

Hudson Hospital & Clinics Implementation Plan

Measurable Objectives and Implementation Activities

A comprehensive Community Health Needs Assessment (CHNA) was conducted for Regions, Lakeview, Hudson and Westfields hospitals from January – July 2012. The analysis included a careful review of the most current health data available and input from numerous community representatives with special knowledge. It was concluded that the five prioritized health needs which are currently of paramount concern to the communities served by these hospitals are:

1. Increase Access to Mental Health
2. Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity)
3. Increase Access to Primary and Preventive Care
4. Improve Service Integration
5. Promote Change in Unhealthy Lifestyles (Tobacco/Alcohol/Substance Abuse)

Since June 2008 members of *Healthier Together* – St. Croix County, formerly known as St. Croix County Community Health Improvement Process (CHIP), have worked together to better understand current and future health care needs of St. Croix County. This process of assessing, prioritizing and addressing health needs in the region is facilitated by Hudson Hospital & Clinics and St. Croix County Public Health. It is a strategic, countywide, community-based approach for creating and maintaining healthy communities.

The top 5 health priorities identified by *Healthier Together* for 2009-2014 are: Access to Primary and Preventive Health Services; Overweight, Obesity, and Lack of Physical Activity; Adequate and Appropriate Nutrition; Alcohol and Other Substance Use and Addiction; and Tobacco Use and Exposure. These top five priorities correlate very well with the five priorities identified in HealthPartners' CHNA.

As a part of *Healthier Together*, a community forum and multiple workshops have been held and five task forces have been established with multiple work groups. These task forces and over 100 community members completed Action, Implementation and Evaluation planning in June 2011 and began plan implementation at this time to move St. Croix County's community health improvement process forward.

Hudson Hospital & Clinics' leadership has developed this Community Benefit Implementation Plan to identify hospital-specific activities and services which directly address these health concerns, and are intended to positively impact the communities it serves. The objectives were determined by studying the health needs identified, within the context of the hospital's overall strategic plan, and the availability of finite resources. The Plan is categorized by priority, including corresponding objectives, a rationale for each objective based on the research conducted, followed by specific implementation activities.

Hudson Hospital & Clinics' Community Leadership

Objective #1: Hudson Hospital & Clinics will continue its integrated involvement in the county-wide health improvement initiative now known as "*Healthier Together* - St. Croix County" (*Healthier Together*).

Rationale: By collaborating and aligning efforts with other community partners committed to health and wellness for St. Croix County, Hudson Hospital & Clinics will be a leader in creating a more strategic framework for local health improvement activities.

Implementation Activities

- Hudson Hospital & Clinics and St. Croix County Public Health co-facilitate *Healthier Together*, the strategic, county-wide, community-based approach for creating and maintaining healthy communities. As a part of the *Healthier Together* initiative, Hudson Hospital & Clinics collaborates and assists in the following activities:
 - Representatives from Hudson Hospital & Clinics serve on a steering committee of 20+ members representing diverse organizations from across the county, providing oversight and guidance, as well as provide staff support for various task forces and work groups.
 - Hudson Hospital & Clinics provides a significant amount of intellectual and financial support and resources to the *Healthier Together* initiative, including a dedicated staff member to provide leadership and co-facilitate the initiative with Public Health.
 - Hudson Hospital & Clinics is collaborating on the creation of a county-wide resource directory. This directory will inform community members of resources available that support optimal lifestyle behaviors and link users to appropriate services that address identified health priorities.
 - A website that serves as a community and county-wide hub for health education and awareness, as well as health engagement and volunteer opportunities will be launched early 2013. The site will provide links to valuable resources, videos, model sharing and education.

Health Priority:

- **Increase Access to Primary and Preventive Care / Increase Access to Mental Health (HealthPartners)**
- **Access to Primary and Preventive Health Services (Healthier Together – St. Croix County)**
- **Hudson Hospital & Clinics Focus**
- **Hospital Role: Lead / Collaborate**

Objective #1: Through collaboration and partnership with community-wide mental health initiatives, Hudson Hospital & Clinics will continue to be a leader in the effort to improve access to mental health services.

Rationale: The CHNA and the St. Croix County *Community Health Needs Assessment 2009-2014* identify critical barriers to mental health services including, transportation, stigma, and cultural misunderstandings. In order to eliminate these barriers, collaborative discussion with community members needs to occur and unique partnerships that focus efforts on developing strategies for improvement need to form. Hudson Hospital & Clinics' collaboration and partnership in this process will improve resources in the community and ultimately work toward solutions that eliminate barriers to mental health care in St. Croix County.

