



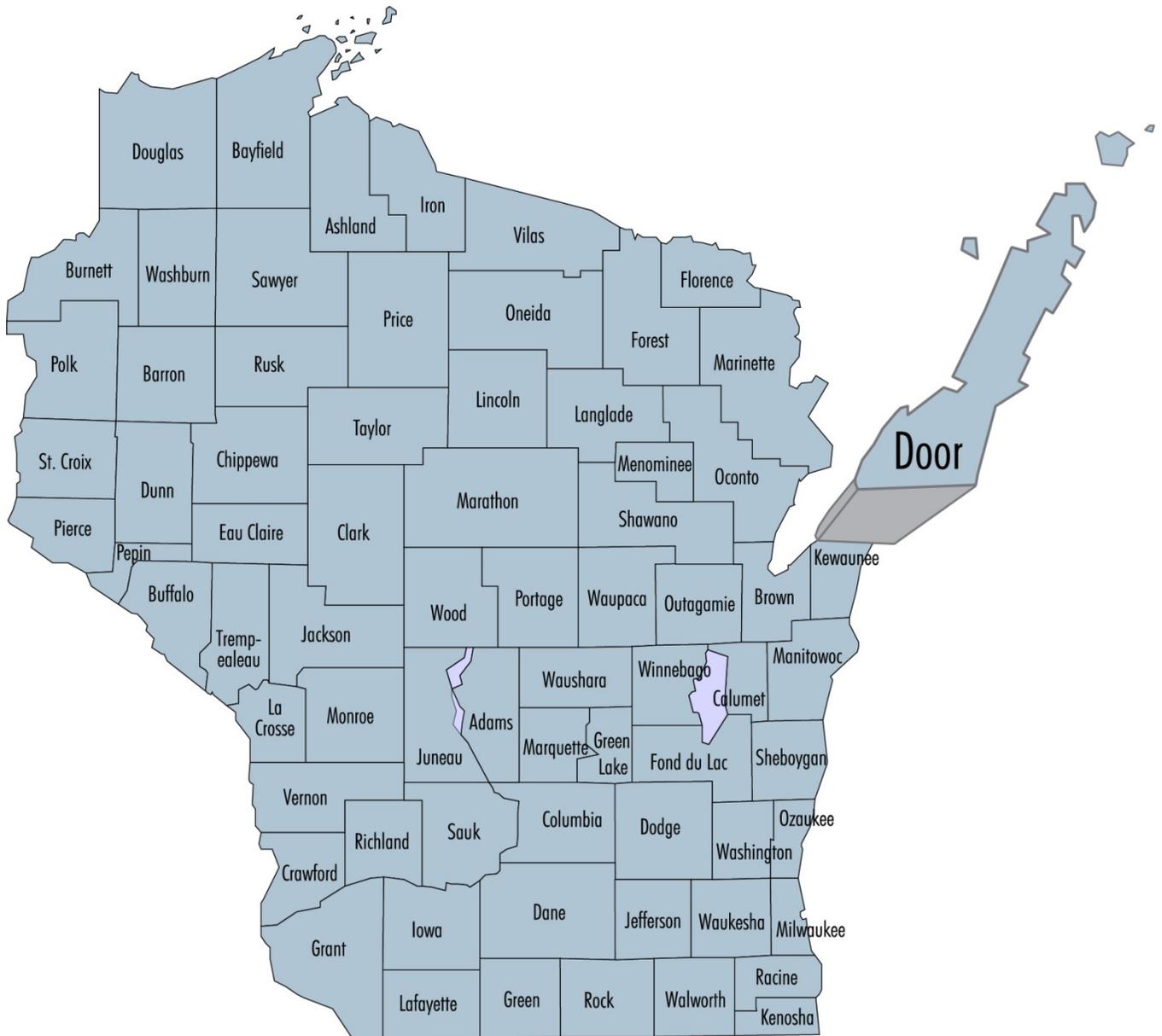
MINISTRY
Door County Medical Center



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

2016-2019

Communities We Serve



323 South 18th Avenue, Sturgeon Bay, Wisconsin 54235

Ministry Door County Medical Center Community Health Improvement Implementation Strategy

Introduction

Ministry Door County Medical Center (MDCMC) is a critical access hospital located in Door County, Wisconsin. For more than 70 years, MDCMC has been the leader in health and wellness for Door and Kewaunee counties. MDCMC's hospital and outpatient medical center provide a wide range of specialties, including the Women's and Children's Center, the Bone and Joint Center of Door County, the Door County Cancer Center, a skilled nursing facility, a rehabilitation services department, and Ministry North Shore Medical Clinic. With its main campus in Sturgeon Bay and satellite clinics and rehabilitation services facilities in four smaller communities, MDCMC serves a wide range of patients.

