



Marshfield Clinic
Health System



2022-2024 Community Health Needs Assessment Marshfield Medical Center- Weston

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Dear Community Members,

Marshfield Clinic Health System's mission is to enrich lives and create healthy communities through accessible, affordable, compassionate health care. And that includes your community.

We know that health is driven by much more than what happens in the doctor's office. Wherever and whenever possible through programs, services, public policy or other means, emphasis needs to be placed on addressing health choices before medical needs arise.

That's why the MCHS Hospitals Board, Inc., authorized governing body, has adopted this needs assessment on December 13, 2021.

The Health System has collaborated with community partners to assess communities' health and needs. The process has included meetings, surveys, community conversations, key informant interviews and a variety of data sources.

This document summarizes these key findings. Electronic versions and companion documents can be found at: <https://www.unitedwaymc.org/community-data>

Through these collaborative efforts, the top health priorities identified through the Community Health Needs Assessment process have been identified. MCHS will continue to support additional community health needs as they arise. The top health priorities for Marshfield Medical Center-Weston are:

- Alcohol and Substance Abuse
- Behavioral Health
- Social Determinants of Health

We hope that you find this document useful and welcome any comments and suggestions you may have for improving the health of Marathon County's citizens.

Yours in Health,

Dr. Susan Turney, CEO
Marshfield Clinic Health
System

Ryan Neville, CAO
Marshfield Medical Center
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Definition of Terms

- **Community Benefits Workgroup-Weston (CBW-Weston):** local and internal workgroup of Marshfield Medical Center in Weston that contributes to the Health System’s community benefits and community health initiatives. Essential functions are to monitor key policies, including financial assistance, billing, and collections, help to develop and sustain community relationships, participate in and develop the Community Health Needs Assessment and Implementation Strategy, and monitor and evaluate implementation of community benefits programs.
- **Community Health Assessment (CHA)/Community Health Needs Assessment (CHNA):** refers to a state, tribal, local, or territorial health assessment that identifies key health needs and issues through systematic, comprehensive data collection and analysis (Centers for Disease Control and Prevention, 2019). Health Departments are required to participate in a CHA every five years. Non-profit (tax-exempt) hospitals are required by the Affordable Care Act to conduct a CHNA once every three years. Hospitals have the option to partner with local health departments to simultaneously conduct a CHA/CHNA (Community Catalyst, 2013).
- **Community Health Improvement Plan (CHIP):** a long-term, systematic effort to address public health problems based on the results of community health assessment activities and the community health improvement process. A CHIP is typically updated every three to five years (Centers for Disease Control and Prevention, 2019).
- **Health Equity:** everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care (University of Wisconsin, Population Health Institute).
- **Healthy Marathon County (HMC) Alliance:** an alliance of representatives from numerous sectors in Marathon County including business, education, government, and health care.
- **Healthy People, Healthiest Wisconsin 2020 State Health Plan:** the public health agenda required by Wisconsin statute every 10 years, which is built upon the work of prior state health plans by identifying priority objectives for improving the health and quality of life in Wisconsin (Wisconsin Department of Health Services, Division of Public Health, 2019).

- **Health Priority(ies):** Health areas selected to be addressed by hospital based off of community input collected via: survey, community conversations, focus groups, and/or coalition meetings; and secondary data review.
- **Health Need(s):** the 14 health areas based on the Wisconsin Department of Health Services Health Plan, Healthiest Wisconsin 2020. Areas include: mental health, substance use, alcohol misuse, chronic disease prevention and management, obesity, physical activity, injury and violence prevention, healthy nutrition, healthy growth and development, communicable disease prevention and control, tobacco use and exposure, oral health, reproductive and sexual health, and environmental and occupational health.
- **Implementation Strategy (IS):** a written plan to address the community health needs identified through an assessment and approved by an authorized governing board. Hospitals must use the CHNA to develop and adopt an implementation strategy (Community Catalyst, 2013).
- **LIFE Report Steering Committee:** a group of community members, leaders, and stakeholder organizations leading the LIFE Report process.
- **Marathon County Local Indicators for Excellence (LIFE) Report:** this report provides a wide spectrum of information and data depicting the quality of life in Wausau and Marathon County. Its purpose is to provide a reference for the community to evaluate strengths and weaknesses and identify priority issues.
- **Marathon County Pulse:** an interactive on-line data platform hosting Marathon County specific data that aids in making informed decisions regarding quality of life by making relevant data easy to display, search, compare and see change over time. <http://www.marathoncountypulse.org>
- **Social Determinants of Health (SDoH):** the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning and quality-of-life outcomes and risks. Can be grouped into five domains: Economic Stability, Education Access and Quality, Health Care Access and Quality, Neighborhood and Built Environment, and Social and Community Context (Healthy People 2030).
- **University of Wisconsin’s Population Health Institute’s County Health Rankings:** a data source ranking nearly every county in the nation to identify the multiple health factors that determine a county’s health status and indicate how it can be affected by where we live (University of Wisconsin Population Health Institute, 2019).

