



Marshfield Clinic  
Health System



# Community Health Implementation Strategy

MCHS Hospitals, Inc. d/b/a/ Marshfield Medical Center - River Region

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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 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, Ladysmith, Minocqua, Neillsville, Rice Lake, Weston, Park Falls, Stevens Point, Dickinson, and Marshfield Children's Hospital, Marshfield Clinic Research Institute, Security Health Plan, Division of Education and Marshfield Clinic Health System Foundation.

## **Hospital Overview**

MCHS Hospitals, Inc. d/b/a Marshfield Medical Center- River Region (hereafter referred to as "MMC-RR") is a 12-bed regional hospital in Stevens Point, Wisconsin. This regional hospital provides comprehensive inpatient and outpatient health care to Portage County, bringing the valued services of the Marshfield Clinic Health System closer to home for many area residents.

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

- Emergency department (24/7)
- Eight treatment rooms and one trauma room
- 12 private hospital rooms
- Urgent care
- Imaging and lab services
- Emergency transportation (helicopter and ambulance)
- Surgical services (two operating rooms and one procedure room)
- Inpatient physical and occupational therapy (adult)
- Hospitalist specialists
- Telehealth hospitalist robot

## **Implementation Strategy Overview**

This Implementation Strategy is specific to MMC-RR and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-RR 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 6, 2023, which is on or before the 15<sup>th</sup> day of the fifth month after the end of the taxable year the CHNA was completed.

## **Community Health Needs Assessment Overview**

MMC-RR worked collaboratively as a part of the LIFE Executive Committee with Portage County Department of Health and Human Services, United Way of Portage County, Aspirus Health Inc. and Community Foundation of Portage and Waushara Counties to conduct the CHNA.

The MMC-RR 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 in November 2023, presented to the MCHS Hospitals Board, INC. for discussion and was adopted on December 6, 2023. The full CHNA report, which details the entire assessment and prioritization process, can be found on <https://communityhealth.marshfieldclinic.org/>.

## Prioritization Process

The LIFE Executive Committee hosted four steering committee meetings to review data on 16 domains and began to prioritize highest needs in November of 2022. Then the LIFE Executive Committee conducted a community “Call to Action” meeting in January of 2023 to identify consensus on top priorities.

The Community Benefits workgroup (CBW)—Stevens Point met in November 2023 to discuss the results of the Portage County prioritization processes. Additional consideration of alignment with the ABHE Community Health Focus Areas of Marshfield Clinic Health System were made. The National Association of County and City Health Officials (NACCHO) Prioritization Matrix was used to determine the health priorities, which included the following criteria:

- 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 the top community health priorities identified by Marshfield Medical Center in Stevens Point are:

- Alcohol and Substance misuse
- Behavioral Health
- Health Equity

Table A shows a crosswalk of the different health priorities identified in different reports and how they are interconnected. MMC-RR will continue to support additional community health needs, beyond these four, as they arise.

**Table A. Health Priority Crosswalk**

<b>Portage County CHIP (2017-2023)</b>	<b>MMC- River Region CHNA</b>	<b>Portage County LIFE Report</b>
Alcohol and other drug abuse	Alcohol and substance misuse	Behavioral Health*
Mental Health	Behavioral Health	Behavioral Health*
	Health Equity	Housing
		Childcare
Healthy Weight		

\*The Portage County LIFE report definition of Behavioral health refers to mental health and substance use as well as prevention, diagnosis, and treatment in these areas.

