



**Community Health Implementation Plan 2018**  
**HSHS St. Nicholas Hospital**

## **Introduction**

HSHS St. Nicholas Hospital is a non-profit community hospital located in Sheboygan County, Wisconsin. For more than 125 years, the hospital has been the leader in health and wellness in Sheboygan County. HSHS St. Nicholas Hospital provides a wide range of HSHS St. Nicholas Hospital provides a wide range of basic inpatient and outpatient services.

HSHS 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. 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.

HSHS St. Nicholas Hospital conducted a community health needs assessment in collaboration with Sheboygan County Health and Human Services Division of Public Health, Aurora Health Care, Health Sheboygan County 2020, Lakeshore Community Health Care, United Way of Sheboygan and UW Extension of Sheboygan County in 2017/2018. Primary and secondary data was gathered from multiple sources to assess the needs of Sheboygan County. This data was presented to key stakeholders from various community organizations 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:

- Mental health
- Alcohol and other drug abuse (ADOA)
- Obesity/Nutrition

Access to health services was initially identified as a separate health priority. However, it was determined after reviewing feedback from community leaders that access to health care should be a component of each of the above identified health priorities.

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

In addition to the three priority community health needs, community members also identified three priority community needs in Sheboygan County, which will be addressed by other

organizations in the community. While these issues will not be addressed by the hospital, we will support community efforts within the means and mission of the ministry.

**Injury and violence:** The hospital will not take the lead on the prevention of injury and violence. However, HSHS St. Nicholas Hospital is a member of the local Child Death Review Committee, which reviews childhood deaths in Sheboygan County, and supports other local organizations that address injury and violence prevention. The hospital's trauma services include community outreach, which addresses this community need.

**Jobs, income and wages:** The community identified jobs, income and wages as another priority community issue. As a provider of health care services through inpatient and outpatient services, the hospital does not have the expertise or resources to take the lead on addressing this topic. However, the hospital is one of the top 25 private, non-chain employers in Sheboygan County, employing more than 400 colleagues and supporting the local economy.

**Housing:** As a provider of health services through inpatient and outpatient services, the hospital does not have the expertise or resources to address housing in the region. HSHS St. Nicholas Hospital provides support to community agencies that work directly on housing and sponsors donation drives for necessities and personal hygiene products.

### **Implementation plan**

HSHS St. Nicholas Hospital's implementation plan is part of a community effort to address three priority community health needs in Sheboygan County. The hospital works collaboratively with a broad range of direct service organizations, coalitions and government agencies to develop and implement strategies to address community health needs.

The 2018 implementation plan outlines the actions that the hospital will take to address Sheboygan County's health needs. Many implementation strategies will be developed and implemented collaboratively. Recognizing that no one organization effects substantial community change alone, the long-term outcomes identified in this implementation plan will be achieved by many community organizations working together to have a collective impact.

### **Mental health**

**Goal:** In partnership with the Health and Human Services Division of Public Health, Healthy Sheboygan County 2020 and other organizations, promote 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 3.3 to 3.0 (Source: 2016 County Health Rankings)

- By June 30, 2021, decrease Sheboygan County’s suicide rate from 13.0 per 100,000 to 12.5 per 100,000. (Source: Wisconsin Dept. of Health Services, Division of Public Health, Office of Health Informatics. Wisconsin Interactive Statistics on Health (WISH) data query system). The Healthy People 2020 target for the United States is 10.2 per 100,000.

**Strategy One: Build a trauma informed/resilient community**

The hospital, in partnership with Sheboygan County Health and Human Services, and other organizations, will promote and support education on trauma-informed care.

**Mid-term performance indicators**

- By June 30, 2020, partner with community organizations to sponsor two educational programs to targeted populations.
- By June 30, 2020, at least 50 percent of participants who attended trauma-informed education/awareness events will indicate an increase in knowledge of trauma informed care. This will be based on exit surveys.

