

# Implementation Strategy 2022-2025



**ASPIRUS LANGLADE HOSPITAL & CLINICS**

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## Acknowledgements

Aspirus Langlade Hospital and Langlade County Health Department are appreciative for the collaborative efforts of all agencies through the planning phases of the implementation strategy. The goal is to have one plan for the community to own, guide and drive results over the next three years. By collaborating on community efforts, it strengthens opportunities to improve health across the Northeast region of Wisconsin. Although this document represents a point in time for Langlade County, we look forward to continued collaboration to create a healthier Langlade County for all.

## Table of Contents

Acknowledgements.....	1
Aspirus Health and Aspirus Langlade Hospital Profile .....	3
Aspirus Health.....	3
Aspirus Langlade Hospital.....	3
Final Prioritized Needs .....	4
Needs Not Selected.....	4
About the Implementation Strategy.....	4
Definition / Purpose of a CHNA and Implementation Strategy .....	4
Compliance .....	4
General Approach to Implementation.....	5
Mental Well Being.....	6
Alcohol and Drug Use.....	8
Healthy Living & Active Lifestyles .....	10
Social and Economic Needs .....	12
Approval by the Hospital Board.....	12
Conclusion.....	12

## Aspirus Health and Aspirus Langlade Hospital Profile

### Aspirus Health

Aspirus is a non-profit, community-directed health system based in Wausau, Wisconsin. Its 11,000 employees are focused on improving the health and well-being of people throughout Wisconsin and Upper Michigan. Aspirus serves communities through four hospitals in Upper Michigan and 13 hospitals in Wisconsin, 75 clinics, home health and hospice care, pharmacies, critical care and air-medical transport, medical goods, nursing homes and a broad network of physicians. Aspirus has been recognized by IBM Watson Health as a Top 15 Health System for four consecutive years in its annual studies identifying the top-performing health systems in the country.

### Aspirus Langlade Hospital

Aspirus Langlade Hospital is a Catholic hospital, founded by the Religious Hospitallers of St. Joseph, and is sponsored by Catholic Health Partners, Inc. The Corporate Members of Aspirus Langlade Hospital are Aspirus, Inc. and the Religious Hospitallers of St. Joseph Health Corporation.

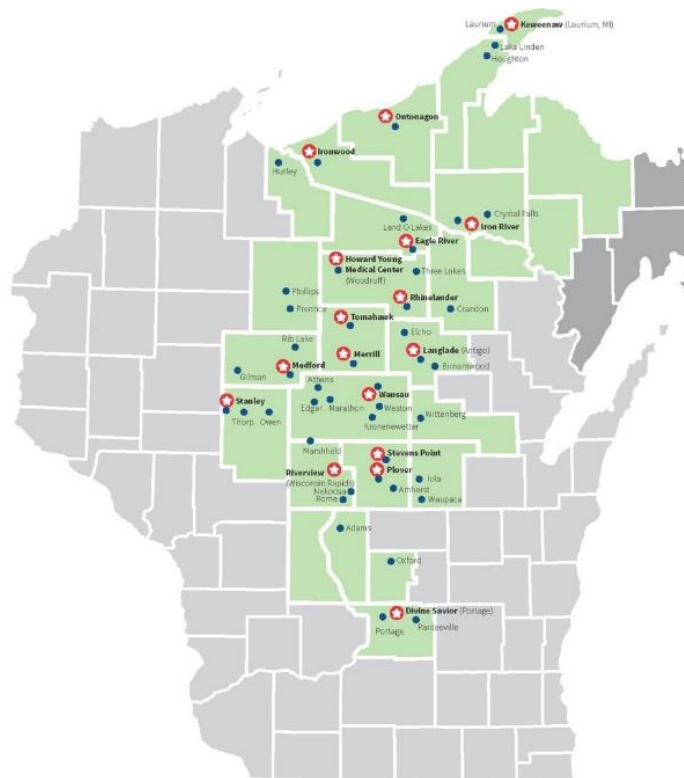
Aspirus Langlade Hospital is committed to providing local access with high quality health care. Through collaboration with Aspirus Health, Aspirus Langlade has the opportunity to keep care local and strengthen access to specialty care.



