



MCHS Hospitals Inc. d/b/a Marshfield Medical Center-Weston 2025-2027 Implementation Strategy



Marshfield Clinic Health System

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Health System Overview

Marshfield Clinic was founded in 1916 by six physicians practicing in Marshfield, a central city in rural Wisconsin. 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 believes individuals have the right to their highest potential level of health and well-being. We will achieve this by advancing health equity with our patients, health plan members, employees and communities.

The Health System serves Wisconsin and Michigan's Upper Peninsula with more than 1,600 providers comprising 170 specialties, health plan, and research and education programs. Primary operations include more than 60 Marshfield Clinic locations, 11 hospitals, Marshfield Children's Hospital, Marshfield Clinic Research Institute, Security Health Plan and Marshfield Clinic Health System Foundation [1].

Unique to Marshfield Clinic Health System is its investment in the Center for Community Health Advancement (CCHA). CCHA is a department within MCHS that builds bridges between the Health System and the communities it serves. CCHA coordinates collaborative efforts between MCHS hospitals and local coalitions, businesses, educational systems, law enforcement agencies, Tribal Nations, local governments, and other entities to improve community health. This collaboration helps align the health improvement efforts of the community and hospital with community health priorities¹ identified in the CHNA with Health System priorities.

Hospital Overview

MCHS Hospitals, Inc. d/b/a Marshfield Medical Center-Weston (hereafter referred to as MMC-Weston) is a 99-bed full-service hospital in Weston, Wisconsin. MMC-Weston offers a variety of medical services to care for Marathon County residents and the surrounding communities.

MMC- Weston, offers a wide range of advanced care services including:

- Advanced heart and vascular health services

¹ See definition in Appendix A.

- Birth services
- Certified Primary Stroke Center
- Emergency department
- Imaging services
- Lab and prescription services (services of Marshfield Clinic)
- General and orthopedic surgery services
- Oral and Maxillofacial Surgery
- Physical therapy and rehabilitation
- Surgery center with operating and procedure rooms
- Sleep Disorder Center

MMC-Weston is part of a medical campus that also includes Marshfield Medical Center-Weston (medical offices). More than 100 providers treat patients at this major medical campus. Marshfield Medical Center-Weston (medical offices) offers primary care services and specialty care for more complicated medical concerns including comprehensive cancer care, cardiology, gastroenterology, pediatrics, and other specialty services. A Patient Assistance Center provides information, support, and advocacy to patients for insurance and payment concerns [2].

Implementation Strategy Overview

This Implementation Strategy is specific to MMC–Weston and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Weston to support specific community improvement efforts as part of a larger community-wide plan.

This plan was reviewed and approved by the authorized governing body, MCHS Hospitals Board, Inc. on December 12th, 2024, which is on or before the 15th day of the fifth month after the end of the taxable year the CHNA was completed.

Community Health Needs Assessment Overview

MMC-Weston worked collaboratively with Healthy Marathon County, the Marathon County Health Department, and the United Way of Marathon County to conduct the CHNA.

The MMC-Weston CHNA written report is prepared using these key criteria:

- Community demographics and a description of the community served by the hospital and how it was determined.

- The process and methods used to conduct the assessment.
- Input from persons who represent the broad interests of the community.
- Methods of collecting and analyzing data and other information used.
- A description of what types of data were used in the assessment process.
- Cited external source material.
- Health priorities and concerns of all population groups, including medically underserved, low-income, and minority groups.
- The identified health priorities of both the community and hospital, including the process and criteria used to identify and prioritize identified needs.
- Existing resources in the community that are available to respond to identified priorities.

Accessing the Full Report

The written report was completed on December 3, 2024, presented to the MCHS Hospitals Board, Inc. for discussion and was adopted on December 12th, 2024. The full CHNA report, which details the entire assessment and prioritization process, can be found on: <https://marshfieldclinic.org/about-us/community-health-needs-assessment-reports>.

