



Lakeview Medical Center Inc. of Rice Lake d/b/a Marshfield  
Medical Center-Rice Lake

# 2026-2028 Implementation Strategy



Marshfield Clinic Health System

## Table of Contents

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Cover Page with Picture.....	<b>Error! Bookmark not defined.</b>
Health System Overview .....	3
Hospital Overview.....	4
Community Health Needs Assessment Overview .....	4
Prioritization Process.....	5
Health Priorities.....	7
Identified Health Needs Not Being Addressed .....	7
Implementation Strategy.....	7
Health Priority: Substance Use .....	8
Health Priority: Behavioral Health .....	9
Health Priority: Health Equity .....	10
Health Priority: Community Capacity, Engagement, and Infrastructure.....	11
Next Steps.....	11
Approval and Community Input.....	12
Appendix A: Definitions .....	13
Appendix B: References .....	15
Appendix C: Individuals Involved in the Implementation Strategy .....	16

## Health System Overview

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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 equity<sup>1</sup> 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 priorities<sup>2</sup> identified in the CHNA.

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<sup>1</sup> See Appendix A for definition

<sup>2</sup> See Appendix A for definition

## Hospital Overview

MMC-Rice Lake is a 40-bed full-service hospital in Rice Lake, Wisconsin. MMC-Rice Lake offers a variety of advance care services including:

- 24/7 Emergency Department
- Adult and Pediatric Primary Care
- Critical Care Transport
- Imaging and Lab Services
- Pharmacy
- Surgical Services and more [1]

Lakeview Medical Center, a nonprofit hospital serving Barron County became a Marshfield Clinic Health System entity in 2008 [2]. In 2018, Lakeview Medical Center and Marshfield Clinic Rice Lake Center were renamed to Marshfield Medical Center- Rice Lake. Both the hospital and clinic were part of the Marshfield Clinic Health System, and the name change was reflective of integrating to one system of care [3].

MMC-Rice Lake employs over 750 people, has performed over 4,700 surgeries, hosts many volunteers and is involved in community events such as National Night Out and the Barron County Fair.

## Implementation Strategy Overview

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This Implementation Strategy<sup>3</sup> is specific to MMC-Rice Lake and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Rice Lake 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. by December 31st, 2025 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

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MMC-Rice Lake worked collaboratively with Barron County Public Health, Barron County Department of Health and Human Services, Northlakes Community Clinic, Mayo Clinic Health System, Cumberland Healthcare, Rice

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<sup>3</sup> See Appendix A for definition

Lake Area Free Clinic, the University of Wisconsin-Eau Claire, and the Aging and Disability Resource Center of Barron County to conduct the CHNA.

The MMC-Rice Lake 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 October 31<sup>st</sup>, 2025, presented to the MCHS Hospitals Board, Inc. for discussion and was adopted by December 31<sup>st</sup>, 2025. 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**

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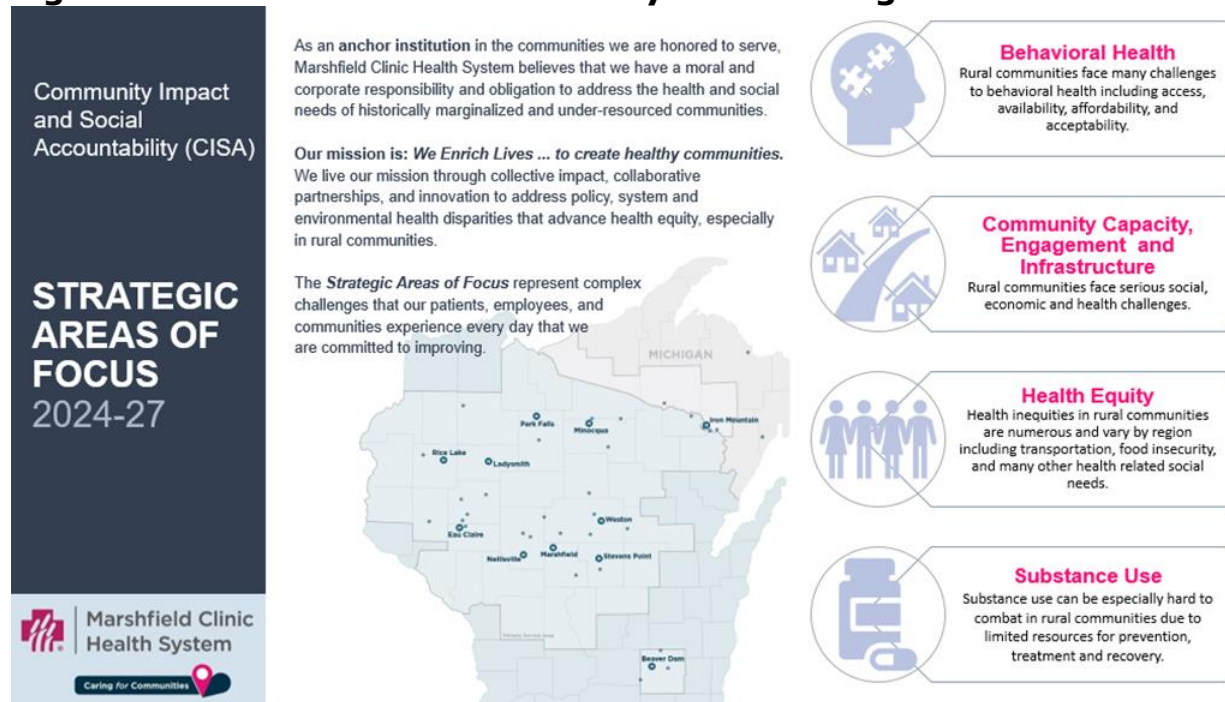
The Marshfield Clinic Center for Community Health Advancement Strategic Areas of Focus (2024-27) are the result of an assessment process which included review of community health needs; discussion with community stakeholders, key subject matter experts, and the MCHS Community Health and Benefits Steering 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 Areas of Focus 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) plans and other MCHS and Security Health Plan (SHP) plans to align system and regional efforts. The strategic focus areas are:

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

**Figure A: Marshfield Clinic Health System Strategic Areas of Focus**



*MMC-Rice Lake CBW meeting-July 2025*

The MMC-Rice Lake Community Benefit Workgroup (CBW) met in July of 2025 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. [6]

## Health Priorities

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After completing extensive review of the Community Health survey and process, United Way ALICE<sup>4</sup> data, Healthiest Wisconsin 2020, County Health Rankings<sup>5</sup>, and other quantitative and qualitative data, the top community health priorities identified by MMC-Rice Lake 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

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Through the assessment process, other community health needs were identified that have not been addressed in this plan. In prioritizing community health needs, the Community Benefits Workgroup (CBW)-Rice Lake, a local internal workgroup of MMC-Rice Lake focused on community benefit, considered other organizations addressing the specific need, the ability of MMC-Rice Lake 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-Rice Lake as other community organizations are better equipped and have the resources in place to lead efforts to address them. MMC-Rice Lake indirectly address these health priorities through their strategies to improve health equity:

- Obesity, nutrition, physical inactivity
- Access to childcare
- Access to safe and affordable housing

## Implementation Strategy

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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

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<sup>4</sup> See Appendix A for definition

<sup>5</sup> See Appendix A for definition

identified health priorities. Many strategies will be implemented collaboratively with community and internal Marshfield Clinic Health System partners.

## Health Priority: Substance Use

<b>Goal 1: Improve access to substance use disorder services through connecting community and care delivery efforts</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Increase clinical knowledge and capacity on Medications for Opioid Use Disorder (MOUD) and other substance use services and supports	<p>Provide education opportunities to MMC-Rice Lake 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>
<b>Goal 2: Reduce Community and Social Impacts of Alcohol and Substance Misuse</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Develop a comprehensive community-based approach to prevent and reduce harms associated	<p>Increase community engagement and empowerment</p> <p>Support community coalitions</p>	<p>Stronger cross-sector partnerships</p> <p>Improved capacity to respond to substance use trends</p>	<p>Funding</p> <p>Staff time</p> <p>Materials</p>	<p>Barron County Health Department</p> <p>Barron County Substance Use Coalition</p>

with alcohol and substance use	Support harm reduction strategies and prevention			
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**Health Priority: Behavioral Health**

<b>Goal 1: Improve access to behavioral health services through connecting community and care delivery efforts</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Improve access to behavioral health services through care delivery efforts	Strengthen care coordination  Expand service availability  Reduce barriers to access	Increased access to services and reduced barriers	Staff Time  Funding	MCHS Behavioral Health Operations  Community Based Organizations and programs
<b>Goal 2: Engage in community efforts to address social emotional development and improve behavioral health</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Strengthening community skill to address social emotional wellness by increasing school based behavioral health programming	Promote behavioral health programs and trainings to schools and afterschool programs	Improved social and emotional wellness of youth  Increased community capacity to address behavioral health in youth	Funding  Staff Time	Local schools and afterschool programs  MCHS CCHA

## Health Priority: Health Equity

<b>Goal 1: Reduce health disparities related to social, economic, cultural, gender and/or community conditions</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Use demographic data to understand patient and community representation, assess health disparities and community assets, and 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</p> <p>Improved quality, reduced barriers, and enhanced access of health care</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>
<b>Goal 2: Engage in Community Efforts Related to Advancing Health Equity and Social Determinants of Health</b>				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Enhance Community Capacity to address health equity and social determinants of health	Support community efforts to address health equity and social determinants of health	Increased capacity to address health equity and social determinants of health	<p>Staff Time</p> <p>Funding</p>	<p>Barron County Healthcare Access Team</p> <p>Barron County Community Connections to Prosperity (CCP)</p>

## Health Priority: Community Capacity, Engagement, and Infrastructure

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

### Next Steps

This implementation strategy outlines a three-year community health improvement plan. MMC-Rice Lake 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**

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This Implementation Strategy Report was adopted by the MCHS Hospital Board, Inc. by December 31st, 2025.

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](mailto: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. consider: 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 15<sup>th</sup> 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 Medical Center- Rice Lake," 20 February 2024. [Online]. Available: <https://mfldclin.sharepoint.com/sites/BrandHub/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FBrandHub%2FShared%20Documents%2FLOCATION%20FACT%20SHEETS%2F19448%2D002%5FRice%20Lake%2Epdf&parent=%2Fsites%2FBrandHub%2FShared%20Documents%2FLOCATION%20FAC>. [Accessed 2nd December 2024].
- [2] "News/news-articles/new-cao-lakeview," Marshfield Clinic Health System, 10 April 2017. [Online]. Available: <https://www.marshfieldclinic.org/news/news-articles/new-cao-lakeview>. [Accessed 2 December 2024].
- [3] "news/news-articles/lmc-and-rice-lake-center-new-name," Marshfield Clinic Health System, 13 August 2018. [Online]. Available: <https://www.marshfieldclinic.org/news/news-articles/lmc-and-rice-lake-center-new-name>. [Accessed 2 December 2024].

## **Appendix C: Individuals Involved in the Implementation Strategy**

### **Community Benefits Workgroup (CBW): MMC-Rice Lake**

- Bradley Groseth: MMC-Rice Lake President
- Barb Agen: MMC-Rice Lake Vice President-Operations and Patient Care Services
- Tammy Koger: MMC-Rice Lake Manager- Volunteer Services
- 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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