MDCMC is part of Ministry Health Care, which is an integrated healthcare delivery network serving more than 1.1 million people across Wisconsin and eastern Minnesota. Ministry generates nearly \$2.2 billion in operating revenue with 15 hospitals, 45 clinics and more than 12,000 associates, including 650 physicians and advance practice clinicians. In 2013, Ministry Health Care joined Ascension, the largest Catholic and not-for-profit healthcare system in the nation.

MDCMC conducted a community health needs assessment in collaboration with Door County Public Health Department in January, 2016. Data was gathered from multiple sources to assess the health needs of Door County. This data was presented to a group of community stakeholders who together recommended the health priorities to be addressed for the 2016-2019 Implementation Strategy.

Prioritized Significant Health Needs

Based on the data presented and the prioritization process of the community stakeholders, the following priorities were selected:

- Mental health
- Oral health
- Adequate, appropriate and safe food and nutrition
- Healthy growth and development – emphasis on early childhood social/emotional health and school readiness

Needs That Will Not Be Addressed

In addition to the four health issues selected as top priorities, stakeholders identified two other significant health issues in Door County. These issues will be addressed by other organizations in the community. While these issues will not be addressed by MDCMC as priority health needs, we will provide support to those community efforts whenever possible.

Alcohol and Drug Use: The stakeholders identified alcohol misuse and drug use, particularly heroin and other opiates, as emerging issues in the community. Wisconsin has seen a 260 percent increase in opiate overdose death among 12-24 year olds in the past decade, with prescription opioids playing a role in more deaths than heroin and cocaine combined. Ministry will engage in increased educational efforts around this issue. The Door County AODA Coalition, of which Ministry is a part, and local law enforcement departments will be addressing these issues.

Chronic Disease Prevention: Stakeholders identified chronic preventable disease as another health issue, in particular heart health, obesity and diabetes. Because diet plays a significant role in these conditions, this health issue is being addressed through the priority need of adequate, appropriate and safe food and nutrition. In addition, MDCMC's continued support of silent sporting events, athletic events, the Door County YMCA, youth sports, outdoor activities, nature preserves and other outdoor resources provides increased opportunities for exercise, which contributes to addressing this need.

Implementation Strategy

The MDCMC Implementation Strategy is part of a broad community effort to address four priority needs in the community. MDCMC works collaboratively with a broad range of direct service organizations, coalitions and government agencies to address these needs.

This implementation strategy outlines the actions MDCMC will take to address Door County's health needs. However, as noted below, many of these strategies will be implemented collaboratively. Recognizing that no one organization is able to effect substantial community change alone, the long-term outcomes identified in this plan will be achieved as many community organizations work together for collective impact.

MENTAL HEALTH

Goal: In partnership with the Door County Public Health Department and other organizations, create awareness of and access to mental health services in the community, including services offered by MDCMC.

Long-term Performance Indicators:

- By June 30, 2019, decrease the average number of mentally unhealthy days reported in the past 30 days from 3.3 to 3.0. (Source: 2016 County Health Rankings)
- By June 30, 2019, Door County's suicide rate will decrease from 15.05/100,000 population to 14.05/100,000. (Source: Community Commons, 2015)

Strategy 1: Mental Health Awareness and Education

MDCMC will develop at least two annual mental health awareness events/activities/educational sessions to raise awareness of mental health issues in Door County, including LEAP (Learning to Empower and Appreciate All People) and The Human Kindness Project, an anti-bullying multimedia presentation that engages local youth and addresses adolescent mental health issues.

Key Actions:

- Research current issues in mental health
- Identify and develop evidence-based programs to address issues
- Partner with local organizations for presentations
- Recruit participants through media outreach and stakeholder communications

Medium-term Performance Indicators:

- By June 30, 2018, at least 50 percent of participants at mental health awareness events will indicate an increase in knowledge of mental health issues and resources in Door County, based on exit surveys.