Implementation Activities

- Hudson Hospital & Clinics co-facilitates the *Healthier Together* Mental Health Work Group, which completed

preliminary research on mental health access issues in St. Croix County. The Work Group's research collaboration includes, but is not limited to, survey methodology and multiple email distributions. Hudson Hospital & Clinics will continue to support the *Healthier Together* work group efforts to address transportation barriers, supplement services already available, and help increase awareness of existing services.

- In partnership with the Mental Health Work Group, Hudson Hospital & Clinics represents one of six hospitals — Amery, Baldwin, Hudson, Osceola, New Richmond, and St. Croix Falls — that comprise the Valley Co-op Behavioral Health Team, which began its work in 2011 to review the mental health continuum of care. This continuum includes: Prevention and Early Management, Ambulatory Services, Crisis Management and Hospital Inpatient Care, and Residential Treatment. The Valley Co-op is utilizing research conducted by the Mental Health Work Group to assess various options for improvement in access, marketing, services, and transportation related to mental health. Hudson Hospital & Clinics will continue to support the gap analysis and meetings with Public Health to develop a mental health continuum of care for the St. Croix Valley.
- Hudson Hospital & Clinics will work to increase access to medication for un-insured and under-insured patients.
- Hudson Hospital & Clinics will continue to support HealthPartners' overall efforts to implement the Mental Health Anti – Stigma Campaign. Some of these efforts include:
 - Partner with local social service agencies, hospitals, law enforcement, and those with a vested interest in mental health
 - Integrate education and awareness into the work of the Valley Co-op Behavioral Health Team
 - Offer mental health presentations, incorporating the anti-stigma message
 - Support the annual NAMIWalk through walk team and fundraising efforts
 - Utilize HealthPartners' resources and toolkits to raise the public's awareness of mental illnesses and end the stigma surrounding them

Objective #2: Hudson Hospital & Clinics will continue to support efforts specifically formed to eliminate barriers to access to primary and preventive health care (medical, mental and oral health services), particularly for the patient populations at highest risk; those who typically do not have easy access.

Rationale: Certain groups in the community are at a disadvantage in terms of accessing and navigating the health care system. Members of culturally diverse communities or vulnerable populations often experience barriers to access to primary and preventive, such as language barriers and different understandings and stigma relative to health and mental illnesses. Patients who are un-insured and under-insured experience financial barriers to medical, mental, and oral health care services, including appropriate preventive care and proper utilization of health care services.

Implementation Activities:

- Hudson Hospital & Clinics provides financial support for the Hudson Physicians medical physician liaison representative to the Access to Primary and Preventive Health Services Task Force. The provision of a medical representative – content expert – to the task force allows for a broader, more inclusive, discussion and planning process to occur.
- Hospital van transport services to the health campus are available to community residents within a 15-mile radius. In FY 2011, more than 1,550 residents took advantage of the services.
- Enrollment Assistance, Information and Referral Services are available to help secure a payment source for uninsured and underinsured patients at Hudson Hospital & Clinics. Patient Financial Services, administered by

the hospital's Business Operations, employs a patient financial services representative to oversee its financial assistance program and, along with support from department staff, helps patients enroll in government programs, find other sources of payment, or access services beyond medical care.

- Hudson Hospital & Clinics' Health Resource Center (HRC) promotes health knowledge and inspires continuous personal wellness. The HRC is staffed by an RN who can assist callers/visitors with their health concerns and provide direct links to health care resources. The Hospital will continue to offer free community health seminars, events and programs coordinated through the HRC.
- Hudson Hospital & Clinics will continue to provide the Scholarship Program (offered to nursing staff and community), which will increase the number of qualified providers in the community. Two Hospital Foundation scholarship awards will also be offered to high school students in the community (graduating seniors).
- Hudson Hospital & Clinics will explore diabetes prevention and review opportunities in relation to heart, cancer, and diabetes program and service line development. Consideration will also be given to hosting a community health fair with preventive screenings.
- Hudson Hospital & Clinics will support Public Health in communicable disease prevention efforts as circumstances warrant (i.e. immunizations for Whooping Cough, H1N1, etc.).
- Hudson Hospital & Clinics will continue to increase access to oral health care in the community. These efforts include:
 - Exploring HealthPartners Dentist/Orthodontist/Dental Therapist (Specialty Clinic)
 - Provide Oral Health education, connecting oral health with overall health, to the community
 - Continue to provide support (OR facility and anesthetics) for a local pediatric dental specialist who serves a patient base comprised of primarily high risk, Medicaid patients

Health Priority:

- **Promote Positive Behaviors to Reduce Obesity (Nutrition/Physical Activity) (HealthPartners)**
- **Overweight, Obesity and Lack of Physical Activity (Healthier Together – St. Croix County)**
- **Adequate and Appropriate Nutrition (Healthier Together – St. Croix County)**
- **Hudson Hospital & Clinics Focus**
- **Hospital Role: Lead / Collaborate**

Objective #1: Hudson Hospital & Clinics will lead initiatives that teach, encourage, and promote adequate and appropriate nutrition in the community to reduce obesity.