Health System Overview

Marshfield Clinic was founded in 1916 by six physicians practicing in Marshfield, a rural central Wisconsin city. At its inception, Clinic founders saw research and education as critical to their practice of health care and that remains so today.

The Clinic became a 501(c)(3) nonprofit organization in 1992, and in 2014, Marshfield Clinic Health System, Inc., was formed. The Health System's mission is to enrich lives and create healthy communities through accessible, affordable, compassionate health care.

The Health System today is an integrated system serving Wisconsin and beyond, with more than 12,000 employees including over 1,400 providers comprising 90 specialties and subspecialties. Its entities provide service and health care to more than two million residents through over 60 clinical locations and ten hospitals in communities across northern, central and western Wisconsin.

MCHS primary operations include: Marshfield Clinic; Marshfield Medical Center hospitals in Marshfield, Eau Claire, Beaver Dam, Ladysmith, Minocqua, Neillsville, Rice Lake, Weston, Park Falls, and Marshfield Children's Hospital; Marshfield Clinic Research Institute, Security Health Plan, Division of Education and Marshfield Clinic Health System Foundation.

The Clinic operates several dental clinics in northern, central and western Wisconsin, providing general family dentistry and dental hygiene services to more than 60,000 unique patients per year. These centers were launched through a collaboration including Marshfield Clinic, Family Health Center of Marshfield, Inc., and federal and state agencies, to address the need for dental care in underserved areas. The centers serve all patients regardless of ability to pay or insurance status - uninsured/underinsured, private pay and commercial insurance.

Hospital Overview

Marshfield Medical Center-Weston (MMC-Weston) (medical offices) is part of a medical campus that includes MMC-Weston (hospital). More than 100 providers treat patients at this major medical campus.

In addition to primary care services, MMC-Weston (medical offices) offers specialty care for more complicated medical concerns including comprehensive cancer care. Our cancer care specialists treat even the most complex and rare cancers. The Center gives patients access to new treatments, support groups and family resources.

Our Community

MMC-Weston strives to provide affordable and accessible health care for all. Many patients and community members reside in rural areas of Marathon County and neighboring counties. The Health System focuses on serving those that are underserved and living in rural areas of the service area. MMC-Weston's service area is not defined by county borders, but serves those in high need areas with limited resources. MMC-Weston is focused on serving patients outside clinic and hospital walls by addressing social determinants of health. However, for the purposes of this CHNA, the community served is defined by Marathon County borders.

Geographic Area

Marathon County is located in North Central Wisconsin serving as a hub for surrounding counties. The convergence of Interstate 39 and Highway 29 is located in the heart of the county, and the Wisconsin River divides the county into East and West. Marathon County is comprised of three cities (Mosinee, Schofield, and Wausau), fifteen villages and 34 townships, with a total population of 135,692 in 2019; approximately 43% of which is rural.

The city of Wausau (county seat) has a total population of 38,735 and is located approximately 40 miles north of Stevens Point and 90 miles west of Green Bay.