### Service Area Hospitals & Clinics

Key

-  Aspirus Hospitals
-  Aspirus Clinics



MAPS-074C\_ASPIRUS HOSPITALS & CLINICS\_10/2021

## Final Prioritized Needs

Over the next three years, Langlade County will work to address the following issues through its community health needs assessment and corresponding implementation strategy:

- Mental Wellbeing
- Alcohol and Drug Use
- Healthy Living and Active Lifestyles

## Needs Not Selected

- Affordability and access to care
- Diversity, inclusion and belonging
- Transportation
- Obesity

These issues were not selected for a few reasons. Many will be included as part of a strategy to address top health concerns as overlapping aspects of a priority issue. For example, transportation and obesity may have strategies included under the priority of Healthy Living and Active Lifestyles. A greater understanding needs to occur with Diversity, Inclusion and Belonging before the communities know and identify strategies that will impact priority. Over the past several years, there have been initiatives created to assist in aiding with the needs of affordability and access to care, i.e. the Prevention fund, and most recently, the integration of tele-health.

## About the Implementation Strategy

For Aspirus, the community health needs assessment (CHNA) and the corresponding implementation strategy (IS) is one way to live our mission – to heal people, promote health and strengthen communities – and reach our vision – being a catalyst for creating healthy, thriving communities.

## Definition / Purpose of a CHNA and Implementation Strategy

A CHNA is “a systematic process involving the community to identify and analyze community health needs and assets in order to prioritize, plan and act upon unmet community needs.”<sup>1</sup> The value of the CHNA lies not only in the findings but also in the process itself, which is a powerful avenue for collaboration and potential impact. An implementation strategy is “the hospital’s plan for addressing community health needs, including health needs prioritized in the CHNA and through other means”.<sup>2</sup>

## Compliance

The completion of a needs assessment – and a corresponding implementation strategy – is a requirement for both hospitals and health departments. For non-profit hospitals, the requirement originated with the Patient Protection and Affordable Care Act (ACA). The IRS Code, Section 501(r)(3)

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<sup>1</sup> Catholic Health Association of the United States, <https://www.chausa.org>

<sup>2</sup> Catholic Health Association of the United States, *A Guide for Planning & Reporting Community Benefit*

outlines the specific requirements, including having the final, approved report posted on a public website. Additionally, CHNA and Implementation Strategy activities are annually reported to the IRS.

In Wisconsin, local health departments are required by Wisconsin State Statute 251.05 to complete a community health assessment and create a plan every five years. The statute indicates specific criteria must be met as part of the process.

## General Approach to Implementation

For its community health improvement efforts, Aspirus Health is using the following approaches:

- *Results-based accountability.* Aspirus Health is applying the results-based accountability (RBA)<sup>3</sup> framework to its implementation plans. RBA focuses on both population-level accountability as well as program-level accountability. The descriptions below are outlined in the RBA framework.
- *Continuum of care.* Aspirus Health is approaching complex community health issues from multiple levels, as outlined by the Institute of Medicine (IOM):<sup>4</sup>
  - Upstream prevention (also known as promotion): Strategies that are designed to “create environments and conditions that support behavioral health and the ability of individuals to withstand challenges. Promotion strategies also reinforce the entire continuum of behavioral health services.”<sup>5</sup> Examples of upstream conditions include housing, community safety, education/learning, a living wage/income and more.
  - Prevention: Strategies that are designed to “prevent or reduce the risk of developing a behavioral health problem....”<sup>6</sup>
  - Treatment: Strategies that are designed for individuals “diagnosed with a substance use or other behavioral health disorder.”<sup>7</sup>

A description of the plans to address mental health, substance use and chronic disease – prefaced by data and community input gathered in the assessment – are on the next pages. The plans:

- Are described at a general level; plans with more specificity will be created annually.
- Reflect intended efforts; circumstances may affect the completion of the efforts.
- May be modified over the course of time.
- Include program evaluation measures in the “performance indicators” section of the table.