Collaborative Partners:

- Door County Mental Health Focus Group
- Door County Public Health Department
- Door County Department of Human Services – Behavioral Health Program
- Door County YMCA
- Crossroads at Big Creek
- Counseling Associates of Door County
- Prevent Suicide Nathan Wilson Coalition
- Jak's Place
- Bay Counseling Services
- MDCMC Behavioral Health Services
- Door County Public Schools
- Door County YMCA
- NAMI, Door County
- Local visual and performing artists

MDCMC Resources:

- Associate time
- Travel
- Volunteer time
- Marketing department associate time, materials and advertising costs

Supporting Information:

- Target Population: residents of Door County
- Health Equity Focus: none
- Policy/System/Environmental Strategy: N/A
- Evidence Base: *What Works for Health* indicates that extracurricular activities for social engagement are a “scientifically supported” evidence-based practice.

Strategy 2: Increase Community Access to Mental and Behavioral Health Services

MDCMC’s Behavioral Health Services provides frontline care, in partnership with primary care providers (PCPs), to address patients’ behavioral and mental health needs. All MDCMC patients seeing their PCP are screened for potential need for mental health services. Should a mental health need be identified, patients can see a behavioral health provider in the comfort and privacy of their PCP’s office, reducing stigma and increasing access to these services. MDCMC will continue to grow this program to provide behavioral health services to more local patients. MDCMC also provides psychiatric medication management through a Psychiatric Mental Health Nurse Practitioner to support residents who have prescription needs. In addition, MDCMC providers will offer mental health services to participants in The Healing Project, an integrative approach to caring for those undergoing cancer treatment, as well as facilitate a support group for women with a cancer diagnosis.

Medium-term Performance Indicators:

- One hundred percent of patients seen at routine visits to PCP are screened for depression/mental health problems by June 30, 2018.
- Seventy-five percent of patients who score ≥ 3 points on the Patient Health Questionnaire (PHQ-2) are referred for specialized behavioral/mental health services by June 30, 2018.

Collaborative Partners:

- Behavioral Health Services (MDCMC)
- Counseling Associates of Door County
- Door County Department of Human Services – Behavioral Health Program
- Door County Department of Public Health
- Bay Counseling Services

MDCMC Resources:

- Associate time (coalition meetings, services provided)
- Travel

Supporting Information:

- Target Population: Residents struggling with mental health concerns, substance abuse, tobacco use and/or alcohol issues.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: System
- Evidence Base: *What Works for Health* indicates that behavioral health primary care integration is a “scientifically supported” evidence-base practice that can result in the following outcomes: improved mental health; increased adherence to treatment, improved quality of life, increased patient engagement.

Strategy 3: Mental Health Resource Guide

This guide is a collaborative effort between MDCMC, Door County Public Health, and other human services agencies, providing a comprehensive listing of mental health resources in the county, including contact information. MDCMC will participate in actively distributing the guide throughout the county and focus on increasing the number of community partners distributing the guide. At the beginning of the 2016-2017 fiscal year, MDCDMC will develop and updated Mental Health Resource Guide and distribute business cards with the web address for the online guide to community agencies.

Medium-term Performance Indicators:

- By July 1, 2018, increase the number of sectors in the community that actively distribute the Resource Guide by 10 percent.

Collaborative Partners:

- Door County Public Health
- Door County Department of Human Services – Behavioral Health Program
- Counseling Venues
- Door County Library

MDCMC Resources:

- Associate time
- Expenses for printing and distribution

Supporting Information:

- Target Population: General population, those suffering from mental illness and their family members/caregivers
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: N/A
- Evidence base: None known

Strategy 4: Promote and Support Suicide Prevention Efforts in Door County

Door County's suicide crude death rate is 15.5 per 100,000 population as compared to 13.19 for Wisconsin and 12.10 for the US. The Healthy People 2020 target for the US is 10.2. Question, Persuade, Refer (QPR) is a research-based suicide prevention program that trains lay people on how to recognize the warning signs of a suicide crisis and how to question, persuade and refer someone for help. MDCMC will participate in promoting local QPR training.

