

# 2017 - 2019 Community Health Needs Assessment & Implementation Strategy





# Who We Are

Holy Family Memorial, Inc. is a member of the Franciscan Sisters of Christian Charity Sponsored Ministries, Inc., a non-stock, not-for-profit corporation, which was

established to manage change, ensure proper stewardship of resources and integrate mission focus and values within the sponsored ministries of the Franciscan Sisters of Christian

Charity. Historically, Holy Family Memorial was the first healthcare ministry of the Franciscan Sisters of Christian Charity, opening its doors in September of 1899.

# Our Mission

Holy Family Memorial is a network of health professionals who, rooted in the healing ministry of Jesus Christ, provide services to help individuals and our communities achieve healthier lives.

Holy Family Memorial's mission compels its board of directors, leaders, providers, staff and volunteers to continually strive for innovative care giving in all aspects of care delivery.

HFM lives its mission daily by demonstrating core values of stewardship, excellence, respect, and innovative care in a Christian environment.



# Our History

Rooted in the Franciscan tradition of hospitality and the healing ministry of Jesus Christ, Holy Family Memorial has a rich heritage of putting the Manitowoc county community first. Dating back to the late 1800's the Franciscan Sisters of Christian Charity were approached by local clergy and community leaders to start a hospital to care for the health needs of the growing community.

The Sisters heard the plea and wanted to help but there was one big problem: there were no financial resources to build a hospital. So the Sisters rallied the town leaders to raise the money and enthusiasm for the new hospital. Mother Alexia Fullmer, Superior General at the time, held fierce faith in divine providence and that God would provide. Indeed, she was right. The hospital was built and proudly opened its doors on September 28, 1899 being hailed as the most modern hospital in the land.

Over the next 117 years, Holy Family Hospital changed and grew to meet the ever-changing needs of the community. Starting as Holy Family Hospital to Holy Family Medical Center, to a blended, merged entity of Holy Family Memorial Medical Center to the acquisition of physician clinics and becoming a nationally recognized health care network, Holy Family Memorial, Inc. has remained focused on the needs of the community it exists to serve.

HFM's mission statement is firmly rooted in the belief that we exist and focus our resources on creating a healthier community, in addition to caring for those in need.

This mission statement is central to the commitment to our community. The following community needs health assessment is not a static document; it is a dynamic document that provides data-driven strategies and tactics with the sole intent of improving the overall health of our community. The document is a focused plan to do good for our community; the commitment is long-term and unwavering.

When making decisions of time and resource dedication, HFM leadership reflects on a deep question asked by the former President of

Sponsored Ministries, Sr. Laura Wolf, who aptly posed:

“ Are we meeting the needs of the community or of a corporation? ”

From the time of Mother Alexia to Sr. Laura, HFM has remained solidly committed to always doing what is right for our community. The contents contained within this assessment and implementation strategy are further testament to this commitment to make Manitowoc County a healthier place to live, learn, work and play.

HFM is sincerely grateful to the many people who participated in this process and salutes the genuine priority of taking our community's health to the next level.



“ This house will build up and be a wonderful place some day. The city will also build up, and we will have more work than we can do. ”

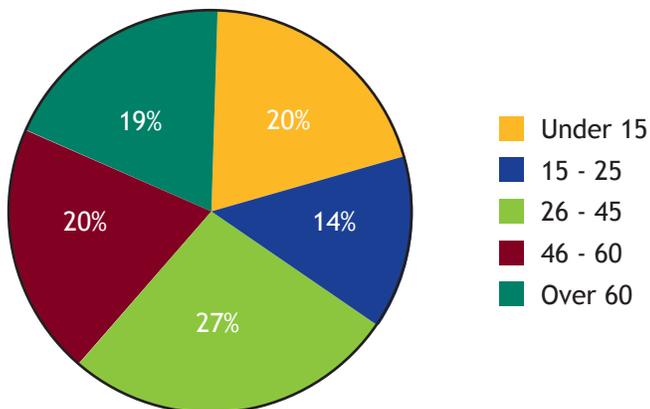
*Mother Alexia Fullmer  
Superior General*

# Who We Serve

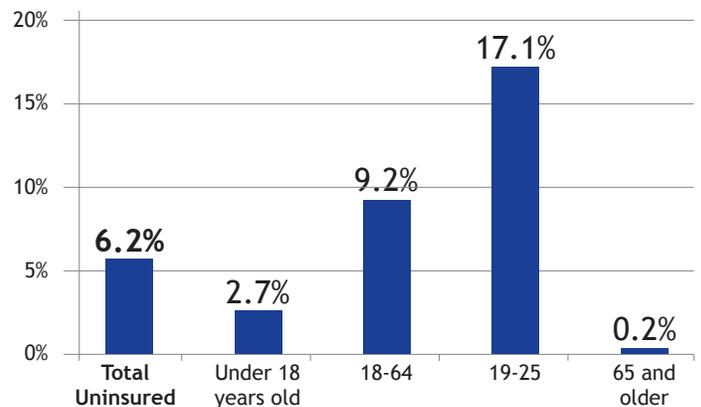
Holy Family Memorial primarily serves the people of Manitowoc County, in the state of Wisconsin. Located within the Catholic Diocese of Green Bay, Wisconsin, Holy Family Memorial shares a rich history of Catholic healthcare as the church continuing Jesus' healing today.