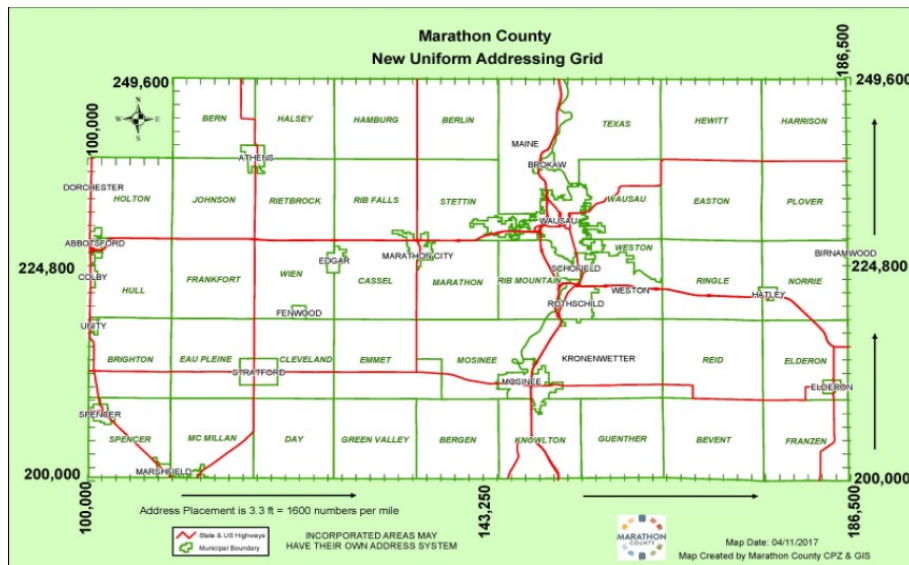


Table 1: Demographics

	County	Wisconsin	United States
Total Population	135,396	5,822,434	328,239,523
Age			
Persons under 5 years	5.9%	5.7%	6.0%
Persons under 18 years	23%	21.8%	22.3%
Persons 65 years and over	17.1%	17.5%	16.5%
Sex			
Female persons	49.8%	50.2%	50.8%
Race/Ethnicity/Language			
White alone, not Hispanic or Latino	90.5%	87%	76.3%
Hispanic or Latino	2.8%	7.1%	18.0%
American Indian and Alaska Native alone	0.3%	1.2%	1.3%
Black or African American alone	0.6%	6.7%	13.4%
Asian alone	5.8%	3.0%	5.9%
Native Hawaiian and other Pacific Islander alone	0.1%	0.1%	0.2%
Two or More Races	2.1%	2.0%	2.8%
Language other than English spoken at home	8.2%	8.7%	21.6%
Education			
High school graduate or higher	91.8%	92.2%	88.0%
Bachelor's degree or higher	25.4%	30.1%	32.1%
Income/Poverty/Insurance			
Median household income, 2015-2019	\$62,633	\$61,747	\$62,843
Persons in poverty	9.2%	11.3%	13.4%
Uninsured	6.8%	6.8%	9.5%
Rural/Urban			
Living in a rural area	43%	29.8%	19%

Source: Marathon County Demographics, U.S. Census, 2019;

One other hospital serves Marathon County and is located within the city of Wausau; Aspirus Wausau Hospital.

Assessing the Needs of the Community

Overview

Community Benefits Workgroup (CBW)-Weston identified and prioritized community health needs through a process that included input from multi-sector community partners and organization leadership. Community input was gathered and focused on understanding the priorities of the underserved in the community. The CBW–Weston is committed to addressing health inequities and conducted the Community Health Needs Assessment (CHNA)

using a health equity lens. CBW-Weston seeks to address “types of unfair health differences closely linked with social, economic, or environmental disadvantages that adversely affect a group of people” (Centers for Disease Control and Prevention, 2018).

The MMC-Weston Community Health Needs Assessment (CHNA) and community health prioritization process was led by the Community Benefits Workgroup – Weston (CBW-Weston). The Chief Administrative Officer (CAO) of MMC-Weston led the CBW-Weston, which included hospital executive leadership. All members involved will guide community benefits efforts to improve health in Marathon County. The CBW-Weston reviewed the Marathon County LIFE Report, Marathon County Community Health Improvement Plan (CHIP), and secondary quantitative data to develop this CHNA report. The CHNA is used to develop a community Implementation Strategy (IS) to meet the identified health priorities.

See Appendix A for a list of those involved in the CBW-Weston.

Table 2: Community Health Needs Assessment (CHNA) Timeline

February 2019	The LIFE Steering Committee issued a community-wide health survey with assistance from University of WI- River Falls Survey Research Center.
March-April 2019	Community health survey is distributed throughout the community.
May-June 2019	Began compiling secondary local data through Marathon County Pulse data platform.
July-August 2019	Subcommittees of key stakeholders began meeting to analyze data and determine top needs.
October 2019	A panel discussion was held with community members.
October 2019	The LIFE Steering Committee reviewed all data and prioritized the county’s top needs and calls to action.
January 2020	Full LIFE Report and top calls to action were presented to the community through publicized public forum.
March 2020	The Board of Health and Healthy Marathon County Alliance reviewed top needs and determined the top three health priority areas.
April 2020-March 2021	Process on hold due to COVID-19 pandemic.
April 2021	Defined top health priorities and began planning and writing MMC-Weston CHNA.
December 2021	Completed, approved, and publicized the MMC-Weston CHNA

Process and Methods

The assessment process began with a thorough review of the 2019-2021 Marathon County LIFE Report, which serves as the county’s Community Health Assessment (CHA). The LIFE Report was completed by United Way of Marathon County and LIFE Report Steering Committee, which included Marshfield Clinic Health System representation. The University of Wisconsin-River Falls Survey Research Center assisted in survey distribution and

collection. The purpose of the assessment was to identify the health needs of the community, prioritize top health concerns, and encourage Marathon County residents to engage in improving the health of the community. Both primary and secondary data collection methods were utilized to connect with several different demographic groups in the community and to develop a thorough understanding of health issues facing members of Marathon County communities.

A complete list of partner organization representatives who participated in the LIFE Report Steering Committee is included in the full LIFE report linked in Appendix B or available at www.unitedwaymc.org.

Local partners of the LIFE Report include:

- Ascension
- Aspirus, Inc
- Bridge Community Health Clinic
- City of Wausau
- Community Foundation of North Central Wisconsin
- Dudley Foundation
- Greater Wausau Chamber of Commerce
- Greenheck Foundation
- Judd S. Alexander Foundation
- Marathon County Health Department
- Marshfield Clinic Health System
- United Way of Marathon County

All partners contributed personnel and/or financial resources to the assessment. Financial resources contributed were used to fund survey assistance with University of Wisconsin- River Falls Survey Research Center who coordinated survey distribution, data collection, and data analysis. The shared partnership of implementation reduces duplication of effort and costs, promotes coordination of resources and results in a potentially more significant impact on the health needs of the community.