Prioritization Process

The Marshfield Clinic Center for Community Health Advancement Strategic Areas of Focus (2024-27) are the result of an assessment process which included review of community health needs; discussion with community stakeholders, key subject matter experts, and the MCHS Community Health and Benefits Steering Committee; review of CCHA's Previous 2023 Strategic Priorities; assessment of interventions for value and impact, resources, and various industry factors (such as new regulations and requirements) and alignment of system imperatives.

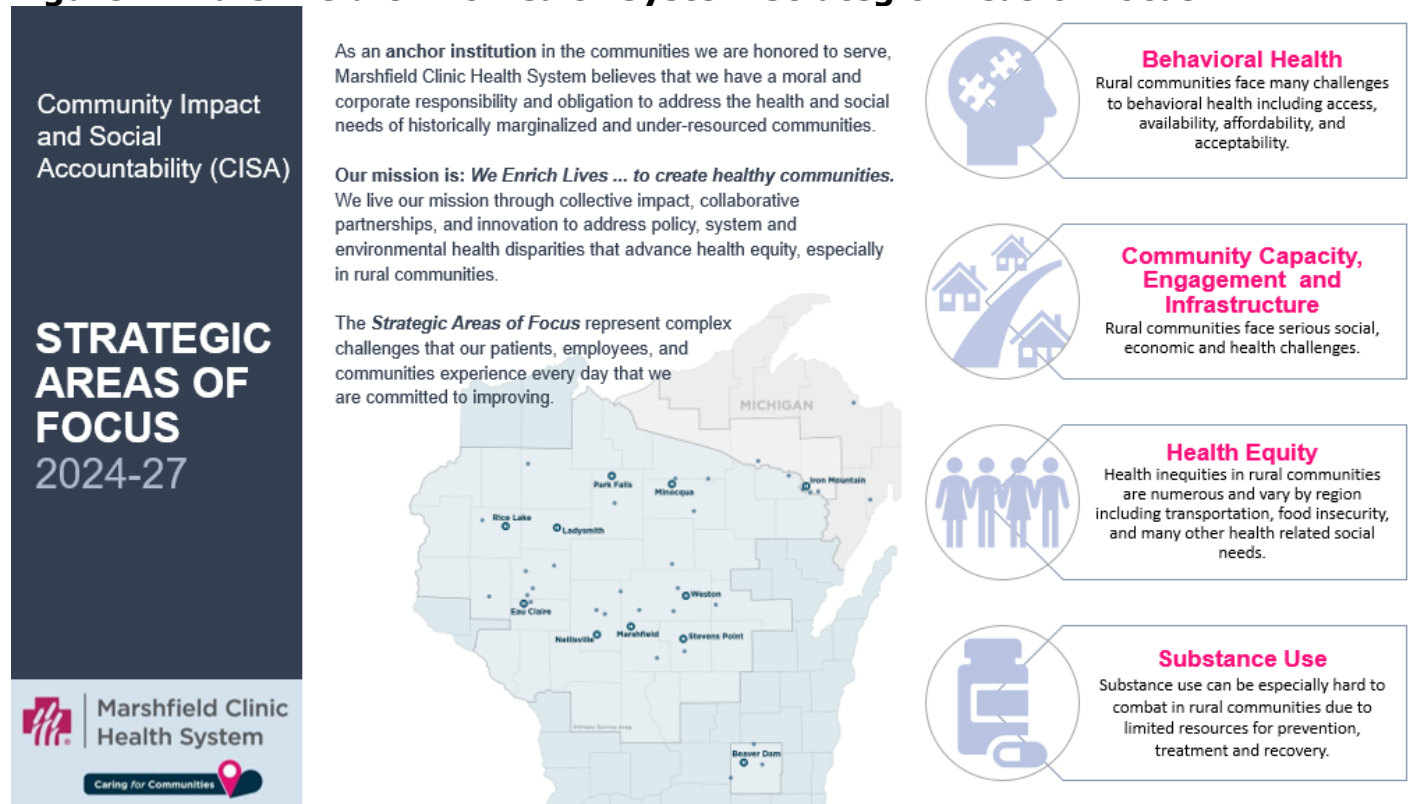
The 2024-2027 CCHA Strategic Focus Areas are system-wide community health focus areas approved by the MCHS Community Health and Benefits Steering Committee. Subsequently, Strategic Focus Areas are integrated into MMC Implementation Strategy (IS Plan)² and other MCHS and Security Health Plan (SHP) plans to align system and regional efforts.