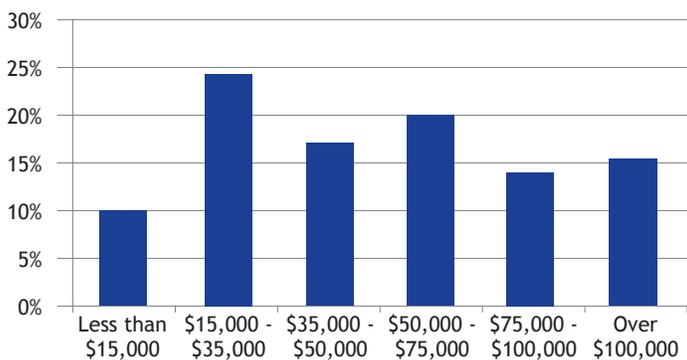
### Population Age Distribution



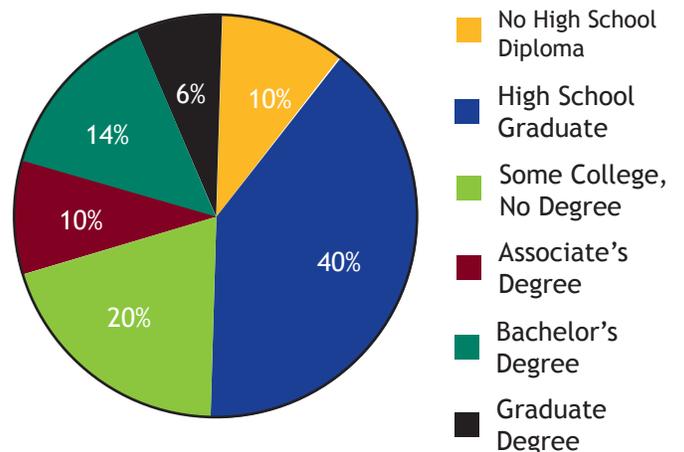
### Household Insurance Status: Uninsured