<sup>3</sup> Clear Impact, <https://clearimpact.com/results-based-accountability/>

<sup>4</sup> Center for the Application of Prevention Technologies Fact Sheet, <https://www.mass.gov/doc/samhsa-behavioral-health-continuum-of-care-overview-9232019/download>

<sup>5</sup> Ibid

<sup>6</sup> Ibid

<sup>7</sup> Ibid

## Mental Well Being

### Why is it Important?

Approximately 20 percent of the population experiences a mental health problem during any given year.<sup>1</sup> Mental health issues are associated with increased rates of risk factors such as smoking, physical inactivity, obesity and substance abuse. As a result, these physical health problems can lead to chronic disease, injury and disability.<sup>2</sup> Economic challenges (e.g., unemployment, poverty) are associated with poor mental health.<sup>3</sup> During the COVID pandemic, depression, anxiety and suicidal ideation have increased and access to mental health providers and treatment has been limited.<sup>4</sup>

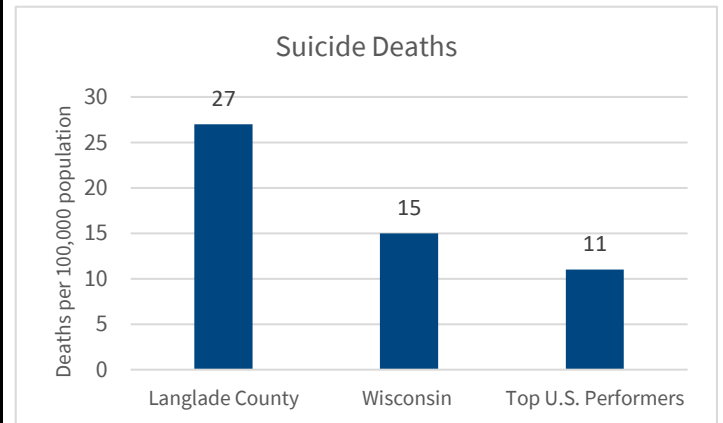
Sources: (1) National Institute for Mental Health; (2) Healthiest Wisconsin 2020; Healthy People 2020; (3) Macintyre, A., Ferris, D., Gonçalves, B et al. What has economics got to do with it? The impact of socioeconomic factors on mental health and the case for collective action. *Palgrave Commun* 4, 10(2018). <https://doi.org/10.1057/s41599-018-0063-2> (4) Czeisler MÉ, Lane RI, Petrosky E, et al. Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic – United States, June 24–30, 2020. *MMWR Morb Mortal Wkly Rep* 2020;69:1049–1057. DOI:<http://dx.doi.org/10.15585/mmwr.mm6932a1>

### Disparities and Equity

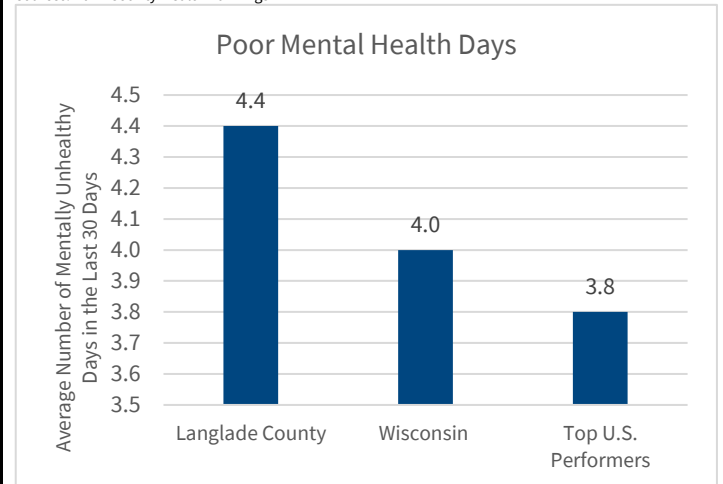
- Individuals with less than a high school education are more than twice as likely to have frequent mental distress compared to individuals with a college degree.<sup>5</sup>
- Women have a 70% higher rate of depression compared to men.<sup>5</sup>
- Individuals who are multiracial or American Indian / Alaskan Native are three times as likely, and White individuals were 2.5 times as likely, to experience depression compared to individuals who are Asian/Pacific Islander. However, the rate of depression in individuals who are Asian/Pacific Islanders is increasing at a faster rate than other groups.<sup>5</sup>
- Poor family relationships can increase the likelihood of depression. Some individuals are at higher risk of poor family relationships – individuals who identify as LGBTQ, persons with disabilities and their caretakers, and individuals who suffered from child abuse and neglect.<sup>6</sup>