**Community resources and partners**

- Sheboygan County Health and Human Services – Trauma Informed Coordinator
- Sheboygan County Health and Human Services Department of Public Health
- United Way of Sheboygan County
- Mental Health America in Sheboygan County

**Hospital resources**

- Colleague time
- Funding

**Supporting information**

- Target population: Residents of Sheboygan County
- Evidence base: Trauma-informed care is included in the Substance Abuse and Mental Health Services Administration’s (SAMHSA’s) National Registry of Evidence Based Programs and Practices.

**Strategy Two: Promote and support suicide prevention efforts**

HSHS St. Nicholas Hospital and Prevea Behavioral Health QPR trainers will provide at least two Question, Persuade and Refer (QPR) education sessions annually to raise awareness of suicide prevention and resources. In addition, staff will provide support to the community QPR initiative by participating in additional community programming. The Eastern Wisconsin Division (EWD)

hospitals of Hospital Sisters Health System will create a divisional suicide prevention plan. EWD will explore the zero suicide model as part of the discernment process.

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

- By June 30, 2020, 75 percent of participants receiving QPR training will report an increased knowledge of suicide prevention resources. This will be based on pre- and post-training surveys.
- By June 30, 2020, increase the number of QPR training sessions held by Hospital and /or Prevea staff. They will complete two training per year.
- By June 30, 2020, Community QPR trainers which includes hospital and Prevea staff will increase the number of trainings they hold annually to 35. This number includes the two sessions that will be held by hospital and Prevea staff.
- By June 30, 2020, EWD will complete an organizational suicide prevention assessment, create a suicide prevention plan, and begin implementing the plan at all EWD hospitals.

### **Community resources and partners**

- Mental Health America in Sheboygan County
- Healthy Sheboygan County 2020
- Sheboygan County Public Schools
- Sheboygan County Health and Human Services Division of Public Health Department
- Sheboygan County faith community
- Sheboygan County employers

### **Hospital resources**

- Colleague time (presentations and develop of suicide plan/training of staff)
- Travel
- Program materials and publicity for training events

### **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. Zero suicide is a key concept of the 2012 National Strategy for Suicide Prevention, a priority of the National Action Alliance for Suicide Prevention (Action Alliance), a project of Education Development Center's Suicide Prevention Resource Center (SPRC) and supported by the SAMHSA.

### **Strategy Three: Increase access to mental health services**

The hospital will actively support Mental Health America (MHA) to maintain a comprehensive listing of mental health providers in the county on the MHA website. The hospital will explore opportunities to partner with MHA and other community organizations to define the access to mental health services issues within our community.

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

- By June 30, 2020, develop partnerships with community agencies to explore access to mental health services issues within our community.
- By June 30, 2020, complete a gap analysis to determine access issues and barriers.

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

- Mental Health America in Sheboygan County
- Healthy Sheboygan County 2020
- Health and Human Services Division of Public Health
- Behavioral Health Agencies

#### **Hospital resources**

- Colleague time
- Travel
- Potential for funding support depending on the outcome of the gap analysis

#### **Supporting information**

- Target population: Sheboygan County residents unable to access mental health services
- Evidence based: County Health Ranking Taking Action  
The first step to determine goals is to access resource

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

Goal: In partnership with Health and Human Services Division of Public Health, Healthy Sheboygan County 2020 and other organizations, create a responsible substance use culture.

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

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

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

The hospital will provide support for biannual Healthy Sheboygan County 2020 medication take-back events to increase awareness of and 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. Nicholas 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, 15 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**

- Healthy Sheboygan County 2020
- Local law enforcement
- Sheboygan County Planning
- Health and Human Services Division of Public Health

#### **Hospital resources**

- Colleague time
- Hospital serves as one of the community take-back sites
- Marketing colleague time, materials and advertising costs

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

The hospital will partner with community agencies to support at least for 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 percent 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 Sheboygan County to two per year.

**Community resources and partners**

- Healthy Sheboygan County 2020
- Sheboygan County Health and Human Services Department of Public Health
- Local law enforcement agencies
- Local EMS providers
- Behavioral health providers

**Hospital resources**

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

**Supporting information**

- Target population: Residents of Sheboygan 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**

The 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 Sheboygan County.

