



Marshfield Clinic
Health System



Community Health Implementation Strategy

Marshfield Medical Center - Neillsville

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Executive Summary

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 (MCHS), 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 health system whose mission is to enrich lives through accessible, affordable compassionate health care. The Health System serves Wisconsin and Michigan's Upper Peninsula with more than 12,000 employees and 1,600 providers comprising 170 specialties, health plan, and research and education programs. Its entities provide service and health care to include more than two million residents through over 60 clinic locations, and 11 hospitals.

MCHS primary operations include: Marshfield Clinic; Marshfield Medical Center hospitals in Marshfield, Eau Claire, Beaver Dam, Park Falls, Ladysmith, Minocqua, Neillsville, Rice Lake, Stevens Point, Weston, Iron Mountain, Michigan and Marshfield Children's Hospital; Marshfield Clinic Research Institute, Security Health Plan 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-Neillsville (MMC-Neillsville) is a licensed 25-bed, full service, critical access hospital, located in Neillsville, Wisconsin. MMC-Neillsville, offers a wide range of advanced care services including:

- Over 170 specialties
- Full scope of general and orthopedic surgery services
- 24/7 emergency department
- Inpatient and outpatient physical therapy, rehabilitation and occupational therapy
- Community funded infusion suite with 6 private rooms that provide IV treatments, outpatient and wound care services
- Swing bed program
- Cardiac rehab
- Diabetic education

- 29 clinical exam rooms
- Connected to Marshfield Children’s Hospital, the region’s only dedicated pediatric hospital

Implementation Strategy Overview

This Implementation Strategy is specific to Marshfield Medical Center-Neillsville (MMC-Neillsville) and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Neillsville to support specific community improvement efforts.

This plan was reviewed and approved by the authorized governing body, MCHS Hospitals Board, Inc. on February 27, 2023, which is on or before the 15th day of the fifth month after the end of the taxable year the CHNA was completed. Evaluation of the previous Implementation Strategy can be found in the 2022 MMC-Neillsville CHNA report.

Community Health Needs Assessment Overview

MMC-Neillsville worked collaboratively with the Clark County Health Department and Aspirus Stanley Hospital to conduct the CHNA.

The MMC-Neillsville 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, and 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 completed November 2022, presented to the MCHS Hospitals Board, Inc. for discussion and was adopted on December 8, 2022. The full CHNA report, which details the entire assessment and prioritization process, can be found on <https://www.marshfieldclinic.org/locations/neillsville-marshfield-medical-center/community-health-needs>.

Prioritization Process

Healthy Clark County conducted a virtual community prioritization meeting with stakeholders in January 2022. Eight community organizations were represented at the meeting.

The CBW-Neillsville met in January 2022 to discuss the results of the primary and secondary data and the community prioritization session. Consideration of alignment with the ABCS Community Health Focus Areas of Marshfield Clinic Health System were made. The following criteria were considered:

- How is the county doing compared to the state and national goals?
- Which health priorities have the largest community impact?
- Which 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?

At the end of the data review and discussion, stakeholders were instructed to vote for their top two issues. A total of 15 individuals voted and cast two votes each.

Health Priorities

After review of the data, the top community health priorities identified by Marshfield Medical Center in Neillsville are:

- Alcohol and Substance Misuse
- Behavioral Health
- Health Equity

Due to the interconnected nature of these health priorities, a number of health priorities as shown in Table A were combined. However, MMC-Neillsville will continue to support additional community health needs as they arise.

| 2021 Clark County Community Health Needs Assessment | MMC-Neillsville 2022 CHNA Health Priorities: | | |
|---|--|-------------------|---------------|
| Alcohol Use/Misuse | Alcohol and Substance Misuse | Behavioral Health | Health Equity |
| Drug Use | | | |
| Physical Environment & Safety | | | |
| Mental Health and Suicide | | | |
| Chronic Disease | | | |
| Communicable Disease | | | |
| Social & Economic Factors | | | |

Table A. Health Priority Crosswalk

MMC-Neillsville 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-Neillsville 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

MMC-Neillsville will not address the following health priority identified through the CHNA process as other community organizations are better equipped and have the resources in place to address.