Rationale: Obesity is a growing concern in not only the community served by Hudson Hospital & Clinics, but also in St. Croix County, Wisconsin, Minnesota and in the United States. Obesity is linked to many health conditions including, but not limited to, diabetes, heart disease, stroke, and cancer. Initiatives that promote positive health behaviors, such as proper nutrition and exercise, will empower individuals to attain and maintain healthy lifestyles.

Implementation Activities:

- Hudson Hospital & Clinics serves as the “task force champion” – providing leadership and expertise – to the Overweight, Obesity, and Lack of Physical Activity Task Force. This priority has four sets of objectives: provide

and improve leadership, encourage and enable physical activity for children and adolescents, encourage and enable physical activity for adults, and educate and take action around overweight and obesity issues, including healthy eating.

- Hospital staff will also continue to co-facilitate the Adequate & Appropriate Nutrition Task Force, which is collaborating to increase adequate and appropriate nutrition in the community, specifically increased consumption of fruits and vegetables by St. Croix County residents.

In support of the above mentioned task force goals and objectives, Hudson Hospital & Clinics will lead and collaborate in various *Healthier Together* initiatives that teach, encourage, and promote adequate and appropriate nutrition in the community to reduce obesity. These opportunities include:

- *Healthier Together* school-based programs, including after school programs for students Kindergarten to 6th grade with a focus on physical activity, nutrition, and the great outdoors. Currently 5 of the 6 school districts in the county participate in these programs and *Healthier Together* is continuing efforts toward the goal of engaging all 6 school districts in this initiative. Hudson Hospital & Clinics will provide dietetic support as needed.
- Increase the number of farmers markets available in the community and engage attendees in nutrition education, cooking demos or samples, youth interaction, etc.
- Hospital-sponsored free fruit and vegetable give-away / cooking demonstrations
- Nutrition education events (heart, cancer, and diabetes education – healthy eating to help minimize risk factors of high cholesterol, high blood pressure, overweight and obesity, etc.)
- Hospital-sponsored Community Supported Agriculture (CSA) - the Hospital currently coordinates program for interested staff and community members and serves as the community pick-up site.
- Support *Healthier Together* campaign to support local food shelf – healthy foods, education, etc.
- Hudson Hospital & Clinics leads the Community Garden Model initiative. The garden, a Hospital green initiative, was created in support of *Healthier Together* initiatives to address nutrition and physical activity health issues. The goal is to increase the number of community gardens in the county and expand participation within. The model is easily replicable for interested businesses and organizations joining the initiative. Hudson Hospital & Clinics will look at the possibility of offering a “free fruit & veggie give-away” and conducting cooking demos and/or nutrition education events.
- Hudson Hospital & Clinics -- recognized for its sustainability and green initiatives -- is a participant in the Farm to School program, which aims to connect schools with Community Supported Agriculture (CSA), a popular way for consumers to buy local, seasonal food directly from area farmers. Hudson Hospital & Clinics uses expertise and consulting to assist in formulating best practice models and rolling out supporting programs. The *Healthier Together* work group will partner with University of Wisconsin – River Falls *Experiential Learning Course* students to create the farm to school model and implement in one or more school districts in 2013. The Hospital provides project and staff oversight.
- Hudson Hospital & Clinics employs hospital dietitians to promote nutrition awareness and education to patients, their families, and the community. In addition, dietitians see all chemotherapy patients to ensure adequate and appropriate nutrition at no charge.
- Hudson Hospital & Clinics will support the *yumPower* efforts of HealthPartners both internally (staff education and engagement) and externally in the community’s elementary schools. *yumPower* is a kid friendly online resource that provides nutritional advice for healthy eating habits.

- Hudson Hospital & Clinics will support community challenges that encourage healthy eating.
- Hudson Hospital & Clinics provides Lactation Support; encouraging breastfeeding and providing access to certified lactation consultants and breastfeeding education.

Objective #2: Hudson Hospital & Clinics will collaborate with various community partners to implement programs that teach and encourage physical activity in the community to reduce obesity.

Rationale: Obesity is a growing concern in not only the community served by Hudson Hospital & Clinics, but also in St. Croix County, Wisconsin, Minnesota and in the United States. Obesity is linked to many health conditions including, but not limited to, diabetes, heart disease, stroke, and cancer. Initiatives that promote positive health behaviors, such as exercise and proper nutrition, will empower individuals to attain and maintain healthy lifestyles.