Medium-term Performance Indicators:

- By June 30, 2017, increase the number of certified QPR trainers in Door County from five to seven.
- By June 30, 2017, participants receiving QPR training will report an increased knowledge of crisis intervention strategies.

Collaborative Partners:

- Prevent Suicide Door County Nathan Wilson Coalition
- Door County Public Schools
- Door County Public Health Department
- Door County Mental Health Focus Group
- Door County Department of Human Services – Behavioral Health Program

MDCMC Resources:

- Associate time (presentations)
- Materials and publicity for events

Supporting Information:

- Target Population: General population and youth
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: N/A
- Evidence Base: QPR training is included in the Substance Abuse and Mental Health Services Administration's (SAMHSA's) National Registry of Evidence-Based Programs and Practices

ORAL HEALTH

Goal: Increase awareness of and access to oral health care and preventative care for Door County residents.

Oral health is a component of general health that both impacts and reflects overall health. Oral health can also have great social impact. Difficulty chewing or swallowing can affect diet and nutrition by limiting food selection. Poor oral health also affects self-esteem in children and adults, and can result in difficulty in social situations, including presenting barriers to employment.

Long-term Performance Indicators

- By December 31, 2020, increase the patient load at Ministry Door County Dental Clinic for adults with no insurance or Medicaid by 25 percent.

Strategy 1: Access to Dental Care

MDCMC will increase access to dental care for underserved adults by continuing to maintain the Ministry Door County Dental Clinic. The clinic provides a full range of dental services for low-income residents who have limited ability to purchase dental care services. This includes Medicaid participants and uninsured adults. During this three-year period, MDCMC will expand the number of individuals served.

Medium-term Performance Indicators:

- By December 31, 2018, increase access to dental care for adults with no insurance or Medicaid by 10 percent.

Collaborative Partners:

- Door County Public Health Department

MDCMC Resources:

- Associate time
- Support of clinic

Supporting Information:

- Target Population: Low-income residents/Medicaid participants, uninsured adults
- Health Equity Focus: Low-income residents
- Policy/System/Environmental Strategy: System
- Evidence Base: While the Ministry Door County Dental Clinic is not a federally qualified health center (FQHC), it may leverage similar results. FQHC's have been shown to improve access to oral health care, improve health outcomes for their patients and reduce disparities in access to care.

Strategy 2: Assess Opportunities for Oral Health Programs in County Schools

MDCMC will work collaboratively with the Door County Public Health Department to assess current oral health programming in county schools and identify gaps in services. Based on the assessment, recommended next steps to improve oral health through county schools will be identified and implemented.

Medium-term Performance Indicators:

- By September 2016, increase number of eligible Door County students participating in Dental Sealant program from 60 to 80 students.
- By December 31, 2016, complete an assessment of school-related oral health programs, including recommendations for action.
- By June 30, 2019, implement at least one of the recommendations from the assessment.

Collaborative Partners:

- Door County Public Health Department

MDCMC Resources:

- Associate time
- Financial support of clinic

Supporting Information:

- Target Population: Door County schoolchildren
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: N/A
- Evidence Base: County Health Rankings and Roadmaps and other experts promote “assessing needs and resources” as part of their recommended action cycle.

Strategy 3: Increase Awareness of Oral Health Issues

MDCMC will work with the Door County Health Department to increase awareness of oral health issues in the community. Information will be disseminated through public service announcements in the local media.

Medium-term Performance Indicators:

- By June 2019, at least five public service messages about oral health will be disseminated annually in Door County.

Collaborative Partners:

- Door County Department of Public Health

MDCMC Resources:

- Associate time
- Marketing department time and resources

Supporting Information:

- Target Population: Door County adults
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: N/A
- Evidence Base: None known

ADEQUATE, APPROPRIATE AND SAFE FOOD AND NUTRITION

Goal: Increase regular and sufficient consumption of nutritious foods across the lifespan to support normal growth and development of children, and promote physical, emotional and social well-being for all people.

Fruits and vegetables play a role in obesity prevention due to the fact that they are essential to a high quality nutritionally complete diet. They reduce hunger and are low in calories. A 2014 Youth Risk Behavior Survey of Door County high school students indicates 41.4 percent ate fruit one or more times during the seven days prior to the survey.