**Community resources and partners**

- Healthy Sheboygan County 2020
- Local law enforcement
- Tavern Safety Coalition (community organization, dedicated to the reduction of bar-related problems)
- Health and Human Services Division of Public Health
- Healthcare providers



- Local educational institutions including colleges

### **Hospital resources**

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

### **Supporting information**

- Target population: Residents of Sheboygan 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 percent 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**

- Healthy Sheboygan County 2020
- Local law enforcement
- Local school districts
- Healthcare providers
- Dentists
- Health and Human Services Division of Public Health

### **Hospital resources**

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

### **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: Increase access to treatment**

The hospital will provide funding for the initiation of a dual-licensed position in behavioral health and substance abuse at Lakeshore Community Health Care (LCHC). This will increase access to services for the uninsured and underinsured in our community.

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

- By June 30 2020, 100 percent of Lakeshore Community Health Care patients will be screened for substance abuse and referred to the appropriate services utilizing the SBIRT (Screening Brief Intervention and Referral to Treatment) model.

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

- Lakeshore Community Health Center

#### **Hospital resources**

- Funding

#### **Supporting information**

- Target population: Residents of Sheboygan County, residents with substance misuse and abuse
- Evidence base: Screening, Brief Intervention, and Referral to Treatment (SBIRT) is an evidence-based practice used to identify, reduce, and prevent problematic use, abuse, and dependence on alcohol and illicit drugs. The SBIRT model was incited by an Institute of Medicine recommendation that called for community-based screening for health risk behaviors, including substance use.

### **Strategy Six: Create a recovery community**

The hospital will develop a partnership with community agencies to promote and increase access to recovery support for individuals with substance misuse and abuse issues.

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

- By June 30, 2020, increase the number of recovery coaches by 20 percent.

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

- Healthy Sheboygan County 2020
- Sheboygan County Health and Human Services Division of Public Health Department
- Wisconsin Recovery Community Organization (WIRCO)

- Samaritan’s Hand – (faith-based drug and alcohol outpatient clinic for the Sheboygan area and lake shore communities)
- Local AODA counselors/therapists

**Hospital resources**

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

**Supporting information**

- Target population: Residents of Sheboygan County, residents with substance misuse and abuse
- Evidence base: Peer support is part of SAMSHA’s Bringing Recovery Supports to Scale Technical Assistance Center Strategy (BRSS TACS). Research has shown that recovery is facilitated by social support (McLellan et al., 1998), and four types of social support have been identified in the literature (Cobb, 1976; Salzer, 2002): emotional, informational, instrumental, and affiliational support.

**Strategy Seven: Advocate and support policy change related to alcohol and drug abuse**

The hospital will collaborate with the Wisconsin Hospital Association (WHA) and local partners to advocate for higher reimbursement rates to maintain/increase the AODA workforce and to maintain/increase access to AODA treatment services.

**Mid Term Performance Indicators:**

- By June 30, 2019, EWD will align with the WHA’s Goals and Initiatives and advocate for increased reimbursement rates to expand the AODA treatment workforce and facilitate greater access to AODA treatment programs to ensure the continuity of expansion of behavioral health and AODA treatment services at LCHC.
- By June 30, 2019, the hospital will collaborate with local organizations to explore additional opportunities to partner to increase the access to behavioral health care services.

**Community Resources/Partners:**

- Wisconsin Hospital Association
- Sheboygan County Health and Human Services
- Healthy Sheboygan County 2020
- Health care providers
- Behavioral Health providers
- State legislators

- Lakeshore Community Health Care

**Hospital Resources:**

- Colleague time
- Financial support

**Supporting Information:**

- Target Population: Sheboygan County Residents
- Evidence Based: Screening, Brief Intervention, and Referral to Treatment (SBIRT) is an evidence-based practice use to identify, reduce, and prevent problematic use, abuse, and dependence on alcohol and illicit drugs. The SBIRT model was cited by an Institute of Medicine recommendation that called for community-based screening for health risk behaviors, including substance use.
- Evidence Based: 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.
- Evidence Based: SAMHSA is responding to this need with a Workforce Development Strategic Initiative to build the behavioral healthcare workforce so that those who need services and support can obtain them.

