



MCHS Hospitals Inc. d/b/a Marshfield Medical Center-Eau Claire
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 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 today is an integrated system whose mission is to enrich lives 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 equity¹ 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 health improvement efforts of the community and hospital with community health priorities² identified in the CHNA.

Hospital Overview

MMC-Eau Claire is a 56-bed hospital located in Eau Claire, Wisconsin. MMC-Eau Claire is a fully integrated medical campus and offers a variety of health care services to Eau Claire County residents and the surrounding communities.

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

- Birth services
- Cancer care services

¹ See definition in Appendix A.

² See definition in Appendix A.

- Emergency department and urgent care
- Advanced spine and orthopedic surgery
- Level III trauma center
- Cardiovascular services and more [2]

MMC-Eau Claire opened in 2018, however Marshfield Clinic Health System has been providing care to the Chippewa Valley for over 30 years. The Health System’s network of care in the region includes multiple clinics, inpatient and outpatient physical therapy, a cancer center, and access to 197 primary and specialty care providers. MMC-Eau Claire provides access to over 100 specialties, employes 1,300 staff in the region, and provides many internship and clinical experiences for local college students. [2]

Implementation Strategy³ Overview

This Implementation Strategy is specific to MMC-Eau Claire and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Eau Claire 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-Eau Claire worked collaboratively with the Eau Claire County Health Department, Chippewa County Health Department, Dunn County Health Department, United Way of the Chippewa Valley, Mayo Clinic, and HSHS hospital to conduct the CHNA.

The MMC-Eau Claire 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.

³ See definition in Appendix A.

- 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 October 7th, 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 (CCHA) Strategic Areas of focus (2024-27) are the result of an assessment process which included:

- Reviewing community health needs data
- Discussions with community stakeholders
- Consultation with key subject matter experts

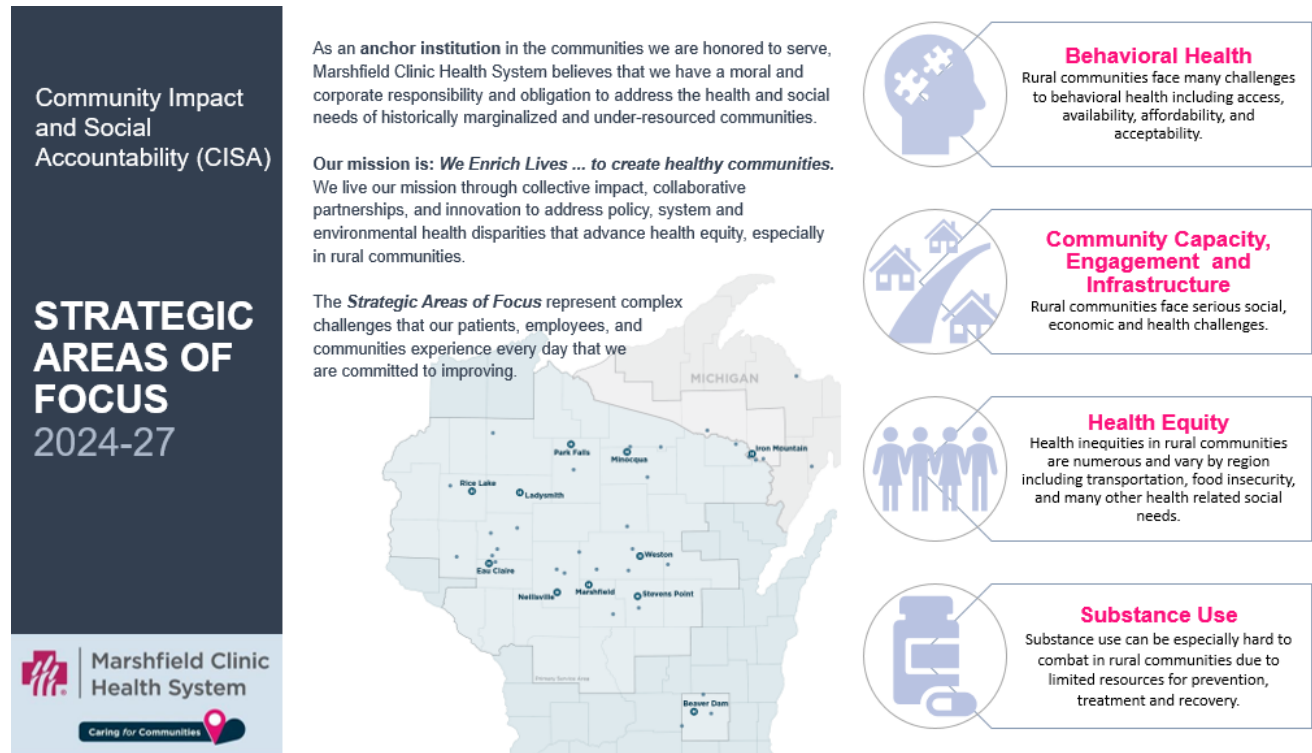
The MCHS Community Health and Benefits Steering Committee then reviewed CCHA's previous 2023 Strategic Priorities, assessed interventions for value and impact, assessed resources, and reviewed various industry factors (such as new regulations and requirements) to align system imperatives.

The 2024-2027 CCHA strategic areas of focus are system-wide community health priorities that were approved by the MCHS Community Health and Benefits Steering Committee. Subsequently, Strategic Priorities are integrated into MMC Implementation Strategy (IS) plans and other MCHS and SHP plans to align system and regional efforts. The strategic areas of focus are:

- Substance Use
- Behavioral health
- Health Equity

- Community Capacity, Engagement and Infrastructure

Figure 1: Marshfield Clinic Health System Strategic Areas of Focus



The Community Benefit Workgroup (CBW)-Eau Claire is a local internal workgroup of MMC-Eau Claire focused on Community Benefit. The CBW-Eau Claire met in June & October 2024 to discuss the results of the CHNA and provide hospital approval. Additional consideration of alignment with the system strategic areas of focus 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]

Health Priorities

After completing extensive review of the community health survey and process, United Way ALICE data⁴, Healthiest Wisconsin 2020, County Health Rankings⁵, and other quantitative and qualitative data, the top community health priorities identified by MMC-Eau Claire are:

⁴ See definition in Appendix A.