MCHS 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, MCHS 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**

After consideration, the following health needs will not be addressed by MMC-RR as other community organizations are better equipped and have the resources in place to lead efforts to address them:

- Roads and Infrastructure
- Sustainability and Environmental Health
- Higher Education

### **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

<b>Goal 1: Prevent alcohol and substance use among youth and adolescents by reducing risk and enhancing protection</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Prevent alcohol and substance use by identifying and implementing individual and/or environmental prevention strategies	Connect with schools and youth serving organizations interested in implementing.	Reduction of substance misuse in youth population.	Staff time & expertise	LIFE report executive Committee
	Support implementation of a best practice, evidence-based prevention curriculum	Reduction of underage alcohol consumption	Funding as appropriate	Boys and Girls Club Portage County YMCA Portage County Schools
	Evaluate implementation and collect outcomes	Increase collaboration to advance prevention efforts.	Program materials	Portage County AODA prevention Coalition
<b>Goal 2: Reduce community and social impacts of alcohol and substance misuse</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support communities in efforts to reduce the negative consequences of substance use through harm reduction strategies	Promote and participate in events and initiatives Actively attend and participate in meetings	Increased collaboration to advance harm reduction efforts around substance misuse.	Staff time & expertise	LIFE report executive Committee
		Increased community awareness related to alcohol and	Funding as appropriate Supplies	Portage County AODA prevention Coalition Healthy People Portage County Portage County Health Department

		substance use prevention  Reduce community impact related to alcohol and substance misuse		
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## Health Priority: Behavioral Health

<b>Goal 1: Increase access to community based mental and emotional wellness services</b>				
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>Support AmeriCorps members at Boys and Girls Club and YMCA of Portage County</p> <p>Promote education, training, and technical assistance opportunities.</p> <p>Engage schools to utilize the Life Tools program.</p>	Improved social and emotional development of children and adolescents.	<p>Staff time &amp; expertise</p> <p>Program materials</p> <p>Funding as appropriate</p>	<p>LIFE report executive Committee</p> <p>Boys and Girls Club Portage County</p> <p>Portage County YMCA</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 &amp; expertise</p> <p>Program materials</p> <p>Funding as appropriate</p>	<p>LIFE report executive committee</p> <p>Schools</p> <p>Boys and Girls Club Portage County</p> <p>Portage County YMCA</p>
Enhance community's skills to support mental wellness promotion and suicide prevention	<p>Actively attend and participate in meetings.</p> <p>Promote and participate in events and initiatives.</p>	Increased community awareness and skills related to suicide prevention.	<p>Staff time &amp; expertise</p> <p>Funding as appropriate</p>	<p>LIFE report executive committee</p> <p>Prevent Suicide Portage County</p>

Support community wide individual and environmental strategies to support mental wellness, social connections, and engagement	Actively attend and participate in meetings.	Increased collaboration across sectors to advance community support.	Staff time & expertise	LIFE report executive committee
	Promote and participate in events and initiatives.	Increased community awareness related to behavioral health.	Funding as appropriate Materials Supplies Space Technology	Healthy People Portage County Coalition CAP Services Portage County Health Department

**Health Priority: Health Equity**

<b>Goal 1: Advance health equity by focusing on community-based health disparities and addressing social determinants of health.</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase access to community-based resources, services, and support with a focus on health equity.	Actively attend and participate in meetings.  Promote and participate in events and initiatives.	Strengthen relationships with community partners.  Increased collaboration across sectors to advance community support.	Staff time & expertise  Program materials  Funding as appropriate	LIFE report executive Committee  RISE  CAP services  Healthy People Portage County  Portage County Health Department

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.	Increased awareness of resources, services, and supports.  Improved access to resources, services, and supports.	Staff time & expertise  Funding as appropriate  Technology	RISE  CAP Services  Healthy People Portage County  Find Help  Portage County Health Department
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**Next Steps**

This implementation strategy outlines a three-year community health improvement plan. Each year within this timeframe, MMC-RR 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 Hospital Board, Inc. on December 6, 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](mailto:communityhealth@marshfieldclinic.org) or (715) 221-8400.

**References**

MCHS Hospitals, Inc. d/b/a/ Marshfield Medical Center-River Region. *Community Health Needs Assessment*. <https://communityhealth.marshfieldclinic.org/>

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