



Marshfield Clinic
Health System



Community Health Implementation Strategy

Marshfield Medical Center-Weston



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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 across 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

Marshfield Medical Center-Weston (MMC-Weston) (medical offices) is part of a medical campus that includes MMC-Weston (hospital). More than 100 providers treat patients at this major medical campus.

In addition to primary care services, MMC-Weston (medical offices) offers specialty care for more complicated medical concerns including comprehensive cancer care. Our cancer care specialists treat even the most complex and rare cancers. The Center gives patients access to new treatments, support groups and family resources.

Implementation Strategy Overview

This Implementation Strategy is specific to Marshfield Medical Center-Weston (MMC-Weston) and addresses the community health priorities identified through a collaborative Community Health Needs Assessment (CHNA) process. This document outlines the plans for MMC-Weston 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, 2021, 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 2021 MMC, Community Health Needs Assessment (CHNA) report, as applicable.

Community Health Needs Assessment Overview

The MMC-Weston CHNA was conducted by a collaborative partnership of stakeholders in Marathon County. This group consisted of:

- Ascension
- Aspirus, Inc
- Bridge Community Health Clinic
- City of Wausau
- Community Foundation of North Central Wisconsin
- Dudley Foundation
- Greater Wausau Chamber of Commerce
- Greenheck Foundation
- Judd S. Alexander Foundation
- Marathon County Health Department
- Marshfield Clinic Health System
- United Way of Marathon County

The MMC-Weston 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 completed August 2021, presented to the MCHS Hospitals Board, Inc. for discussion and was approved on December 13, 2021. The full CHNA report, which details the entire assessment and prioritization process, can be found here: <https://marshfieldclinic.org/about-us/community-health-needs-assessment-reports>

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 Weston are:

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

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

Table A – Community Health Priorities Crosswalk

LIFE Report Top Calls to Action	Marathon County Board of Health Priorities	MMC-Weston Priorities
Alcohol	Substance Misuse	Alcohol and Substance Abuse
Drug Treatment & Recovery		
	Mental Health	Behavioral Health
Diversity, Inclusion, Belonging	Health Equity	Social Determinants of Health
Child Care		
Housing		
Water Quality		
Workforce Development		



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, the Community Benefits Workgroup-Weston (CBW-Weston) 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

Through the assessment process, other community health priorities were identified that will not be addressed in this plan. In prioritizing community health needs, the CBW-Weston considered other organizations addressing the specific need, the ability of MMC-Weston 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-Weston for reasons indicated:

- **Workforce Development:** As a major employer in the community, MMC-Weston recognizes its role in advancing quality employment opportunities across all employment training types (Low – high school or less, Middle – less than 4 year degree, High – four-year degree or higher). MCHS collaborates with institutes of higher education to advance learning opportunities across the continuum of care, provides continuous on-the-job training to strengthen the current workforce and offers internship and volunteer opportunities for the community.
- **Water Quality:** The Marathon County Board of Supervisors has identified the protection and enhancement of surface water and groundwater quality and quantity as a priority objective in their 2018-2022 Strategic Plan.

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 use

Goal 1: Reduce youth substance use				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support community wide environmental strategies, prevention, and/or policy to address underage alcohol use.	<p>Review existing environmental strategies and policies</p> <p>Identify gaps</p> <p>Collaboratively develop strategies to address gaps</p>	Enhanced environmental/policy strategies to reduce underage alcohol use.	<p>Staff time</p> <p>Funding as appropriate</p>	<p>Marathon County AOD Board</p> <p>Healthy Marathon County</p>
Goal 2: Reduce community impact related to substance abuse and misuse				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Support workplace drug prevention and recovery efforts.	<p>Develop training</p> <p>Help promote and recruit employers to participate in training</p> <p>Support employers in implementing learned strategies</p>	<p>Increased employer understanding of recovery supportive practices</p> <p>Increased number of local employers implementing recovery-friendly policies</p>	<p>Staff time</p> <p>Training Event and curriculum</p> <p>Funding as appropriate</p>	<p>Marathon County AOD Board</p> <p>North Central Technical College</p> <p>Healthy Marathon County</p> <p>Local businesses</p>
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	<p>Actively participate in meetings</p> <p>Promote and participate in events and initiatives</p>	<p>Increased collaboration to advance substance misuse prevention</p> <p>Increased community awareness</p>	<p>Staff time</p> <p>Funding as appropriate</p>	<p>Healthy Marathon County</p> <p>Marathon County AOD Board</p> <p>Nicotine Prevention Alliance</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 key partners	Increased capacity to support suicide prevention efforts	Staff time	Healthy Marathon County Coalition
	Identify curriculum		Funding as appropriate	Prevent Suicide Marathon County Coalition
	Recruit potential participants	Increased access of mental health supports to bi/multilingual community members	Identified Trainer staff time	Community Based Organizations
Support suicide prevention community awareness events	Implement curriculum/training		Curriculum	
	Identify potential partner organizations	Increased community awareness of the burden of suicide in our communities	Staff time	Healthy Marathon County Coalition
	Create and disseminate materials		Funding as appropriate	Prevent Suicide Marathon County Coalition
	Evaluate efforts		Program materials as appropriate	
Goal 2: Improve social and emotional development of children and adolescents				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnerships
Enhance school capacity to provide high quality social, emotional assessment, support, and learning.	Seek out partner organizations	Increased capacity within schools, to support social emotional learning	Staff time	Local Schools
	Develop or procure materials		Program materials	Healthy Marathon County Coalition
	Educate community groups or organizations		Funding as appropriate	

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 community support Increased community awareness	Staff time Funding as appropriate	Healthy Marathon County Coalition Prevent Suicide Marathon County Coalition Community Based Organizations

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 (external) assessment of health disparities and health equity and develop a workplan to address those gaps.	Identify tool Assess results Develop and implement plan	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.	Build awareness of NowPow with community partners Assist community partners in registering with NowPow Connect CC Team and community partners	Increase in Marathon County organizations registered in NowPow Increase in number of MMC-Weston patients connected to resources to meet needs	Staff time Funding as appropriate NowPow platform	Healthy Marathon County Community based organizations

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 community support Increased community awareness	Staff time Funding as appropriate	Healthy Marathon County Community based organizations

Next Steps

This implementation strategy outlines a three-year community health improvement process. Each year within this timeframe, MMC-Weston 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 December 13, 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 or (715) 221-8400.

References

Marshfield Clinic Health System. (2021, July). *Marshfield Medical Center-Weston Community Health Needs Assessment Reports*. Retrieved from www.marshfieldclinic.org/about-us/community-health-needs-assessment-reports

National Association of City and County Health Officers (NACCHO) (2021, July). Retrieved from Guide to Prioritization Techniques: <https://www.naccho.org/uploads/downloadable-resources/Guide-to-Prioritization-Techniques.pdf>

World Health Organization. (2021, July). Retrieved from Social Determinants of Health: https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1

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