² See definition in Appendix A.

The strategic focus areas are:

- Substance Use
- Behavioral health
- Health Equity³
- Community Capacity, Engagement, and Infrastructure

Figure 1: Marshfield Clinic Health System Strategic Areas of Focus



MMC-Weston Leadership meeting: July 2024

MMC–Weston leadership met in July 2024 to discuss the results of the CHNA and provide hospital approval. Additional consideration of alignment with the system strategic priorities was made. Further criteria were used to determine health priorities including:

- The burden, scope, severity, or urgency of the health need.
- The estimated feasibility and effectiveness of possible interventions.
- The health disparities associated with the need.
- The importance the community places on addressing the need [3].

³ See definition in Appendix A.

MMC-Weston Health Priorities for 2025-2027

After reviewing results of the final LIFE Report, United Way ALICE report data⁴, Healthiest Wisconsin 2020, County Health Rankings, and other quantitative and qualitative data, the top community health priorities identified by MMC-Weston are:

- **Substance Use**
- **Behavioral Health**
- **Health Equity**
- **Community Capacity, Engagement, and Infrastructure**

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.

Identified Health Needs Not Being Addressed

Through the assessment process, other community health needs were identified that are not being addressed in this plan. In prioritizing community health needs, MMC-Weston leadership 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 as other community organizations are better equipped and have the resources in place to lead efforts to address them. Cross-cutting efforts in MCHS's Strategic Areas of Focus may indirectly address some of these health needs:

- Childcare
- Transportation

⁴ See definition in Appendix A.

Implementation Strategy

Community change is a long-term process that a single organization cannot accomplish alone; partnerships are essential for success. The Implementation Strategy is only one part of community efforts to address identified health priorities. Many strategies will be implemented collaboratively with community and internal Marshfield Clinic Health System partners.

Health Priority: Substance Use

Goal 1: Improve access to substance use disorder services through connecting community and care delivery efforts				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase clinical and community knowledge and capacity on Medications for Opioid Use Disorder (MOUD) and other substance use services and supports	<p>Provide educational opportunities to MMC and community providers on MOUD</p> <p>Educate community members on the continuum of care resources, services and supports</p>	<p>Increased providers who can prescribe Medications for Opioid Use Disorder</p> <p>Increased awareness of resources, services and supports</p>	<p>Staff time</p> <p>Materials</p> <p>Funding</p>	<p>MCHS Division of Education</p> <p>MCHS CCHA</p> <p>Community based organizations</p>
Goal 2: Reduce community and social impacts of alcohol and substance use				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Serve the community and individuals through recovery coaching	<p>Recruit a Recovery Coach</p> <p>Provide Recovery Coach Supervision</p>	<p>Increased support for individuals in all stages of recovery</p> <p>Reduced community impacts of substance use</p>	<p>Staff time</p> <p>Materials</p> <p>Funding</p>	<p>MCHS CCHA</p> <p>Recovery Corps</p> <p>Community based organizations</p>

