



Marshfield Clinic  
Health System



# Community Health Implementation Strategy

## Marshfield Medical Center-Minocqua

## **Table of Contents**

Executive Summary .....	3
Community Health Needs Assessment Overview.....	4
Prioritization Process.....	5
Implementation Strategy.....	7
Next Steps.....	13
Approval and Community Input .....	13
References .....	13

# **Executive Summary**

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## **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 in 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**

MMC-Minocqua is an 18-bed full-service hospital in Minocqua, Wisconsin. It is a fully integrated medical campus that provides comprehensive inpatient and outpatient health care to residents in northern Wisconsin.

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

- Private patient rooms and flexible overflow rooms.
- Surgery center with operating rooms and procedure rooms.
- Birthing center with private rooms for labor and delivery, and dedicated C-section room for planned or urgent deliveries.
- Inpatient physical and occupational therapy.
- 24-hour emergency services staffed by board certified emergency physicians.
- Imaging and lab space, pharmacy and more.

- Licensed critical care transport ambulances to serve our patients in Minocqua and Park Falls staffed 24/7 with critical care level paramedics and nurses

## **Implementation Strategy Overview**

This Implementation Strategy is specific to Marshfield Medical Center-Minocqua (MMC-Minocqua) and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Minocqua 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 13<sup>th</sup>, 2021, 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**

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The MMC-Minocqua CHNA was conducted by the Community Benefits Workgroup-Minocqua with input from various partners and community based organizations. Including, but not limited to: YMCA of the Northwoods, Oneida County Health Department, UW Division of Extension Oneida County, and community leaders.

The MMC-Minocqua CHNA written report includes the process used to conduct the assessment and establish the community health priorities, and describes:

- The community served by the hospital and how it was determined
- Community demographics
- The process and methods used to conduct the assessment including data and other information used, methods of collection and analyzing information, cited external source material
- How the hospital accounted input from persons that represent the broad interests of the community
- How data was collected and what types of data were used in the assessment process
- Health priorities and concerns of all population groups including the 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 available to respond to identified priorities

## **Accessing the Full Report**

The written report was presented to the MCHS Hospitals Board, Inc. for discussion and was approved on December 13<sup>th</sup>, 2021. The full CHNA report, which details the entire assessment and prioritization process, can be found here:

<https://www.marshfieldclinic.org/locations/minocqua-marshfield-medical-center/community-health-needs>

## Prioritization Process

After completing an extensive analysis of quantitative and qualitative data, the National Association of County and City Health Officials (NACCHO) Prioritization Matrix was used by the committee to determine the health improvement priorities and included questions to answer the following:

- How is the county doing compared to the state and national goals?
- What health priorities have the largest community impact?
- What health priorities have the most serious impact?
- Is the community ready to change?
- Can these health priorities be changed over a reasonable period of time?
- Are there gaps in county efforts to address the health priority?
- Did the community and county data identify this as a health priority?

## Health Priorities

After review of the data and stakeholder input, the top community health priorities identified by Marshfield Medical Center in Minocqua are:

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

Due to the interconnected nature of these health priorities, the CBW-Minocqua chose to combine a number of health priorities (as defined in primary data collection) as shown in Table A.

**Table A. Health Priority Crosswalk**

<b>Top Ranked CHNA Survey Results*</b>	<b>MMC-MQA CHNA</b>
Alcohol Misuse	Alcohol and Substance Abuse
Substance Abuse	
Mental Health	Behavioral Health
Obesity	
Vaping & Tobacco Use and Exposure	
Healthy Nutrition	Chronic Disease
Chronic Disease Prevention and Management	

\*as defined in primary data collection

Marshfield Clinic Health System is committed to improving the overall health and well-being of the communities we serve by strategically focusing on health equity. According to the World Health Organization, health equity implies that everyone should have a fair opportunity to attain their full health potential and that no one should be disadvantaged from achieving this potential. Therefore, the CBW-

Minocqua will focus on improving health equity in our communities by implementing strategies that systematically focus on the social determinants of health and subsequently reduce health disparities.

## **Identified Health Needs Not Being Addressed**

In prioritizing community health needs, the CBW-Minocqua considered other organizations addressing the specific need, the ability of MMC-Minocqua 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-Minocqua for reasons indicated:

- Communicable Disease Prevention & Control: Instead of leading this charge, staff participate in the Northcentral Wisconsin Healthcare Emergency Readiness Coalition in addition to numerous COVID-19 workgroups across regional county areas.
- Oral Health: Staff from MMC-Minocqua does not provide related services, however the Family Health Center of Marshfield Dental Center, does lead these efforts locally, regionally and nationally.

## **Implementation Strategy**

The Implementation Strategy is a part of a community effort to address identified health priorities. Many strategies will be implemented collaboratively with community and Marshfield Clinic Health System partners. Community change is a long-term process that no one organization can accomplish alone, therefore partnerships are essential for success.