### Household Income by Percentage of Population



### Highest Level of Education (Age 25+)



Source: US Census Bureau

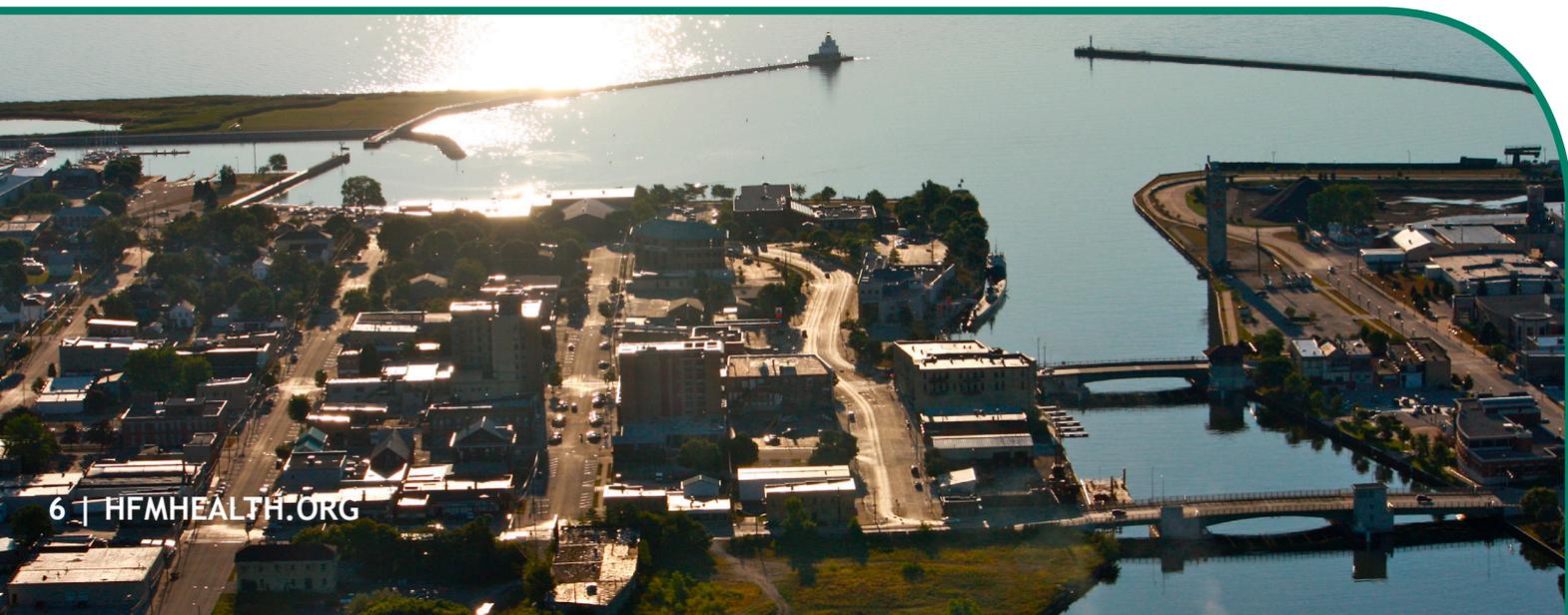
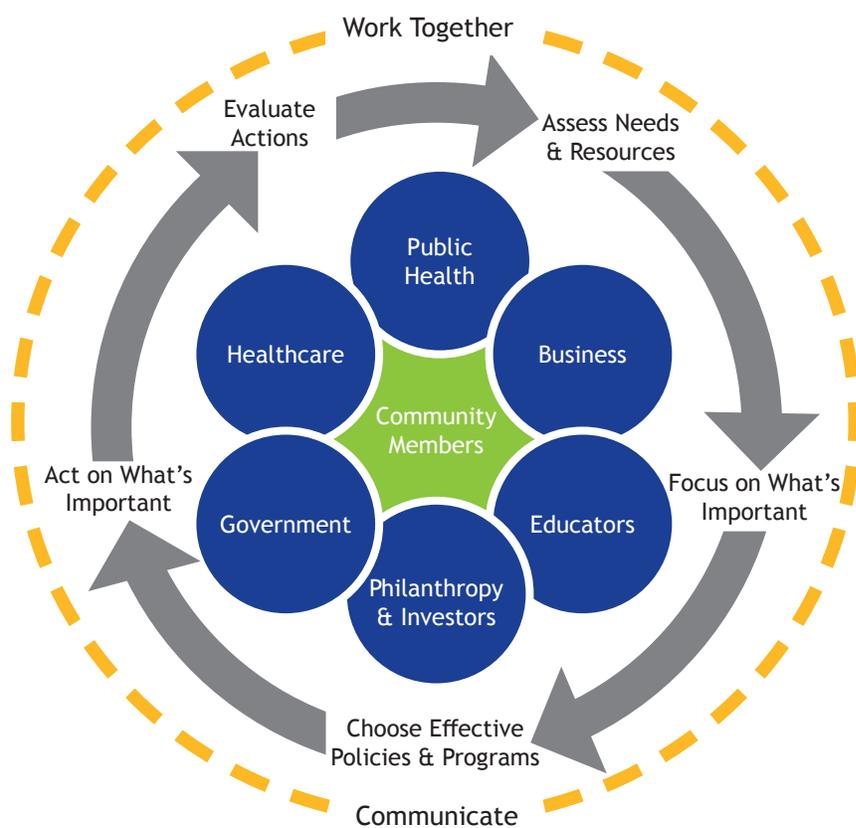
# Assessing Community Health Needs: A Collaborative Effort

Adhering to the Take Action cycle (right) from [countyhealthrankings.org](http://countyhealthrankings.org), Holy Family Memorial partnered with community leaders and other organizations to collaboratively plan, assess and analyze community health needs.

The partnership group agreed to pool their resources - personnel, costs of survey analysis and sharing survey results - to accomplish a collaborative Community Health Needs Assessment for Manitowoc County.

## Community Leaders from Manitowoc County:

- Holy Family Memorial
- Aurora Medical Center
- Manitowoc County Health Department
- United Way of Manitowoc County
- Lakeshore Community Action Program
- Lakeshore Community Health Care



# Assessing Community Health Needs: The Process

The Community Health Needs Assessment data (both primary and secondary) was fully discussed over the course of many months and many group partnership meetings which occurred throughout 2016. Discussions were robust and fruitful as we considered the multiple data sources and the overall needs within our community.