- Communicable Disease

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 Misuse

| Goal 1: Reduce alcohol and substance use among youth and adolescents by reducing risk and enhancing protection. | | | | |
|---|--|---|---|--|
| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
| Support community-wide environmental strategies, prevention and/or policy to address alcohol use and/or substance misuse. | <p>Connect with schools or youth serving organizations interested in implementing.</p> <p>Support implementation of Botvin LifeSkills or another best practice, evidence-based prevention curriculum.</p> <p>Evaluate implementation and collect outcomes.</p> | <p>Reduction of underage alcohol consumption.</p> <p>Reduction of substance abuse.</p> <p>Increase in protective factors.</p> | <p>Staff time & expertise</p> <p>Funding as appropriate</p> | <p>Clark County Health Department</p> <p>Clark County Prevention Partnership</p> <p>Northwoods Coalition</p> <p>Schools</p> <p>Youth serving organizations</p> |
| Goal 2: Reduce community and social impacts of alcohol and substance misuse. | | | | |
| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
| Support community-led recovery efforts. | Build relationships with Clark County employers to raise awareness around recovery supportive practices. | Increased understanding of recovery supportive practices and | <p>Staff time & expertise</p> <p>Funding as appropriate</p> | Clark County Prevention Partnership |

| | | | | |
|--|---|--|--|---|
| | Implement the Family Health Center Recovery Supportive Workplace trainings. | improved policies. Increase in recovery supportive workplaces. | Content experts | Clark County Health Department Central Wisconsin Partnership for Recovery Family Health Center Local employers |
| Support communities in efforts to reduce the negative consequences of substance use through harm reduction strategies. | Collaborate with local partners to increase the number outdoor sharps disposal sites. Support an initiative that addresses the culture of alcohol consumption. Support the implementation of a means-reduction strategy to prevent unauthorized access to prescription medications. | Establish one sharps disposal site. New alcohol-focused policy or initiative implemented. Implement a means-reduction strategy to decrease illegal access to prescription medications. | Staff time & expertise Funding as appropriate | Clark County Health Department Pharmacies Law Enforcement Clark County Prevention Partnership City Board Public Works Department |
| Goal 3: Engage in community efforts related to alcohol and substance use 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 to advance prevention efforts around alcohol misuse and substance use. Increased community awareness related to alcohol and substance use prevention. | Staff time & expertise Funding as appropriate | Clark County Prevention Partnership Clark County Health Department |

Health Priority: Behavioral Health

Goal 1: Increase access to community-based mental and emotional wellness services.

| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
|--|---|---|---|--|
| Enhance community capacity to provide resources that increase social emotional skill development and improve mental wellness of youth. | <p>Raise awareness about Life Tools program.</p> <p>Connect schools with Life Tools application.</p> <p>Support implementation of Life Tools program.</p> | <p>Improve social and emotional development of children and adolescents.</p> | <p>Staff time & expertise</p> <p>Program materials</p> <p>Funding as appropriate</p> | <p>Clark County Prevention Partnership</p> <p>Schools</p> <p>Youth serving organizations</p> |
| Provide educational materials (using a variety of platforms) to increase caregiver mental health and wellbeing. | <p>Connect schools and youth serving organizations to the Wisconsin Afterschool Network resources.</p> <p>Connect Caregivers and Educators to resources and training.</p> | <p>Enhanced skills for those that care for school-aged children.</p> <p>Enhanced skills to practice self-care and resilience.</p> | <p>Staff time & expertise</p> <p>Program materials</p> <p>Funding as appropriate</p> | <p>Clark County Prevention Partnership</p> <p>Schools</p> <p>Youth serving organizations</p> |
| Provide direct technical assistance and training to adults who work with and support youth around behavior guidance and youth mental wellness. | <p>Connect schools with b.e.s.t. universal screening platform.</p> <p>Connect schools with b.e.s.t. application.</p> | <p>Matched interventions to youth needs.</p> <p>Provides teachers with a process to identify resources.</p> | <p>Staff time & expertise</p> <p>Program materials</p> <p>Funding as appropriate</p> | <p>Clark County Prevention Partnership</p> <p>Schools</p> <p>Youth serving organizations</p> |
| Enhance community members' skills to support mental wellness promotion and suicide prevention. | <p>Support implementation of QPR trainings.</p> <p>Support implementation of Zero Suicide trainings and best practices.</p> | <p>Decreased suicide rates.</p> <p>Increased capacity to support suicide prevention efforts.</p> <p>Increased access to mental health supports for all community members.</p> | <p>Staff time & expertise</p> <p>Program materials</p> <p>Funding as appropriate</p> <p>Space</p> <p>Technology</p> | <p>Clark County Prevention Partnership</p> <p>Clark County Health Department</p> <p>Schools</p> <p>Community based organizations</p> |