Sources: (5) 2021 America’s Health Rankings, Executive Summary. [https://assets.americashealthrankings.org/app/uploads/2021\\_ahr\\_health-disparities-report\\_executive\\_brief\\_final.pdf](https://assets.americashealthrankings.org/app/uploads/2021_ahr_health-disparities-report_executive_brief_final.pdf) (6) Shim, Ruth S; Ye, Jiali; Baltrus, Peter; Fry-Johnson, Yvonne; Daniels, Elvan; Rust, George. Racial/Ethnic Disparities, Social Support, and Depression: Examining a Social Determinant of Mental Health. *Ethn Dis*. 2012 Winter; 22(1): 15-20. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4039297/>

### Data Highlights



Sources: 2021 County Health Rankings



Sources: 2021 County Health Rankings

### Community Perceptions & Challenges

- Mental health was the top issue for key informants & community stakeholders (and was second in the community survey)
- COVID-19 has amplified existing mental health issues
- Coordination of existing mental health efforts is a challenge



## Mental Well Being

Aspirus Langlade Hospital will partner and collaborate to address mental health through the strategies below:

Program Accountability		Population Accountability	
Strategies	Performance Measures	Indicators*	Results
<b>Prevention</b>			
<ul style="list-style-type: none"> <li>Mental health and suicide prevention trainings (e.g., Question, Persuade, Refer, MH First Aid, Trauma informed care)</li> <li>Anti-stigma campaign</li> <li>Youth Behavior Risk Survey with Langlade County Schools</li> </ul>	<ul style="list-style-type: none"> <li># of trainings</li> <li># of training participants</li> <li>Training evaluation results</li> <li># of campaign materials distributed</li> <li>% Completion of YBRS within schools</li> </ul>	<ul style="list-style-type: none"> <li>Decrease the suicide rate (baseline is 27 deaths per 100,000 population (2018))</li> <li>Decrease the average number of poor mental health days in the last 30 days (baseline is 4.4) (2016))</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness and access to mental health services</li> <li>Reduce stigma of mental health to build resiliency</li> <li>Increase community knowledge and skills to support good mental health</li> </ul>
<b>Treatment</b>			
<ul style="list-style-type: none"> <li>Tele-mental health</li> <li>Support groups (e.g., grief)</li> <li>Increase access to school counselors for school ages children</li> </ul>	<ul style="list-style-type: none"> <li># of patients served through tele-services</li> <li># of support group participants</li> </ul>		

Collaborative Partners	Aspirus Resources
In addition to Aspirus Langlade Hospital and Aspirus Health, <ul style="list-style-type: none"> <li>Langlade County Health department</li> <li>Langlade County Social Services</li> <li>Langlade County Senior Center</li> <li>Langlade County School Districts</li> <li>Boys and Girls Club of the Northwoods</li> <li>Aging Disability Resource Center</li> <li>University of Wisconsin Extension</li> <li>North Central Health Care</li> </ul>	<ul style="list-style-type: none"> <li>Funding opportunities through grants- Religious Hospitallers of St. Joseph Mission Fund and the Community Health Foundation</li> <li>Staff time – coalition participation, event planning and promotion, resource identification- FindHelp.org</li> <li>Printing services (in-kind) – community-facing health-focused materials</li> <li>Space (pending COVID-19 restrictions) – hosting support groups, meetings, and resource organizations</li> <li>Clinical services and related infrastructure – providing direct mental health care</li> </ul>