The partnership utilized the *County Health Rankings and Roadmaps Take Action Model* (Figure A) to guide the CHNA process, which outlines the steps needed for the community health improvement process: assess needs and resources of the county, focus on the top health priorities, and develop action plans with effective programs. Fourteen health priorities were evaluated based on the *Wisconsin Department of Health Services Health Plan, Healthiest Wisconsin 2020*. These priorities include: mental health, substance use, alcohol misuse, chronic disease prevention and management, obesity, physical activity, injury and violence prevention, healthy nutrition, healthy growth and development, communicable disease prevention and control, tobacco use and exposure, oral health, reproductive and sexual health, and environmental and occupational health.

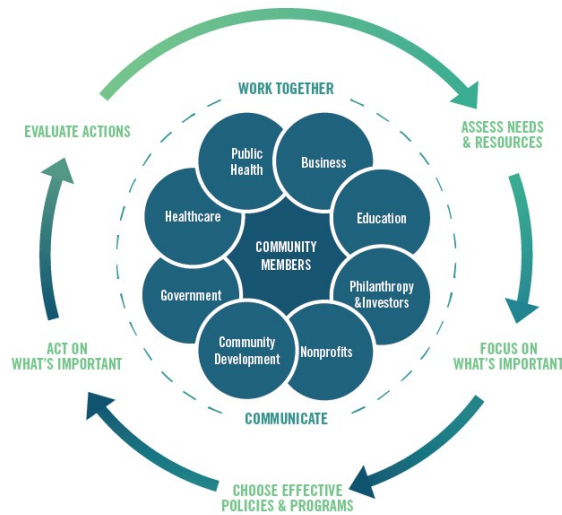


Figure A. County Health Rankings and Roadmaps Take Action Model

Table 3: Top Identified Health Priorities Identified by Various Data Collection Methods	
Electronic and Paper Survey	Illegal drug use Texting & driving Affordability of health care
Community Panel Discussion	Diversity, inclusion, & belonging Workforce development Child care Affordable housing
LIFE Steering Committee	Alcohol Child Care Diversity, Inclusion, & Belonging Drug Treatment & Recovery Housing Water Quality Workforce Development
Marathon County Board of Health & Healthy Marathon County Alliance	Health equity Mental health Substance Misuse

Data Sources

The CHNA includes primary and secondary data. Primary data includes a county-wide survey, a panel discussion with community members, and input from subcommittees of key stakeholders. Secondary data was compiled from Marathon County Pulse, a public online data platform that provides access to a variety of Marathon County population data, including County Health Rankings & Roadmaps and Healthy People, Healthiest Wisconsin 2020 State Health Plan.

Primary Data Collection

In an effort to further understand the conditions that affect a wide range of health, functioning, and quality-of-life outcomes and risks, a series of questions related to social determinants of health (SDOH) were included in surveys and community discussions.

Marathon County LIFE Survey

Primary data collection began with a community health survey in March and April 2019 (note – prior to the COVID-19 pandemic), in partnership with University of Wisconsin- River Falls Survey Research Center (SRC)

- A six-page survey was sent to 1,434 households in Marathon County. Seventy-five percent of the surveys were mailed to a random sample of County residents and 25% to the populations under age 35, households with incomes under \$25,000, and people of color in order to ensure representation in the sample from three populations that are sometimes challenging to reach with surveys.
- 100 surveys were distributed to selected Marathon County non-profit partners by United Way of Marathon County.
- Emailed an on-line survey invitation to a panel of approximately 2,000 Marathon County residents.

The SRC used the Dillman Method for the 1,434 households in the mail survey. Each person in the sample was sent a survey initially. Those who had not returned their survey within two weeks were sent a postcard reminding them to complete the survey. Two weeks after the postcard, those who had still not responded received a second postcard.

The SRC received the following number of responses from these three sources:

- 388 paper surveys from the mail out
- 37 paper surveys from non-profit partners
- 107 online surveys

According to the US Census (2011-2015, 5-Year Estimates) there are approximately 53,848 households in Marathon County. Based on that number, SRC did receive an adequate number of completed questionnaires to produce estimates that are expected to be accurate to within plus/minus 5% with 95% confidence.

The survey results showed these top priorities: illegal drug use, texting & driving, and affordability of health care.

Community Panel Discussion & Subcommittees of Key Stakeholders

A panel discussion with community members was held in October 2019. Marathon County residents from diverse populations participated in the panel discussion. Participants were presented with primary and secondary data points and were asked to provide feedback on the top areas from the Marathon County LIFE Survey.

Subcommittees from key areas were formed to review the data and provide feedback. Subcommittees included:

- Economic Environment
- Education
- Basic Needs
- Health and Wellness
- Energy and Environment
- Connected
- Safety

The community panel discussion resulted in the following health priorities: diversity, inclusion, belonging; workforce development, child care, and affordable housing.

LIFE Steering Committee Meeting

In October 2019, prior to the release of the LIFE Report, the LIFE Steering Committee gathered a final time to conduct a large prioritization process to review all data and identify the top needs/calls to action. The top needs/calls to action identified were:

- Alcohol
- Child Care
- Diversity, Inclusion, & Belonging
- Drug Treatment & Recovery
- Housing
- Water Quality
- Workforce Development

Public Release of Marathon County LIFE Report

In January 2020, a highly publicized public forum was held to release the Marathon County LIFE Report results to the community. The top calls to action were presented.