### **Health Priority: Alcohol and Substance Abuse**

<b>Goal 1: Reduce youth substance use</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support Alcohol and Other Drug (AOD) Prevention Curriculums in school and/or afterschool settings.	Identify evidence based curriculum  Implement an AODA prevention curriculum  Evaluate implemented curriculum	Reduction of underage alcohol consumption  Reduction of substance abuse	Staff time  Program materials  Funding as appropriate	COPE Coalition  Oneida County Health Department
Support community wide environmental strategies, prevention, and/or policy to address underage alcohol use.	Review existing policy  Identify policy gaps  Determine partners  Meet with community partners	Enhanced systems &/or policy to reduce underage alcohol use	Staff time  Funding as appropriate	COPE Coalition  Oneida County Health Department  Minocqua Police Department  Oneida County Sheriff Department
<b>Goal 2: Reduce community impact related to substance abuse and misuse</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support workplace drug prevention and recovery efforts.	Develop curriculum  Recruit employers  Implement training  Evaluate training	Increased employer understanding of recovery supportive practices  Improved recovery supportive employer policies	Staff time  Funding as appropriate  Curriculum	Security Health Plan  Minocqua Area Chamber of Commerce  Local Businesses

		Increased number of recovery supportive workplaces		
<b>Goal 3: Engage in community efforts related to alcohol and substance use prevention efforts</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in community based workgroups	<p>Actively attend and participate in meetings</p> <p>Promote and participate in events and initiatives</p>	<p>Increased collaboration across sectors to advance prevention efforts around alcohol misuse and drug use</p> <p>Increased community awareness related to alcohol and substance use prevention</p>	<p>Staff time</p> <p>Funding as appropriate</p>	<p>Oneida County Health Department</p> <p>Community Based Organizations</p>

## Health Priority: Behavioral Health

### Goal 1: Decrease suicides rates for high risk populations

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Enhance community member's skills to support mental health promotion and suicide prevention.	Identify curriculum/training Identify individuals to be trained Implement curriculum/training Evaluate implemented curriculum/training	Decreased suicide rates Increased capacity to support suicide prevention efforts Increased access of mental health supports to bi/multilingual community members	Staff time Program materials Funding as appropriate	Oneida County Health Department Mental Health Coalitions Schools Community based organizations
Support suicide prevention community awareness events	Seek out partner organizations Plan event Create and disseminate materials Evaluate event	Increased community awareness of the burden of suicide	Staff time Program materials Funding as appropriate	Oneida County Health Department Mental Health Coalitions Schools Community based organizations

### Goal 2: Improve social and emotional development of children and adolescents (YRBS)

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Enhance community capacity to address high risk youth needs through afterschool care options.		Improved social and emotional development of children and adolescents Increased out of school care capacity in region	Funding as appropriate Staff time	Oneida County Health Department Community Based Organizations YMCA of the Northwoods
Enhance school capacity to provide high quality social, emotional	Seek out partner organizations	Improved social and emotional development of children and adolescents	Staff time Program materials	Schools

assessment, support, and learning.	Develop materials  Educate community groups or organizations		Funding as appropriate	
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**Goal 3: Engage in community efforts related to supporting behavioral health efforts**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in community based workgroups	Actively attend and participate in meetings  Promote and participate in events and initiatives	Increased collaboration across sectors to advance prevention efforts around alcohol misuse and drug use  Increased community awareness related to alcohol and substance use prevention	Staff time  Funding as appropriate	Oneida County Health Department  Community Based Organizations

## **Health Priority: Chronic Disease**

### **Goal 1: Improve access to healthy foods**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase community capacity to provide nutritious, locally grown food and address food insecurity.	Identify community partnerships  Maintain garden/unit  Distribute produce	Improved access to healthy foods	Staff time  Funding as appropriate	Community based organizations

### **Goal 2: Reduce rates of preventable chronic conditions with focus on obesity and diabetes**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Enhance programming to impact chronic disease self-management and prevention with a focus on obesity and diabetes.	Actively support marketing efforts of CBO chronic disease self-management and prevention programs.	Improved access to healthy foods  Improved self-management of chronic conditions  Decrease in rates of unmanaged diabetes	Staff time	Oneida County ADRC  Oneida County Health Department  YMCA of the Northwoods  Community based organizations

### **Goal 3: Engage in community efforts related to chronic disease prevention efforts**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in community based workgroups	Actively attend and participate in meetings  Promote and participate in events and initiatives	Increased collaboration across sectors to advance prevention efforts around alcohol misuse and drug use  Increased community awareness related to alcohol and substance use prevention	Staff time  Funding as appropriate	Oneida County Health Department  Community Based Organizations  YMCA of the Northwoods

## **Health Priority: Social Determinants of Health**

### **Goal 1: Increase knowledge and awareness of health equity**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Conduct an organizational (internal) and community assessment (external) assessment of health disparities and health equity and develop a workplan to address those gaps.	Identify assessment tool  Assess results  Develop workplan	Increased awareness and understanding of health equity  Improved access to resources	Staff time  Funding as appropriate	Community based organizations

### **Goal 2: Improve health outcomes by connecting clinical practice to community efforts to address Social Determinants of Health barriers**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support and connect patients and community members to resources to address socially determined needs	Develop platform  Educate and engage community members	Increased awareness of resources  Improved access to resources	Staff time  Funding as appropriate  NOWPOW platform	Community based organizations  Oneida County Health Department

### **Goal 3: Engage in community efforts related to advancing health equity and Social Determinants of Health**

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in community based workgroups	Actively attend and participate in meetings  Promote and participate in events and initiatives	Increased collaboration across sectors to advance prevention efforts around alcohol misuse and drug use  Increased community awareness related to alcohol and substance use prevention	Staff time  Funding as appropriate	Oneida County Health Department  Community based organizations

## **Next Steps**

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This implementation strategy outlines a three-year community health improvement process. Each year within this timeframe, MMC-Minocqua 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.
- Track progress
- 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**

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This Implementation Strategy Report was adopted by the MCHS Hospitals Board, Inc. on December 13<sup>th</sup>, 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](mailto:communityhealth@marshfieldclinic.org) or (715) 221-8400.

## **References**

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Marshfield Clinic Health System. (2021, August). *Marshfield Medical Center-Minocqua Community Health Needs Assessment Reports*. Retrieved from <https://www.marshfieldclinic.org/locations/minocqua-marshfield-medical-center/community-health-needs>

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