Implementation Activities:

- Hudson Hospital & Clinics serves as the “task force champion” – providing leadership and expertise – to the Overweight, Obesity, and Lack of Physical Activity Task Force. This priority has four sets of objectives: provide and improve leadership, encourage and enable physical activity for children and adolescents, encourage and enable physical activity for adults, and educate and take action around overweight and obesity issues.
- *Healthier Together* school-based programs, including after school programs for students Kindergarten to 6th grade with a focus on physical activity, nutrition, and the great outdoors. Currently 5 of the 6 school districts in the county participate in these programs and *Healthier Together* is continuing efforts toward the goal of engaging all 6 school districts in this initiative. Hudson Hospital & Clinics provides overall program and grant funding oversight.
- *Healthier Together* is the grant recipient of a *Transform Wisconsin Impact Grant (26 Month)* with focus on *Active Communities* (Joint Use Agreements with school, parks and recreational facilities). Hudson Hospital & Clinics, in partnership with other grant work group members, will implement a workplan to help increase physical activity for kids, their families and the community at large. The Hospital will act as the fiscal agent and provide staff management and grant oversight.
- Hudson Hospital & Clinics extends funds to support collaborative initiatives aimed at reducing obesity, including a grant to the local YMCA to implement specific programming targeted at youth and adults alike.
- Hudson Hospital & Clinics will support community challenges that encourage physical activity.

Health Priority:

- **Promote Change in Unhealthy Lifestyles (Tobacco/Alcohol/Substance Abuse) (HealthPartners)**
- **Alcohol and Other Substance Use and Addiction (Healthier Together – St. Croix County)**
- **Tobacco Use and Exposure (Healthier Together – St. Croix County)**
- **Hospital Role: Collaborate / Participate / Advocate**

Objective #1: Hudson Hospital & Clinics will continue to provide patients and community with the opportunity to address and treat alcohol and substance abuse issues, and promote education and awareness to reduce these behaviors.

Rationale: Alcohol and drug abuse can be related to many leading causes of death. Treatment programs provide individuals with an avenue for support and recovery and early intervention with adolescents can prevent further development of alcohol and substance abuse issues. Furthermore, awareness and education programs can prevent alcohol and substance abuse from occurring.

Implementation Activities:

- Hudson Hospital & Clinics operates Programs for Change, an outpatient chemical addiction treatment and recovery care program, which offers parents and family members the opportunity to participate in educational lectures, group discussion, and family treatment groups free of charge in support of their loved one.
- Hudson Hospital & Clinics serves as a *SHARPS* Disposal Drop Site for the community. Residents are able to safely dispose of hypodermic needles and lancets.
- Representatives from Hudson Hospital & Clinics serve as content experts on the *Healthier Together* Alcohol and Other Substances Task Force and Valley Co-op Behavioral Health Team.
- Hudson Hospital & Clinics will support Hudson community's *Mock Crash Event*, organized for high school students, which demonstrates the cause and effects of drunk driving.
- Hudson Hospital & Clinics will support and partner with community efforts to educate the public with awareness programs, such as the *Parents Who Host Lose the Most Campaign*.

Objective #2: Hudson Hospital & Clinics will continue to provide patients with the opportunity to quit smoking, and promote education and awareness to reduce tobacco use and exposure.

Rationale: Tobacco use and exposure are large contributors to lung cancer, the leading cause of cancer death in Wisconsin. Treatment programs provide individuals with an avenue for support and recovery and early intervention with adolescents can prevent further development of tobacco use.

Implementation Activities:

- Hudson Hospital & Clinics employs a certified tobacco cessation therapist, who also serves as the Tobacco Task Force / Cessation Services Lead.
- The Hospital, as a member of the *Healthier Together* Tobacco Task Force, will work to help increase affordable, accessible and appropriate cessation programs across the county and continue to offer tobacco cessation services locally.
- Hudson Hospital & Clinics will help increase awareness and support for smoke-free living, through indirect support for smoke-free multi-housing units (current focus) and school and community education.
- Hudson Hospital & Clinics will continue facilitation of the local cancer support group.

Additional health priority identified in HealthPartners needs assessment:

Improve Service Integration

- Hudson Hospital & Clinics has chosen not to include this priority within its Community Benefit Implementation Plan. The following items of focus are considered operational and are addressed in the Hospital business plan:
 - Reduce patient utilization of emergency department to free up space and resources for acute medical crises
 - Reduction of readmissions
 - Increase relationships with primary care clinic / physicians (care transition)
 - Assist with accessing affordable medications / medication monitoring
 - Patient Financial Services Representative (focused efforts on enrollment assistance, information, and referral services)
- Hudson Hospital & Clinics will continue to improve service integration and the patient continuum of care via innovative partnerships, technology advancements and effective communication with other service providers.