## Alcohol and Drug Use

### Why is it Important?

An estimated 22 million people per year in the U.S. have drug and alcohol problems. Ninety-five percent of them are unaware of their problem.<sup>1</sup> Approximately 88,000 deaths annually in the U.S. are attributed to excessive drinking (2006-2010).<sup>2</sup> Drug and alcohol use can also lead to costly physical, mental and public health problems such as teen pregnancy, HIV/AIDS and other STDs.<sup>1</sup> Interactions between prescription medications and alcohol can contribute to falls, which can result in injuries and death.<sup>3</sup> COVID-19 has increased substance use in the US related to social isolation, loss of routines and norms, income related stress, anxiety and fear of the virus and loss of loved ones.<sup>4</sup>

Sources: (1) Healthy People 2020; (2) Center of Disease Control and Prevention; (3) Wisconsin Alcohol Policy Project; (4) Czeisler MĚ, Lane RI, Petrosky E, et al. Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic — United States, June 24–30, 2020. MMWR Morb Mortal Wkly Rep 2020;69:1049–1057. DOI: <http://dx.doi.org/10.15585/mmwr.mm6932a1>

### Disparities and Equity

- Binge drinking is more common among individuals who are (any of the following): male, age 18-34, white or have an annual household income of more than \$50K.<sup>5</sup>

Sources: (5) Fact Sheet: Health Disparities in Binge Drinking (Findings from the CDC Health Disparities and Inequalities Report -- United States, 2011)

### Community Perceptions & Challenges

Community survey results:

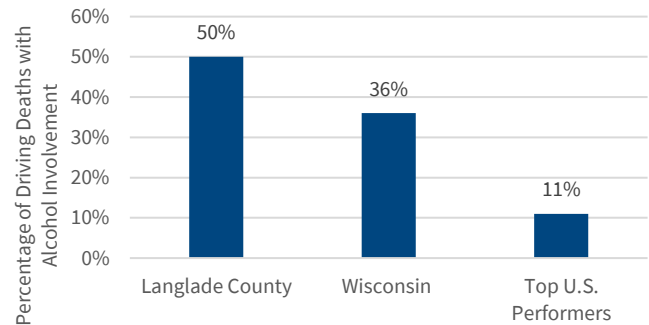
- 74% indicated substance use is a “major issue”

Key informant interview results:

- 11 out of 16 key informants identified some combination of drugs and alcohol as important community issues

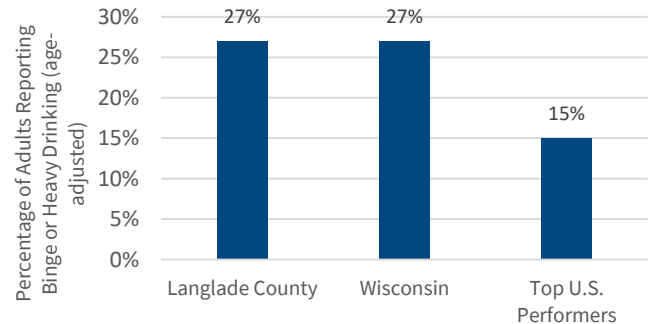
### Data Highlights

Percentage of Driving Deaths with Alcohol Involvement



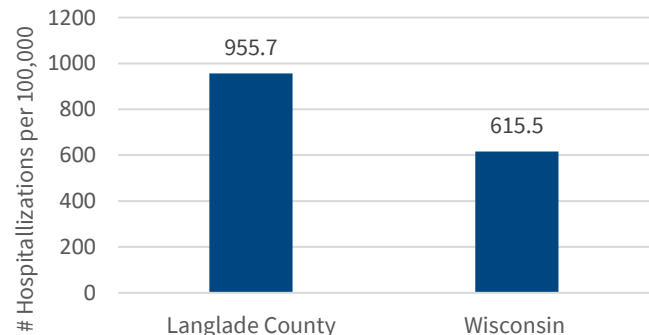
Source: 2021 County Health Rankings

Excessive Drinking



Source: 2021 County Health Rankings

Chronic Alcohol Hospitalizations in Emergency Room



Source: 2021 County Health Rankings

## Alcohol and Drug Use

Aspirus Langlade Hospital will partner and collaborate to address alcohol and drug use through the strategies below:

