Community Health Implementation Strategy

Dickinson County Healthcare System d/b/a Marshfield Medical Center-Dickinson

Table of Contents

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.

Hospital Overview

Dickinson County Healthcare System d/b/a Marshfield Medical Center-Dickinson (hereafter referred to as "MMC-Dickinson") has provided healthcare services to Northern Wisconsin and the Central Upper Peninsula of Michigan for over 70 years. Dickinson is a 49-bed general medical and surgical hospital in Iron Mountain, Michigan. It has over 70 providers on staff and more than 700 employees, providing a broad range of high-quality acute care, including inpatient, outpatient, diagnostic, home health, hospice, and specialty services. It also has primary care clinics in the Michigan towns of Iron Mountain, Norway, and Florence, Wisconsin.

Implementation Strategy Overview

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

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 15th day of the fifth month after the end of the taxable year the CHNA was completed.

Community Health Needs Assessment Overview

MMC-Dickinson worked collaboratively with Dickinson-Iron District Health Department and the Dickinson-Iron Community Health Improvement Planning Team to conduct the CHNA.

The MMC-Dickinson CHNA written report include 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 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

Dickinson-Iron District Health Department and the Dickinson-Iron Community Health Improvement Planning Team conducted community prioritization meetings in March 2023 to review the community survey results as well as secondary data. Many community stakeholders attended including healthcare organizations, school districts, municipality, public health, community-based organizations, and community members.

The Community Benefits Workgroup (CBW)-Dickinson met in June 2023 to review primary and secondary data on Dickinson County and prioritize needs. Consideration of alignment with the Center for Community Health Advancement (CCHA) Community Health Focus Areas of Marshfield Clinic Health System were made. The following health criteria were considered:

- 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 Dickinson 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-Dickinson will continue to support additional community health needs as they arise.

Table A: Health Priority Crosswalk

Dickinson County Community Health Needs Assessment Survey Results	MMC-Dickinson CHNA
Alcohol Misuse	Alcohol and Substance Abuse
Substance Abuse	
Mental Health	Behavioral Health
Chronic Disease Prevention and Management	Health Equity
Tobacco and Vaping	
Accessibility and affordability to healthcare and service programs	

MMC-Dickinson 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-Dickinson 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.

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: Prevent alcohol & substance use among youth and adolescents by reducing risk and enhancing protection.				
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 or youth serving organizations interested in implementing. Support implementation of Botvin LifeSkills BEST, or another best practice, evidence-based prevention curriculum. Evaluate implementation and collect outcomes.	Reduction of underage alcohol consumption. Reduction of substance abuse. Increase in protective factors.	Staff time & expertise Funding as appropriate	Dickinson-Iron Community Health Improvement Planning Team Great Lakes Recovery Communities That Care Coalition Northwoods Coalition Schools Youth serving organizations
Goal 2: Reduce community and social impacts of alcohol and substance misuse.				
Strategy	Key Actions	Anticipated Outcomes	Resources	Partnership
Serve communities and individuals through recovery coach services	Implement Recovery Coach Program	Reduce community impact related to substance use and misuse	Staff time and expertise Funding as appropriate	Dickinson-Iron Community Health Improvement Team Community Based Organizations
Support community led recovery efforts.	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	Staff time and expertise Funding as appropriate	Dickinson-Iron Community Health Improvement Planning Team Communities That Care Coalition Dickinson County Community Collaborative

		awareness related to alcohol and substance use prevention.		

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.	Raise awareness about Life Tools program. Connect schools with Life Tools application. Support implementation of Life Tools program.	Improve social and emotional development of children and adolescents.	Staff time and expertise Program materials Funding as appropriate	Dickinson-Iron Community Health Improvement Planning Team Schools Youth serving organizations
Provide direct technical assistance and training to adults who work with and support youth around behavior guidance and youth mental wellness.	Connect schools with b.e.s.t. universal screening platform. Connect schools with b.e.s.t. application.	Matched interventions to youth needs. Provides teachers with a process to identify resources.	Staff time and expertise Program materials Funding as appropriate	Dickinson-Iron Community Health Improvement Planning Team Schools Youth serving organizations
Support community wide individual and environmental strategies to support mental wellness, social connections, and engagement.	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 and expertise Funding as appropriate Materials Supplies Space Technology	Dickinson-Iron Community Health Improvement Planning Team Communities That Care Coalition Schools Community Based Organizations

Health Priority: Health Equity

Goal 1: Advance health equity by focusing on community-based 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.	Increased awareness of resources, services, and supports. Improved access to resources, services, and supports.	Staff time and expertise Funding as appropriate Technology	Dickinson-Iron Community Health Improvement Planning Team Dickinson-Iron District Health Department Community Based Organizations Find Help Smiles On Wheels
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. Efficiently aligned activities.	Staff time and expertise Program materials Funding as appropriate	Dickinson-Iron Community Health Improvement Planning Team Dickinson County Community Collaborative UP Food As Medicine Program Smiles On Wheels

Next Steps

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

References

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