⁵ See definition in Appendix A.

- **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 have not been addressed in this plan. In prioritizing community health needs, the CBW-Eau Claire considered other organizations addressing the specific need, the ability of MMC-Eau Claire 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-Eau Claire CBW as other community organizations are better equipped and have the resources in place to lead efforts to address them. MMC-Eau Claire may indirectly address these health priorities through their strategies to improve health equity:

- Physical Health
- Lack of access to childcare or unaffordable childcare
- Lack of safe or affordable housing

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	Provide educational opportunities to MMC-EC and community providers on MOUD Educate community members on the continuum of care resources, services and supports	Increased providers who can prescribe medications for Opioid Use Disorder Increased awareness of resources, services and supports	Staff time Materials Funding	MCHS Division of Education MCHS CCHA Community-based organizations
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Goal 2: Engage in community efforts related to substance use and prevention

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in and support substance use and prevention coalitions and other community efforts	Identify and support staff to participate in coalitions Connect MMC-EC staff to local coalitions Support community efforts to address substance use and prevention	Increased community capacity to address substance use and prevention efforts	Staff time Funding	Eau Claire Health Alliance-Substance Misuse Action Team & Alcohol Misuse Action team Eau Claire County Health Department

Goal 3: Reduce community and social impacts of substance use

Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Serve the community and individuals through recovery coaching	Recruit a Recovery Corps Coach Provide Recovery	Increased support for individuals in all stages of recovery	Staff time Funding	MCHS CCHA AmeriCorps Recovery Corps

	Coach Supervision	Reduced community impacts of substance use		Community-based organizations
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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
Improve access to behavioral health services, supports and community resources	Standardize templates and behavioral health process Monitor and improve referral backlog	Increased access to services and reduced barriers	Staff time	Service Line Administration MCHS Behavioral Health Operations MMC-Marshfield

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	Identify, connect, and support staff to participate in coalitions	Increased community capacity to address behavioral health	Staff Time Funding	Eau Claire Health Alliance-Mental Health Action Group Chippewa Valley Suicide Prevention Coalition Eau Claire City/County Health Department

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 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</p> <p>Improved quality, reduced barriers, and enhanced access to healthcare</p>	<p>Staff Time</p> <p>Funding</p>	<p>MCHS Information Systems</p> <p>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: Engage in community efforts related to advancing health equity and social determinants of health⁶				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Participate in local health equity coalitions or other community efforts	<p>Identify and support staff to participate in coalitions</p> <p>Connect MMC-EC staff to local coalitions</p> <p>Support community efforts to address health equity and social determinants of health</p>	<p>Increased capacity to address health equity and social determinants of health</p>	<p>Staff Time</p> <p>Funding</p>	<p>Eau Claire County Health Department</p> <p>ECHA-Basic Needs Workgroup</p>

⁶ See definition in Appendix A.

Health Priority: Community Capacity, Engagement and Infrastructure

Goal 1: Improve MMC-Eau Claire participation in the community through civic engagement activities that address health				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase the number of MMC-EC 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>	Eau Claire County community agencies
Goal 2: Engage in community efforts to address health needs related to the identified priorities; substance use, behavioral health or health equity				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Host or participate in community event or initiative to meet an identified health need	Assess and determine community engagement opportunities to participate	Increased community awareness of identified health need(s)	<p>Staff time</p> <p>Funding</p>	Eau Claire County community agencies

Next Steps

This implementation strategy outlines a three-year community health improvement plan. MMC-Eau Claire 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)

University of Wisconsin's Population Health Institute's County Health Rankings: a program of the University of Wisconsin Population Health Institute that provides data, evidence, guidance, and examples of the

multiple factors that influence health. The rankings have the ability to measure the health data of almost every county in the United States and are complemented by guidance, tools, and resources to accelerate community learning and action. (County Health Rankings, 2023)

Appendix B: References

- [1] "Marshfield Clinic Health System History," Marshfield Clinic Health System, [Online]. Available: <https://www.marshfieldclinic.org/about-us/history>. [Accessed 16 August 2024].
- [2] "Marshfield Medical Center Eau Claire," October 2023. [Online]. Available: <https://mfldclin.sharepoint.com/sites/BrandHub/Shared%20Documents/Forms/AllItems.aspx?FolderCTID=0x01200091D3E30FE66CAC43AAA068AEF650D1B1&siteid=%7B6B5173B4%2D86FE%2D484B%2D8867%2D2B394C0D32F3%7D&webid=%7B019DE39A%2D2A32%2D41EF%2DB42D%2DAF386687EF5A%7D&un>. [Accessed 1 October 2024].
- [3] "Guide to Prioritization Techniques," [Online]. Available: <https://naccho.org/uploads/downloadable-resources/Gudie-to-prioritization-Techniques.pdf>. [Accessed 16 August 2024].

Appendix C: Individuals Involved in the Implementation Strategy

Community Benefits Workgroup-Eau Claire

- Bradley Groseth: MMC-Eau Claire President
- Mickey Ganschow: Marshfield Clinic Health System Community Benefits Coordinator
- Gina Leath: West Market Chief Nursing Officer
- Dr. Brandon Parkhurst: West Market Vice President of Medical Affairs
- Jenny Benrud: West Market Practice Management Administrator

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