Program Accountability		Population Accountability	
Strategies	Performance Measures	Indicators*	Results
<b>Prevention</b>			
<ul style="list-style-type: none"> <li>• Education and outreach</li> <li>• Medication drop boxes</li> <li>• Sharps disposal</li> <li>• Red bag program</li> <li>• Prescription drug monitoring program</li> <li>• Recovery coaching</li> </ul>	<ul style="list-style-type: none"> <li>• # of education and outreach activities</li> <li>• # of education and outreach participants</li> <li>• Education and outreach evaluation</li> <li>• # of pounds of medication collected</li> <li>• # of red bags distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the percentage of adults who drink alcohol heavily (baseline is 27% (2017))</li> <li>• Reduce the percentage of driving deaths with alcohol involvement (baseline is 50% (2015-2019))</li> <li>• Decrease number of chronic alcohol hospitalizations in emergency room (baseline is 955.7 per 100,000 (2019))</li> </ul>	Community members of all ages and abilities are free from the physical, emotional, and social impacts of alcohol and substance misuse
<b>Treatment</b>			
<ul style="list-style-type: none"> <li>• Tele-mental health</li> <li>• Support groups</li> <li>• Provision of suboxone</li> <li>• Recovery coaching</li> <li>• Hope House- Langlade County</li> </ul>	<ul style="list-style-type: none"> <li>• # of patients receiving care through tele-mental health</li> <li>• # of support group participants</li> <li>• # of patients referred to a recovery coach</li> <li>• # of patients who were referred for peer recovery who were connected with additional resources</li> <li>• # of patients enrolled in the Hope House</li> <li>• # of families reunited with kids</li> </ul>		

Collaborative Partners	Aspirus Resources
In addition to Aspirus Langlade Hospital and Aspirus Health, <ul style="list-style-type: none"> <li>• Langlade County Health department</li> <li>• Langlade County Social Services</li> <li>• Langlade County Senior Center</li> <li>• Langlade County School Districts</li> <li>• Boys and Girls Club of the Northwoods</li> <li>• Aging Disability Resource Center</li> <li>• University of Wisconsin Extension</li> <li>• North Central Health Care</li> <li>• Antigo Police/Langlade County Sherriff's office</li> <li>• Community churches</li> </ul>	<ul style="list-style-type: none"> <li>• Funding opportunities through grants- Religious Hospitallers of St. Joseph Mission Fund and the Community Health Foundation</li> <li>• Staff time – coalition participation, event planning and promotion, resource identification- FindHelp.org</li> <li>• Printing services (in-kind) – community-facing health-focused materials</li> <li>• Space (pending COVID-19 restrictions) – hosting support groups, meetings and resource organizations</li> <li>• Clinical services and related infrastructure – i.e. providing referrals to recovery services</li> </ul>

## Healthy Living & Active Lifestyles

### Why is it Important?

Six in ten Americans live with at least one chronic disease while four in ten have two or more. chronic diseases such as heart disease cancer, stroke, or diabetes. Chronic diseases such as heart disease, cancer, and diabetes are the leading causes of death and disability in the United States. They are also leading drivers of the nation’s \$3.8 trillion in annual health care costs.

Chronic diseases are also among the most avoidable illnesses and can be prevented by eating well, being physically active, avoiding tobacco and excessive drinking, and getting regular health screenings.