Health Priority: Behavioral Health

Goal 1: Improve access to behavioral health services through connecting community and care delivery efforts				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support and connect patients and community members to substance use, grief, and mental health supports	<p>Identify community resources</p> <p>Create awareness of available resources</p>	<p>Increased awareness of behavioral health community resources</p> <p>Improved access to resources, services and supports</p>	<p>Staff time</p> <p>Findhelp platform</p> <p>Other costs TBD</p>	<p>Community based organizations</p> <p>Health Equity Leadership</p>
Goal 2: Engage in community efforts to address social emotional development and improve behavioral health				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in and support community based behavioral health coalitions and other community efforts	<p>Connect MMC staff to local coalitions</p> <p>Identify and support staff to participate in coalitions</p> <p>Support community efforts to address behavioral health</p>	<p>Increased community capacity to address behavioral health</p>	<p>Staff time</p> <p>Funding</p>	<p>Healthy Marathon County</p> <p>Marathon County Health Department</p>

Health Priority: Health Equity

Goal 1: Reduce health disparities related to social, economic, cultural, gender and/or community conditions				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Use demographic data to understand patient and community representation, assess health disparities and community assets to provide culturally responsive care	<p>Provide training to collect accurate data in culturally sensitive ways</p> <p>Review and assess clinical and community data</p> <p>Identify key actions to provide culturally responsive care</p>	<p>Increased awareness of health disparities and impact on health, Improved quality</p> <p>Reduced barriers</p> <p>Enhanced access</p>	<p>Staff time</p> <p>Funding</p>	<p>MCHS information systems, Data Warehouse and Analytics departments</p> <p>Quality and Safety</p> <p>Patient Access</p> <p>Clinical Staff</p> <p>Health Equity Leadership</p>
Goal 2: Address a Social Determinants of Health⁵ (SDOH) in the community				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Improve breastfeeding rate in the Hmong population	<p>Partner with the Medical College of WI on a study to understand the factors that influence the decision to breastfeed in Hmong women</p> <p>Encourage Hmong mothers and soon to be mothers to participate in the study</p>	<p>Gain valuable insight into why the breastfeeding rates of Hmong newborns are so much lower than the rest of the population</p>	<p>Staff time</p>	<p>The Medical College of WI</p>

⁵ See definition in Appendix A.

Health Priority: Community Capacity and Engagement and Infrastructure

Goal 1: Improve MMC–Weston participation in the community through civic engagement activities that address health				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase the number of MMC executive leaders involved and engaged in the community	<p>Prioritize civic engagement by setting expectations for leaders/ staff to participate</p> <p>Promote completion of Community Involvement form</p> <p>Promote opportunities for involvement</p>	Increased leadership support for community-based organizations	<p>Staff time</p> <p>Funding as appropriate</p>	Marathon County community agencies
Goal 2: Engage in community efforts to address health needs related to identified priorities; substance use, behavioral health or health equity				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Host or participate in community events or initiatives	Assess and determine community opportunities to participate	Increased community awareness of identified health need(s)	<p>Staff time</p> <p>Funding</p>	Marathon County community agencies

Next Steps

This implementation strategy outlines a three-year community health improvement plan. MMC-Weston will:

- Create an annual work plan with specific action steps for that year.
- Set and track annual performance indicators for each strategy, evaluate for effectiveness and areas of improvement.
- Report progress toward the performance indicators to the hospital board.
- Share actions taken to address the needs with the community at large.

Approval and Community Input

This Implementation Strategy Report was adopted by the MCHS Hospital Board, Inc. on December 12th, 2024.

If you would like to be involved in the community health needs assessment process, 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.

Appendix A: Definitions

Health Equity: Achieved when every person has the opportunity to attain one's fullest or highest level of health potential. Health equity is the state in which everyone has a fair and just opportunity to attain their highest level of health. Achieving this requires focused and ongoing societal efforts to address historical and contemporary injustices; overcome economic, social, and other obstacles to health and healthcare; and eliminate preventable health disparities. (Centers for Disease Control and Prevention, 2022)

Health Priority(ies): Selected health issues to be addressed by hospitals based on a prioritization process and community input collected via survey, community conversations, focus groups, and/or coalition meetings; and secondary data review.