**Obesity and nutrition**

Goal: In partnership with Health and Human Services Division of Public Health, Healthy Sheboygan County 2020 and other organizations, promote healthy nutrition and physical activity.

**Long-term performance indicators**

- By June 30, 2021, increase consumption of fruits to two servings on an average day by three percent.
- By June 30, 2021 increase consumption of vegetables to two servings per day on an average day by three percent.
- By June 30, 2021, increase physical activity in a typical week by three percent.

**Strategy One: Create a culture of healthy eating**

The hospital, in partnership with Healthy Sheboygan County 2020 and the Sheboygan County Food Bank (SCFB), will promote and provide healthy food choices in food pantries, empowering the people who use the food pantries to make the best nutritional choices for themselves and their

families. The hospital will plant an onsite garden and donate all produce to the Sheboygan County Food Bank. The food bank provides food to 12 community food pantries. The hospital will partner with HSC 2020 and the SCFB to develop a produce collection program -- Produce for Pantries -- for employers within our community. In 2016, the hospital launched Plant a Seed, a produce collection program for hospital colleagues to donate excess produce to the SCFB. Plant a Seed is the model for the Produce for Pantries program.

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

- By June 30, 2020, provide 20 educational sessions to raise awareness of nutritional issues for potential partners with the Produce for Pantries program.
- By June 30, 2020, 15 Sheboygan County employers will participate in the Produce for Pantries program.

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

- Healthy Sheboygan County 2020
- Sheboygan County Food Bank
- Local employers

#### **Hospital resources**

- Colleague time
- Financial support

#### **Supporting information**

- Target population: Food pantry clients
- Evidence base: *What Works for Health* indicates that healthy food initiatives support increased healthy food consumption and increased food security.

#### **Strategy Two: Increase access to healthy foods to address food insecurity**

The hospital will continue support of the Double Your Bucks (DYB) program and the Farmer's Market Intern Program to increase access to fresh fruits and vegetables for FoodShare recipients.

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

- By June 30, 2020, increase the participation in DYB program by 10 percent.

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

- Healthy Sheboygan County 2020
- Sheboygan County Interfaith Organization

#### **Hospital resources**

- Financial support
- Colleague time

### **Supporting information**

- Target population: Foodshare recipients
- Evidence base: Double Up Food Bucks is a national model for health food incentives that is active in more than 20 states. The program helps low-income Americans bring home more healthy food and supports family farmers and local economic development.

### **Strategy Three: Promote a lifespan of physical activity**

The hospital will develop a partnership with HSC 2020 and other community agencies to promote and increase physical activity.

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

- By June 30, 2020, development of a cross-sector partnership to explore and evaluate potential strategies to increase physical activity within the community.

### **Community resources and partners**

- Healthy Sheboygan County 2020
- Sheboygan County Health and Human Services Division of Public Health Department
- Sheboygan County Department of Planning
- YMCA
- Local healthcare providers
- Local school districts
- SportsCore – (local health and fitness club)

### **Hospital resources**

- Colleague time
- Financial support

### **Supporting information**

- Target population: Sheboygan County residents
- Evidence base: *What Works, The Community Guide* provides resources to implement community strategies to address increasing physical activity. These include identifying your community's needs, reviewing potential intervention strategies and determining which ones best match your needs and adopt, adapt or develop evidence-based programs, services and policies that will facilitate and encourage physical activity community.

### **Strategy Four: Promote best practice worksite wellness**

**Mid-term performance indicators:**

- By June 30, 2020, Sheboygan County will achieve Wellness Council of America (WELCOA) Well County designation
- By June 30, 2020, HSHS St. Nicholas Hospital will achieve WELCOA Well Workplace designation.

**Community resources and partners:**

- Prevea Health
- Healthy Sheboygan County 2020
- Sheboygan County Chamber Worksite Wellness Roundtable
- Local employers
- WELCOA

**Hospital resources**

- Colleague time (HSHS and Prevea)
- Financial support

**Supporting information**

- Target population: Residents of Sheboygan County
- Evidence base: The Wellness Council of America (WELCOA) is a national non-profit membership organization that is widely regarded as the nation's premier resource for results-oriented, evidence-based worksite wellness.

**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 17, 2018.