Community Leaders, second edition, 1997.

**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 administration, hospital board, community benefit advisory committee, and area community health coalitions.
- 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 10, 2018.