Implementation Strategy (IS): a written plan that describes the actions and activities the hospital facility plans to implement or support to address each health need identified by the CHNA. The plan includes a written explanation if the hospital facility does not intend to address an identified health need. An authorized body of the hospital facility must adopt the implementation strategy on or before the 15th day of the fifth month after the end of the taxable year in which the hospital facility finished conducting the CHNA. (IRS, 2023)

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, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion.)

United Way ALICE report: ALICE is an acronym that stands for Asset Limited, Income Constrained, Employed. ALICE represents the households with income above the Federal Poverty Level but below the basic cost of living. United Way's ALICE Report provides current research-based data that quantifies who in Wisconsin is living on the edge of financial insecurity. (United for ALICE, 2023)

Appendix B: Individuals Involved in the CHNA

LIFE Executive Committee

The LIFE Executive Committee provides the overall project oversight, planning, and coordination of the LIFE Report subcommittees. The Executive Committee is responsible for developing and leading the administration of the LIFE Survey. The United Way of Marathon County has contracted with the University of Wisconsin - River Falls Survey Research Center since 2017 to conduct the LIFE survey.

Tara Draeger, Chair, Aspirus Health
Becky Turpin, Marshfield Clinic Health System
Jeff Sargent, United Way of Marathon County
Amanda Ostrowski, Marathon County Health Department
Laura Scudiere, Marathon County Health Department
Kerry Thieme, Marathon County Health Department
Aaron Ruff, Marathon County Health Department

LIFE Steering Committee

The LIFE Steering Committee is comprised of members of the Executive Committee, chairs and co-chairs from each of the seven subcommittees, and community leaders. The Steering Committee guides the work of the seven subcommittees and prioritizes the final Calls to Action and Successes & Progress for the LIFE Report.

Tara Draeger, Chair, Aspirus Health
Jeff Sargent, United Way of Marathon County
Diane Sennholz, North Central Community Action Program
Pam Anderson, Marathon County Housing & Homelessness Coalition
Mike Beck, U.S. Workstories
Melissa Walsh, CW Solutions
Dave Eckmann, Greater Wausau Chamber of Commerce
Laurie Miskimmins, Marathon County Conservation, Planning and Zoning Department
Leah Giordano, Marathon County Public Library
Kelly Kapitz, Marathon County Special Education
Jeff Lindell, DC Everest School District
Chad Billeb, Marathon County Sheriff's Office
Ben Bliven, Wausau Police Department
Amanda Ostrowski, Marathon County Health Department
Laura Scudiere, Marathon County Health Department
Mike Rhea, Aging & Disability Resource Center
Kerry Thieme, Staff, Marathon County Health Department
Aaron Ruff, Staff, Marathon County Health Department

LIFE Community Advisory Committee

The Community Advisory Committee is comprised of community members to review the Calls to Action and Successes & Progresses and provide their recommendations to the LIFE Steering Committee for final prioritization.

Liz Brodek, City of Wausau

Tara Glodowski, Community Partners Campus

Ozalle Tom, University of Wisconsin - Stevens Point at Wausau

Kat Becker, Cattail Organics

Brittany Eilers, Spencer School District

Stephanie Daniels, Woodson YMCA

Heather Maves, Greenheck Group

Sean Wright, Grand Theater Wausau

Helen Pearson, St. Vincent de Paul of Wausau

Toufue Xiong, Hmong American Center

Appendix C: References

- [1] "Marshfield Clinic Health System History," Marshfield Clinic Health System, [Online]. Available: <https://www.marshfieldclinic.org/about-us/history..> [Accessed 20 August 2024].
- [2] Marshfield Clinic Health System, "Marshfield Medical Center-Weston (Medical Offices)," [Online]. Available: <https://marshfieldclinic.org/locations/weston-marshfield-medical-center/weston-outpatient-services>. [Accessed 2024 Nov.].
- [3] "Guide to Prioritization Techniques," [Online]. Available: <https://www.naccho.org/uploads/downloadable-resources/Gudie-to-Prioritization-Techniques.pdf>. [Accessed 20 August 2024].

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