Long -term Performance Indicators:

- By June 30, 2019, Door County schools will establish at least 50% of the assessment indicators from the Smarter Lunchroom Assessment (an assessment that gathers evidence to support increasing fruit and vegetable consumption).
- By June 30, 2019, increase those students willing to taste a fruit or vegetable they have never tasted before to 50 percent.
- By June 30, 2019, access to EBT payment at Door County farm markets will increase by 100% from two (Sturgeon Bay and Door County Senior Center) to four (including those farm markets in other areas of our county, such as Jacksonport and Sister Bay).
- By June 30, 2019, an ongoing funding source will be secured for an incentive program that will double each FoodShare dollar.

Strategy 1: Visual Indicators of Healthy Foods

MDCMC will work with partners to increase Door County residents' and visitors' awareness of what a healthy nutritional choice is by utilizing visual indicators at community establishments that provide food. This will include grocery stores, restaurants and schools.

Medium-term Performance Indicators:

- By June 2017, Healthy Door County 2020 will meet with at least three grocery stores to discuss nutritional labeling systems and adding more nutrient-dense options to deli departments.
- By June 2018, visual indicators of healthy food choices will be in place in at least three Door County restaurants.

Collaborative Partners:

- United Way of Door County
- Healthy Door County 2020 and member organizations
- Local restaurants and grocery stores
- Door County Public Schools and Algoma School District

MDCMC Resources:

- Associate time (nutritional services)

Supporting Information:

- Target Population: Door County residents and visitors who purchase food at restaurants, grocery stores, Door County children served by school nutrition programs
- Health Equity Focus: None
- Policy/System/Environmental Strategy: System and environmental
- Evidence Base: *What Works for Health* and other sources identify menu/food labeling with nutrition analysis and healthy option placement and promotion as best practices. *What Works for Health* lists point of purchase prompts for healthy foods as evidence-based.

Strategy 2: Healthy Nutritional Choices in Schools

Twenty-three percent of Wisconsin high school students are overweight or obese, as are 30 percent of pre-school-aged children participating in WIC (Special Supplemental Nutrition Program for Women, Infants and Children). MDCMC will support healthy nutritional choices, food variety and the trying of new, nutrient-dense foods in schools through Healthy Door County 2020. First, all Door County schools will complete a Smarter Lunchroom Assessment. Working through Healthy Door County 2020, MDCMC will provide educational opportunities, taste testing, and consultation/support.

Medium-term Performance Indicators:

- By June 30, 2017, all Door County schools will complete a Smarter Lunchroom Assessment to gather evidence to support increasing fruit and vegetable consumption.

Collaborative Partners:

- United Way of Door County
- Healthy Door County 2020
- Door County Public Schools
- UW-Extension

MDCMC Resources:

- Associate time (nutritional services)
- Event supplies: aprons/T-shirts, refreshments, handouts
- Marketing expenses for events

Supporting Information:

- Target Population: Door County schoolchildren
- Health Equity Focus: The purpose of this program is to benefit low-income families who participate in free or reduced school lunch programs and/or WIC.
- Policy/System/Environmental Strategy: System
- Evidence Base: *What Works for Health* and other sources identify healthy option placement and promotion as a best practice. *WWFH* indicates taste testing of fruits and vegetables is an evidence based strategy.

Strategy 3: Increase Access to Fresh Produce and Whole Foods for Low-income Individuals

MDCMC will work with partners to increase access to fresh produce and whole foods for low income individuals through support of the FoodShare program. FoodShare is a state program that helps individuals purchase the food they need for good health. MDCMC supports FoodShare by sponsoring a voucher program at the local Farmer's Market, allowing participants to use their FoodShare dollars to buy fresh, local produce and other wholesome foods at the market. This incentive program will be implemented to double each FoodShare dollar until matching funds are exhausted. In addition, farmer's market tours will be offered at the Sturgeon Bay Farmers' Market Information/EBT booth to FoodShare participants and other community members.

Medium-term Performance Indicators:

- By May 31, 2017, access to EBT payment at Door County farmers' markets will increase by 100 percent from one market (Sturgeon Bay) to two (Sturgeon Bay and Door County Senior Center).