Marathon County Board of Health & Healthy Marathon County Alliance Meeting

Finally, the Marathon County Board of Health and the Healthy Marathon County Alliance met jointly in March 2020 to prioritize the top calls to action into three county health priorities.

The coalition meeting resulted in the following county health priorities: **health equity, mental health, and substance misuse.**

Secondary Data Collection

Local secondary quantitative health data was compiled from a variety of sources through Marathon County Pulse.

To determine the top health priorities for secondary data measures, national data measures were compared to Marathon County data measures and compared previous years of county data.

Addressing the Needs of the Community

Overview

After completing extensive review of the Marathon County LIFE Report, Marathon County Pulse data, Healthiest Wisconsin 2020, County Health Rankings, and other quantitative and qualitative data, the community health priorities identified by Marshfield Medical Center-Weston are:

- Alcohol and Substance Use
- Behavioral Health
- Social Determinants of Health

To align these health priorities, the CBW-Weston chose to use consistent wording across the health system, as shown in Table 4. As these priorities are addressed, intentional efforts will be made to ensure appropriate resources are provided, and unfair and unjust obstacles are eliminated for all people and communities to reach their optimal health.

Table 4: Health Priorities Crosswalk

LIFE Report Top Calls to Action	Marathon County	MMC-Weston
Alcohol	Substance Misuse	Alcohol and Substance Abuse
Drug Treatment & Recovery		
	Mental Health	Behavioral Health
Diversity, Inclusion, & Belonging	Health Equity	Social Determinants of Health
Child Care		
Housing		
Water Quality		
Workforce Development		

Health Priority: Alcohol and Substance Abuse

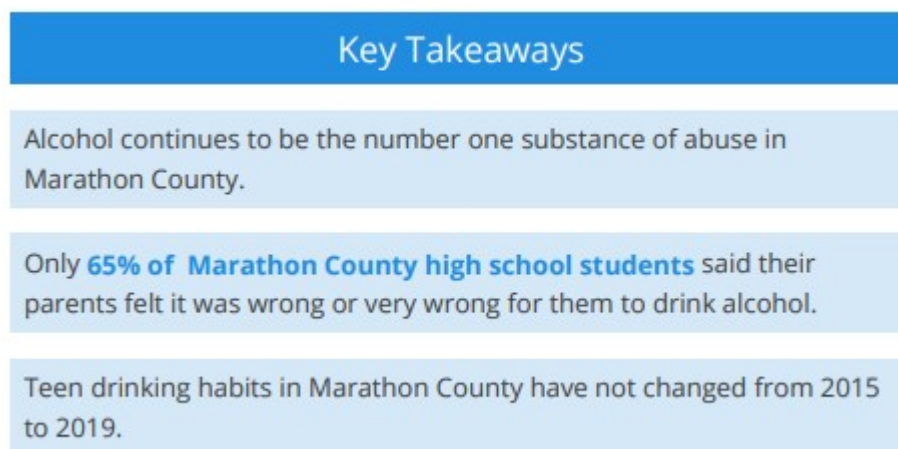
Substance use and alcohol misuse was identified as a top health priority in the Marathon County CHA. Alcohol misuse is “more than 1 drink per day on average for women, and more than two drinks per day on average for men. Alcohol misuse is a pattern of drinking that result in harm to one’s health, interpersonal relationships or ability to work” (Centers for Disease Control and Prevention, 2019). Substance misuse is “the harmful or hazardous use of psychoactive substances, including alcohol and illicit drugs” (i.e. marijuana, heroin, cocaine, and methamphetamine) (World Health Organization, 2019).

Consequences of alcohol or substance misuse is far reaching and includes motor vehicle and other injuries, fetal alcohol spectrum disorder and other childhood disorders, alcohol and/or drug dependence, liver, brain, heart, and other chronic diseases, infections, family problems, and both violent and nonviolent crimes.

MMC-Weston will complement local community efforts by focusing on reducing underage alcohol consumption and access, reducing excessive alcohol consumption and reducing opioid related deaths, in addition to supporting community driven efforts through a variety of methods.

Data highlights

While slightly below the Wisconsin Binge Drinking rate (adults 24.8%, teens 16.4%), Marathon County continues to see a high rate of both adults and teens who binge drink at 22.5% and 11%, respectively. The adult rate of binge drinking in Marathon County is 1.4 times the national rate (Marathon County Pulse). In the 2019, Marathon County LIFE Survey, 30% of residents reported binge drinking in the last 30 days and 8% of residents reported drinking and driving.



Source: *LIFE in Marathon County: 12th Edition*. Wausau, WI, 2019-2021

According to the Marathon County Life Report, the burden on local law enforcement, social services, healthcare organizations, and treatment providers due to the increased rates of illegal drug use has never been higher. In 2019, the age-adjusted death rate due to all drug overdoses was 12.6 per 100,000 population. Of Marathon County Teens, 19% of high school students have ever used marijuana and 9% have ever used prescription drugs without a prescription. In the 2019 Marathon County LIFE Survey, 7% of residents reported that they are concerned about someone in their family misusing drugs.