Goal 2: 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 community support. Increased community awareness related to behavioral health. | Staff time & expertise Funding as appropriate Materials Supplies Space Technology | Clark County Prevention Partnership Clark County Health Department Schools Community Based Organizations |

Health Priority: Health Equity

Goal 1: Advance health equity by reducing health disparities and addressing social determinants of health.

| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
|--|---|--|--|---|
| Address social needs of patients and communities by screening and connecting to resources. | Integration of an SDOH screening tool. Educate and engage community members and staff on use of tool and resource availability. Expansion of Community Health Worker supports. Support of AmeriCorps Members to increase capacity. | Increased awareness of resources, services, and supports. Improved access to resources, services, and supports. | Staff time & expertise Funding as appropriate Technology | Clark County Health Department Community Based Organizations |

Goal 2: Increase access to community-based resources, services and supports with a focus on health equity.

| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
|--|--|-------------------------------------|--|--|
| Increase community capacity to provide nutritious, local grown food and address food insecurity. | Support implementation and maintenance of Hydroponic gardening units. Distribute produce. | Improved access to nutritious food. | Staff time & expertise Funding as appropriate | Clark County Health Department Clark County Schools |

| | | | | |
|--|---|--|--|--|
| | <p>Support food pantry needs.</p> <p>Identify opportunities to implement Food Recovery initiatives.</p> | <p>Increase in knowledge around nutritious food.</p> <p>Reduction in food waste.</p> | <p>Equipment</p> <p>Space</p> | <p>Eat Right Be Fit Coalition</p> <p>Clark County Food Pantries</p> <p>Community Based Organizations</p> |
| <p>Equitable access to community-based resources, services and supports.</p> | <p>Support initiatives to increase access to physical activity opportunities for community members.</p> | <p>Improved access to safe physical activity opportunities.</p> | <p>Staff time & expertise</p> <p>Funding as appropriate</p> <p>Space</p> | <p>YMCA</p> <p>Clark County Health Department</p> <p>Eat Right Be Fit Coalition</p> <p>Clark County Food Pantries</p> <p>Community Based Organizations</p> |

Goal 3: Engage in community efforts related to improving equitable access to resources and supports

| Strategy | Key Actions | Anticipated Outcomes | Resources | Partnerships |
|---|---|---|--|---|
| <p>Participate in community-based workgroups.</p> | <p>Actively attend and participate in meetings.</p> <p>Promote and participate in events and initiatives.</p> | <p>Strengthen relationships with community partners.</p> <p>Efficiently aligned activities.</p> | <p>Staff time & expertise</p> <p>Program materials</p> <p>Funding as appropriate</p> | <p>Eat Right Be Fit</p> <p>Clark County prevention Partnership</p> <p>Clark County Health Department</p> <p>Community Based Organizations</p> |

Next Steps

This implementation strategy outlines a three-year community health improvement plan. Each year within this timeframe, MMC-Neillsville 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

This Implementation Strategy Report was adopted by the MCHS Hospitals Board, Inc. on February 27, 2023.

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.

References

Marshfield Medical Center-Neillsville. (n.d.). *Marshfield Medical Center-Neillsville Community Health Needs Assessment Reports*. Retrieved November 18, 2022, from <https://www.marshfieldclinic.org/locations/neillsville-marshfield-medical-center/community-health-needs>.

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