Collaborative Partners:

- United Way of Door County
- City of Sturgeon Bay/ Sturgeon Bay Farmers' Market
- FoodShare Program

MDCMC Resources:

- Associate time
- Sponsorship of FoodShare matching fund expenses

Supporting Information:

- Target Population: Low-income residents who participate in WIC/FoodShare
- Health Equity Focus: this program serves low-income residents, who have less disposable income to purchase healthy foods.
- Policy/System/Environmental Strategy: System

- Evidence Base:
 - *What Works for Health* states “Enabling EBT payment at farmers’ markets is a suggested strategy to promote access to fruits and vegetables. Available research describes the lack of EBT payment at farmer’s markets as a barrier to fruit and vegetable consumption for low income consumers.
 - WIC and Senior Farmers Market Nutritional Programs improve access to fresh fruits and vegetables; the impact is stronger based on the amount of benefit provided.

HEALTH GROWTH AND DEVELOPMENT (EMPHASIS ON EARLY CHILDHOOD SOCIAL/EMOTIONAL HEALTH AND SCHOOL READINESS)

Goal: Support positive environments and relationships in the life of our community’s young children, laying the foundation for future learning, behavior and health.

A group of educators, parents and early childhood professionals met in early 2015 to discuss concerns about a perceived lack of social/emotional readiness for the school setting. Throughout the county, increased numbers of children have presented at pre-kindergarten and kindergarten with behavioral issues, a lack of school readiness and lower levels of proficiency with basic social skills.

Long Term Performance Indicators:

- By June 30, 2019, increase the proportion of parents reporting a feeling of competence in their parenting skills. (Baseline and target to be established based on initial research.)

Strategy 1: Research and Action Plan

MDCMC will work with the Door County Partnership for Children and Families to conduct research and surveys to identify key issues in the early childhood population and top family needs. We will gather data to inform future programming for children and families; develop a plan of action to improve the systems that support healthy child development; and hire a part-time Coordinator to implement the work of this coalition.

Medium-term Performance Indicators:

- By December 31, 2016, a collaborative action plan to address childhood development will be created and be being implemented (including hiring part time staff to coordinate implementations).

Collaborative Partners:

- United Way of Door County
- Door County Department of Public Health
- Boys and Girls Club of Door County
- Door County Public Schools

- Door County Library
- Local day care centers
- Sturgeon Bay Head Start
- Birth to Three Intervention Program
- Family Support Program/Children's Services
- Door County Partnership for Children and Families

MDCMC Resources:

- Associate time
- Financial commitment to support program development

Supporting Information:

- Target Population: Door County children ages 0-5, their parents and families.
- Health Equity Focus: TBD
- Policy/System/Environmental Strategy: TBD
- Evidence Base: Any strategies identified and implemented will be evidence based.

Strategy 2: Parenting Information and Support

MDCMC will work with partners to provide educational information and evidence-based programs for parents and caregivers of children ages 0-5. Content will focus on parenting information, developmental information and parenting support. In addition, MDCMC will work to establish a medical home for more children who are on Badger Care.

Medium-term Performance Indicators:

- By December 31, 2017, implement at least two evidence based programs that nurture children in their social and emotional development.
- By December 31, 2018, increase the number of Badger Care patients receiving well child exams at MDCMC by five percent.

Collaborative Partners:

- United Way of Door County
- Boys and Girls Club of Door County
- Door County Public Schools
- Door County Library
- Local day care centers
- Sturgeon Bay Head Start
- Birth to Three Intervention Program
- Family Support Program/Children's Services
- Door County Partnership for Children and Families

MDCMC Resources:

- Associate time

Supporting Information:

- Target Population: Children ages 0-5, their parents and families.
- Health Equity Focus: N/A
- Policy/System/Environmental Strategy: TBD
- Evidence Base: Programs implemented will be evidence-based.

Next Steps

This implementation strategy outlines a three-year community health improvement process. Each year within this timeframe, MDCMC will:

- Participate actively in the Healthy Door County 2020 Coalition
- Create an annual implementation plan with specific action steps for that year
- Set and track annual performance indicators for each strategy
- Track progress toward medium-term performance indicators
- Report progress toward the performance indicators to the hospital board
- Share actions taken to address the needs with the community at large

Approval

This implementation strategy report was adopted by the hospital's board on May 25, 2016.