Key Takeaways

Illegal drug use in Marathon County has increased significantly, with more overdose deaths and **drug arrests** than ever before.

3 out of 4 Marathon County residents are aware of the medication disposal sites in the community and **43% disposed of medications there**.

Locally, teen marijuana use is on the rise, but still remains below state and national levels.

Source: *LIFE in Marathon County: 12th Edition*. Wausau, WI, 2019-2021

Health Priority: Behavioral Health

Mental Health was indicated as a top health priority in the Marathon County CHA. Mental health is “an important part of overall health and well-being. Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make healthy choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood” (Centers for Disease Control and Prevention, 2019).

Mental illness affects all ages and influences many areas of one’s well-being. Mental health plays a role in the ability to maintain good physical health. Mental health issues are commonly associated with physical health issues and increased risk factors like substance abuse and obesity.

MMC-Weston will complement local community efforts by focusing on decreasing suicide rates in Marathon County and improving social and emotional development of children and adolescents, in addition to supporting community-driven efforts through a variety of methods.

Data highlights

In 2018, Marathon County adults reported their mental health was not good an average of 4 of the last 30 days, with 12.2% stating they experienced poor mental health 14 or more days in the past month. Marathon County experienced an average age-adjusted suicide rate higher than the Wisconsin rate between 2016 - 2018 (16.3 vs 14.9 per 100,000 population) (Marathon County Pulse).

While Marathon County has seen significant improvement in the number of mental health providers serving the area, the number is still below the

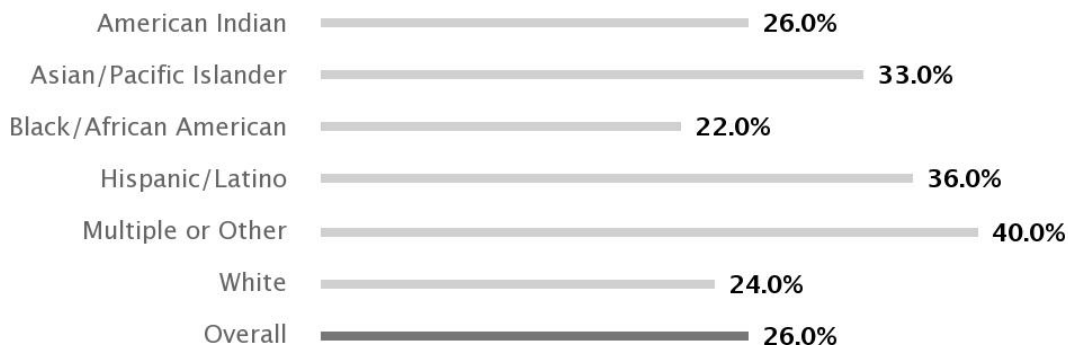
Wisconsin rate. As of 2020, there were 198 providers per 100,000 (WI rate 212/100,000). Further, 20% of LIFE Survey respondents reported they or someone in their family should have seen a mental health provider, but did not, in 2019.

“Delays in mental health treatment can lead to increased morbidity and mortality, including the development of various psychiatric and physical comorbidities. In addition, it can lead to the adoption of life-threatening and life-altering self-treatments (e.g., licit and illicit substance abuse).” Marathon County Pulse, Mental Health Provider Rate indicator page <http://www.marathoncountypulse.org/>

Mental health concerns vary across different populations in Marathon County. Within the local Medicare population, 17.9% were treated for depression (2018) with that number jumping to 33.9% of the Medicare population under age 65.

High school and middle school students who reported feeling depressed in 2019 ranged from 23 – 40% (average 26% & 23%), with wide variety across race and ethnicity.

Teens Who Reported Feeling Depressed (High School) by Race/Ethnicity
County: Marathon www.healthymarathoncountypulse.org/



Source: Marathon County Youth Risk Behavior Survey (2019)

Health Priority: Social Determinants of Health

Social determinants of health (SDOH) are “the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks” (Healthy People 2030, 2021). It is critical to address social determinants of health in order to improve health and reduce health inequities as 80 percent of what impacts our health is affected by these areas.

MMC-Weston will complement local community efforts by increasing connection points for community members to assure access to basic needs, develop a work plan to address health equity gaps, both internally and within the community, and support partners in their work to address social determinants of health.

Data highlights

The Marathon County LIFE Report identified the following SDOH as key areas in need of action:

- Child Care
- Diversity, Inclusion, & Belonging
- Housing

Diversity, Inclusion, & Belonging

In 2019, the LIFE Survey shed light on deteriorating community connections. More than a third of LIFE Survey respondents reported one or more experiences of discrimination, a 7% increase since 2017. Satisfaction with how welcoming the community is has fallen by more than 20 percentage points, since 2013. Fewer than half of respondents said they were satisfied with the level of tolerance in the community.