Sources: (1) National Institute for Mental Health; (2) Healthiest Wisconsin 2020; Healthy People 2020; (3) Macintyre, A., Ferris, D., Gonçalves, B. et al. What has economics got to do with it? The impact of socioeconomic factors on mental health and the case for collective action. *Palgrave Commun*4, 10(2018). <https://doi.org/10.1057/s41599-018-0063-2> (4) Czeisler MÉ, Lane RI, Petrosky E, et al. Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic – United States, June 24–30, 2020. *MMWR Morb Mortal Wkly Rep* 2020;69:1049–1057. DOI:<http://dx.doi.org/10.15585/mmwr.mm6932a1>

### Disparities and Equity

Social determinants of health (SDOH) have a major impact on people’s health, well-being, and quality of life. Examples of SDOH include:

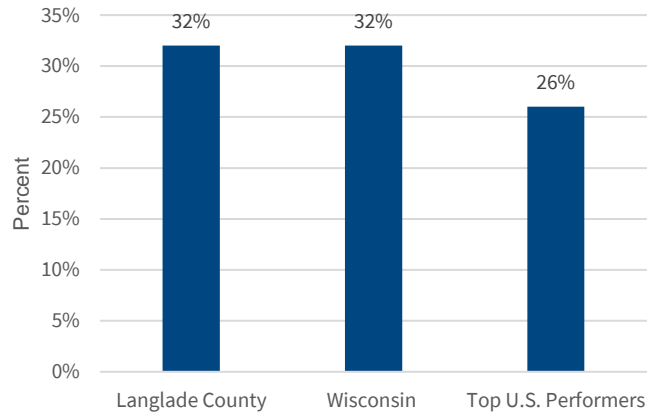
- Safe housing, transportation, and neighborhoods
- Discrimination, and violence
- Education, job opportunities, and income
- Access to nutritious foods and physical activity opportunities
- Polluted air and water
- Language and literacy skills

SDOH also contribute to wide health disparities and inequities. For example, people who don't have access to grocery stores with healthy foods are less likely to have good nutrition. That raises their risk of health conditions like heart disease, diabetes, and obesity – and even lowers life expectancy relative to people who do have access to healthy foods.

Sources: (5) 2021 America’s Health Rankings, Executive Summary. [https://assets.americashealthrankings.org/app/uploads/2021\\_ahr\\_health-disparities-report\\_executive\\_brief\\_final.pdf](https://assets.americashealthrankings.org/app/uploads/2021_ahr_health-disparities-report_executive_brief_final.pdf) (6) Shim, Ruth S; Ye, Jiali; Baltrus, Peter; Fry-Johnson, Yvonne; Daniels, Elvan; Rust, George. Racial/Ethnic Disparities, Social Support, and Depression: Examining a Social Determinant of Mental Health. *Ethn Dis*. 2012 Winter; 22(1): 15-20. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4039297/>

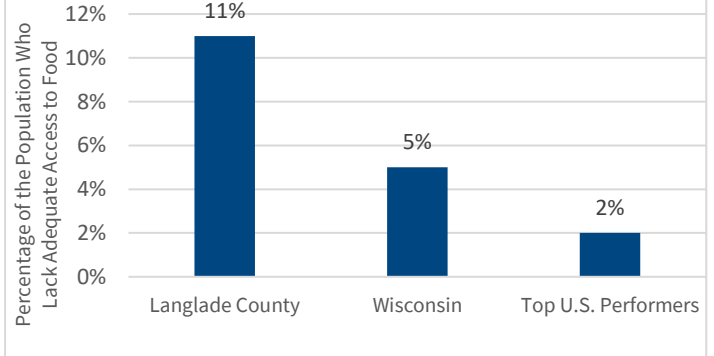
### Data Highlights

Percentage of Adults Who are Overweight or Obese



Source: 2021 County Health Rankings

Food Insecurity



Source: 2021 County Health Rankings

### Community Perceptions & Challenges

- One theme identified from the key informant interviews indicated *inactivity* to be the cause of poor mental health, physical health, social health, chronic conditions, isolation etc.
- COVID-19 has amplified existing challenges regarding access to activities and health foods.
- Approximately 40% of individuals in the community feedback survey selected “access to healthy food” as a top health issue.

## Healthy Living & Active Lifestyles

Aspirus Langlade Hospital plans to address healthy living and active lifestyles through the strategies below.