Child Care

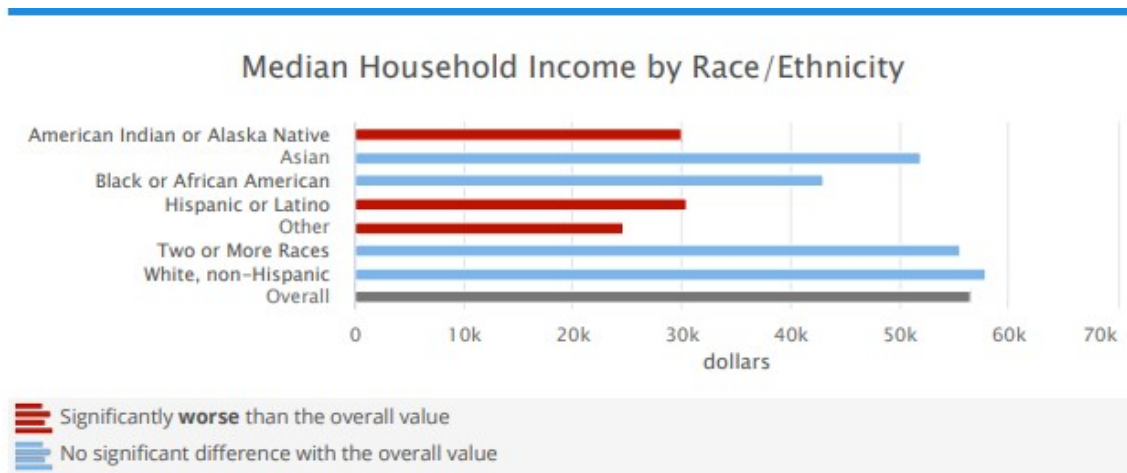
Since 2010, Marathon County has experienced a 49% decrease in regulated child care providers. Child care workers, despite educational demands and labor intensity, often do not earn a living wage and rarely receive benefits, resulting in many leaving the field.

“Affordable, quality child care programs are a critical piece of infrastructure for successful communities. A strong economy needs great child care: we can’t work without it.” (Marathon County LIFE Report, pg. 16)

In Wisconsin, married parents with two children living in poverty pay 90.3% of their household income for center-based care.

	Marathon County
Percent of population living below poverty level	9.2%
Percent of children living below poverty level	12.8%
People sheltered in facilities for the homeless (2018)	500

Income levels in Marathon County vary across gender, race and ethnicity. Women in Marathon County earn 75% of men’s earnings.



Source: *LIFE in Marathon County: 12th Edition*. Wausau, WI, 2019-2021

Table 5: Consequences of financial insecurity in Marathon County

	Percent LIFE Survey Respondents
Spend 30% or more on housing*	40.8%
Missed paying their rent one or more months	8%
Missed or were late with a monthly utility bill in the last month	19%
Skipped one or more meals to save money in the past year	15%
Used a food pantry or ate at a free community meal in the past year	7%
Experience transportation challenges	17.8%

* National guidelines indicate a family should spend less than 30% of their income on housing for it to be affordable.

Health Priorities Not Addressed

In prioritizing community health needs, the CBW-Weston considered other organizations addressing the specific need, the ability of MMC-Weston to impact change, availability of resources, as well as readiness of the community for interventions.

After consideration, the following health needs will not be addressed by MMC-Weston for reasons indicated:

- **Workforce Development:** As a major employer in the community, MMC-Weston recognizes its role in advancing quality employment opportunities across all employment training types (Low – high school

or less, Middle – less than 4 year degree, High – four-year degree or higher). MCHS collaborates with institutions of higher education to advance learning opportunities across the continuum of care, provides continuous on-the-job training to strengthen the current workforce and offers internship and volunteer opportunities for the community.

- **Water Quality:** The Marathon County Board of Supervisors has identified the protection and enhancement of surface water and groundwater quality and quantity as a priority objective in their 2018-2022 Strategic Plan.

Potential Resources to Address Health Priorities

Potential resources and assets in our community that will help address the identified health priorities as well as help develop the implementation plans include the following:

- Marathon County AOD Partnership
- Wausau Police Department
- North Central Health Care
- United Way of Marathon County
- Marathon County Health Department
- The Joseph Project
- Wausau Free Clinic
- Marshfield Clinic Health System
- Aspirus, Inc
- Prevent Suicide Marathon County
- Healthy Marathon County Alliance
- Wisconsin Institute for Public Policy and Systems
- Woodson YMCA
- Marathon County Sheriff's Office
- Marathon County Hunger Coalition
- Marathon County Homelessness & Housing Coalition

Next Steps

Having identified the health priorities that will be addressed, the next steps include collaboration with community partners through a variety of community coalitions, workgroups, and organizations. MMC-Weston will leverage existing partnerships and community resources to coordinate strategic efforts to address identified community health priorities that can be monitored, evaluated and improved upon over time.

Over the next months, CBW-Weston will develop a three-year Implementation Strategy that will integrate these health priorities into the strategic plan for resource investments and allocations. CBW-Weston will implement strategies that systematically focus on the social determinants of health, subsequently reducing health disparities and that demonstrate potential to have the most impact on improving selected health priorities.