Program Accountability		Population Accountability	
Strategies	Performance Measures	Indicators*	Results
<b>Prevention</b>			
<ul style="list-style-type: none"> <li>Food gleaning</li> <li>Vertical gardens</li> <li>Education and outreach</li> <li>Population Health grant re: obesity (applied September, results to come in November)</li> </ul>	<ul style="list-style-type: none"> <li># of pounds of food gleaned</li> <li># of pounds of produce produced through the vertical garden</li> <li># of education and outreach programs</li> <li># of education and outreach participants</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in the percentage of adults who are overweight or obese (baseline is 32% (2017))</li> <li>Decrease the average number of poor physical health days in the last 30 days (baseline is 4.2 days (2018))</li> <li>Decrease the percentage of adults who report no leisure-time activity (age-adjusted) (baseline is 23% (2019-2020))</li> <li>Decrease the percentage of adults with diagnosed diabetes (age-adjusted) (baseline is 13% (2017))</li> <li>Increase percentage of access to exercise opportunities (baseline is 64% (2019))</li> <li>Decrease in the percentage of the population who have adequate access to food (baseline is 11% (2019))</li> </ul>	Improve quality of life for Langlade County Residents across the continuum
<b>Treatment</b>			
<ul style="list-style-type: none"> <li>Education and outreach</li> <li>Support groups (e.g., diabetes)</li> <li>Fruit and vegetable prescription program (FVRx)</li> </ul>	<ul style="list-style-type: none"> <li># of education and outreach programs</li> <li># of education and outreach participants</li> <li>Education and outreach program evaluation</li> <li># of support groups</li> <li># of support group participants</li> <li># of vouchers given to patients</li> <li>% of vouchers redeemed at the farmers markets</li> </ul>		

Collaborative Partners	Aspirus Resources
<p>In addition to Aspirus Langlade Hospital and Aspirus Health,</p> <ul style="list-style-type: none"> <li>Aspirus Langlade Center for Health and Performance</li> <li>Langlade County Health department</li> <li>Langlade County Senior Center</li> <li>Langlade County School Districts</li> <li>Boys and Girls Club of the Northwoods</li> <li>Aging Disability Resource Center</li> <li>University of Wisconsin Extension</li> <li>Antigo Community Food Pantry</li> <li>City of Antigo</li> <li>Community churches</li> <li>Weekend Backpack Committee</li> </ul>	<ul style="list-style-type: none"> <li>Funding opportunities through grants- Religious Hospitallers of St. Joseph Mission Fund and the Community Health Foundation</li> <li>Staff time – coalition participation, community board representation resource identification- FindHelp.org</li> <li>Printing services (in-kind) – community-facing health-focused materials</li> <li>Space (pending COVID-19 restrictions) – hosting support groups, meetings and resource organizations</li> <li>Clinical services and related infrastructure – providing direct health care</li> </ul>

## Social and Economic Needs

Research shows that social and economic factors are significant ‘upstream’ contributors to individuals’ overall health and well-being. Aspirus hospitals are committed to recognizing and addressing these ‘root causes’ as part of its overall community health improvement efforts. A number of strategies/approaches are being implemented within the hospital and clinics as well as with other community partners.

One example of addressing social and economic needs is FindHelp.org. FindHelp.org is a database of resources – food, housing, cribs, etc. FindHelp.org is integrated into the electronic health record but is also available to the general public. Aspirus is able to track searches and referrals through FindHelp.org.

## Approval by the Hospital Board

This implementation strategy report was reviewed and approved on October 18, 2022, by the Aspirus Langlade Hospital Board of Directors.

## Conclusion

The community will continue to develop a detailed collaborative plan to address the top needs identified through the Community Health Needs Assessment process. Through the work of “Building a Healthier Langlade County”, a local community coalition, small work groups will be implemented to help oversee and drive the implementation strategy. Aspirus Langlade is committed the partnerships, resources and strategies listed within this document to help improve on the top health priorities identified.



[aspirus.org](http://aspirus.org)