CBW-Weston will evaluate implemented programs and activities and track key performance indicators during each year of the Implementation Strategy. This analysis will be done in collaboration with respective partners with the intent to identify new and current resources that can be better integrated and deployed to maximize positive impact on population health.

This CHNA will be shared among all partners and made publicly available.

Approval and Community Input

This Community Health Needs Assessment (CHNA) report was adopted by the MCHS Hospitals Board Inc. on December 13, 2021.

If you would like to serve on a coalition that helps meet the aims of this report, or have a comment on this assessment, please contact the Marshfield Clinic Health System Center for Community Health Advancement at communityhealth@marshfieldclinic.org or (715) 221-8400.

Evaluation of the Impact of the Preceding Implementation Strategy

MMC-Weston first opened its door to patients in August 2020. Therefore, there is no preceding Implementation Strategy to evaluate.

Appendix A: Individuals Involved in the CHNA

2019 LIFE Report Steering Committee:

- Pam Anderson, Housing & Homelessness Coalition
- Mike Beck, U.S. Workstories
- Ben Bliven, Wausau Police Department
- Jean Burgener, Community member
- Julie Burmesch, Retired Educator
- Sandi Cihlar, Marathon County Board
- Brett Davis, Aspirus Arise
- Tara Draeger, Aspirus
- Dave Eckmann, Greater Wausau Chamber of Commerce
- Jonathan Fischer, Aspirus Arise
- Amy Forst, Homme Heights, Inc.
- Becky Frisch, Marathon County Conservation, Planning and Zoning Department
- Jane Huebsch, Marathon County Hunger Coalition
- Ralph Illick, Marathon County Public Library
- Kelly Kapitz, Marathon County Special Education
- Aidyn Laurynz, Community member
- Jeff Lindell, DC Everest School District
- Scott Parks, Marathon County Sheriff's Office
- Jeff Sargent, United Way of Marathon County
- Ciara Schultz, Marshfield Clinic Health System
- Patti Shafto-Carlson, Ascension St. Clare's
- Amanda Tabin, United Way of Marathon County
- Joan Theurer, Marathon County Health Department
- Cindy Zriny, Community member

Community Benefits Workgroup–MMC-Weston

- Andrew Hughes, Human Resources Business Partner Manager
- Ryan Neville, OT, MBA, FACHE, Chief Administrative Officer – Wausau Region
- Jacquelyn Frombach, DNP, RN Chief Nursing Officer – East Region
- Martin Duffett, Principal Engineer, Process Improvement
- JoAnn Weinfurter, MSN, RN, Administrative Director - Patient Care Services, MMC-Weston
- Chad Craig, MD, MBA, MS, CPE, FACP Regional Vice President of Medical Affairs – Wausau Region
- Colleen Chisnell, Director of Finance/Market CFO
- Carmen Quednow, DC, Administrative Director – East Region
- Keshani Bhushan, MD, MPH, FACP, Hospitalist Medical Director/Internal Medicine, MMC - Weston
- Jay Shrader, Vice President, Community Health and Wellness, Marshfield Clinic Health System
- Ciara Schultz, Former Community Benefits Coordinator, MMC-Weston
- Becky Turpin, Community Benefits Coordinator, MMC-Weston

Appendix B: Community Health Survey & Results

The complete LIFE Survey and results can be found at the following link.

http://www.marathoncountypulse.org/content/sites/marathon/Marathon_County_LIFE_Survey_2019.pdf

Appendix C: Resources

Centers for Disease Control and Prevention (2019):

www.cdc.gov/publichealthgateway/cha/plan.html

Centers for Disease Control and Prevention, Attaining Health Equity (2018). Retrieved from:

www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/overview/healthequity.htm

Community Catalyst. (2013, July). *Community Benefit and Community Engagement: Basic Facts and Terms*. Retrieved from County Health Rankings:

www.countyhealthrankings.org/sites/default/files/documents/webinars/Community%20Benefit%20and%20Community%20Engagement%207.10.13.pdf

LIFE in Marathon County: 12th Edition. Wausau, WI, 2019-2021.

Marathon County Pulse www.marathoncountypulse.org/

University of Wisconsin Population Health Institute. (2019) Retrieved from <https://uwphi.pophealth.wisc.edu/match/match-health-equity-initiatives/>

University of Wisconsin Population Health Institute. (2021). *County Health Rankings and Roadmaps*. Retrieved from www.countyhealthrankings.org/app/wisconsin/2021/rankings/marathon/county/outcomes/overall/snapshot

U.S. Department of Commerce. (2019). *Quick Facts, Marathon County, Wisconsin, United States*. Retrieved from United State Census Bureau: www.census.gov/quickfacts/fact/table/marathoncountywisconsin/PST045219

U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Healthy People 2030. <https://health.gov/healthypeople>

Wisconsin Department of Health Services, Division of Public Health. (2019). Retrieved from Healthiest Wisconsin 2020: State Health Plan: www.dhs.wisconsin.gov/hw2020/index.htm

World Health Organization (2019): www.who.int/topics/substance_abuse/en/