The partnership group considered the Selection Criteria (see page 8) to assess the impact, magnitude, seriousness, feasibility and consequences of inaction on the health needs that surfaced as most frequent in all of the data. The group was in full agreement that the top issues warranted collaborative

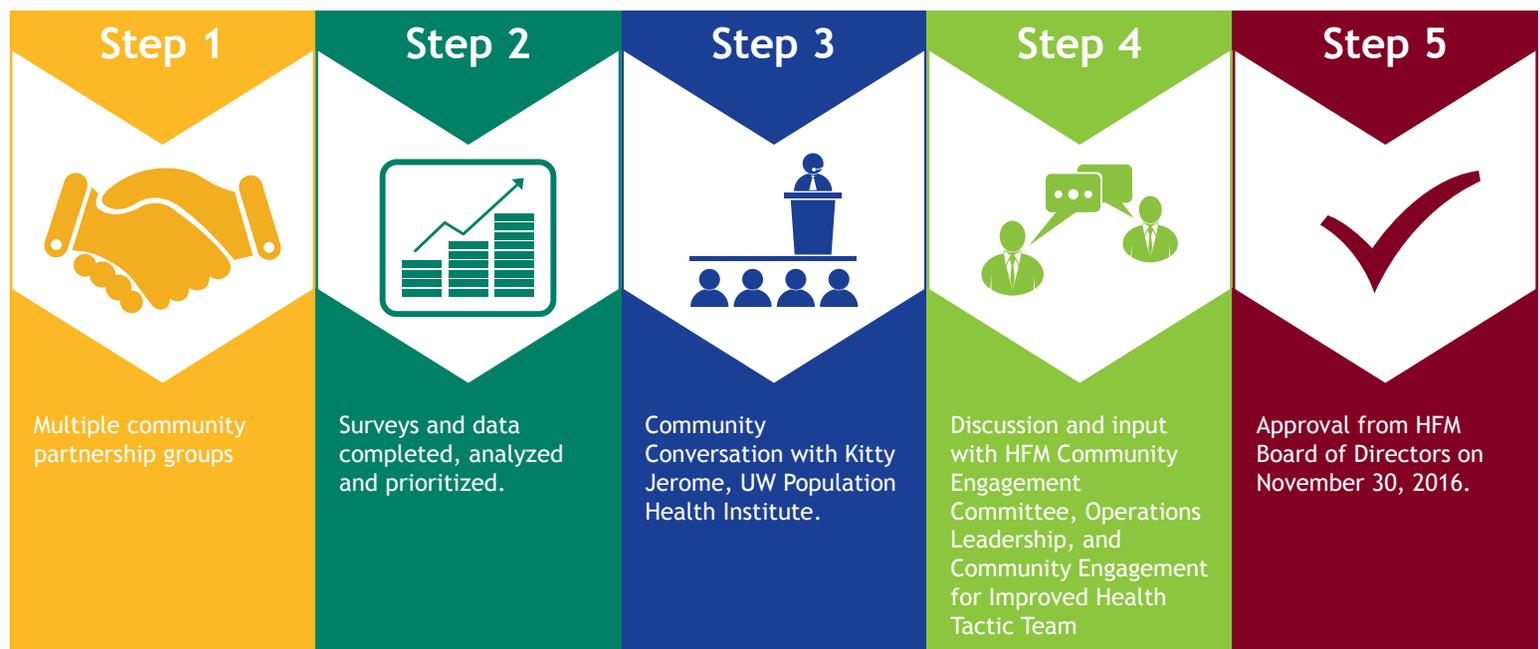
and committed continued attention and we easily concurred on the top three issues to address.

Once this partnership decision was made on focus areas, HFM leadership took the recommendations forward and led conversations with dozens of additional persons, some internal to HFM and others external community individuals. Input was obtained from leaders who would be key in moving the initiatives forward: Board members, Community Engagement committee members, HFM staff focused on overall community health improvement initiatives and HFM's main health care competitor. Sharing the plan with the other health network in our community was

done to assure that initiatives were complimentary and not duplicative, to assure wise allocation of resources and collaborative efforts towards the same main community health improvement goals.

After months of discussion on goals, rationale and meaningful success measures, the full plan you see within this document was motioned for approval by the HFM Board of Directors. Upon approval, the plan is shared within HFM and the community via various means of distribution including but not limited to electronic access on the HFM website and the county health website.

## Implementation Strategy Decision Making Process



# Assessing Community Health Needs: Data Collection and Analysis

Throughout 2016, Holy Family Memorial and the partnership group utilized several primary and secondary sources for the assessment of community health needs within Manitowoc County.

## Primary Sources

### - Manitowoc County Community Health Survey, March 2016

15 minute telephone survey of 419 area residents; two-fold sample-listed and unlisted numbers (n=300) and cell phone only (n=119). All data post-stratified by age, gender of adult residents as of 2010 census; Margin of error +/-5%.

### - Youth Risk Behavior Study

Conducted at local high schools. 1,826 students answered questions on a variety of health topics.

### - Key Stakeholder Interviews

30 face-to-face interviews with leaders from various companies, supporting agencies, government sectors and education.

## Secondary Sources

### - The Manitowoc County Health Data Report prepared by the Urban Center for Population Studies

This statistical data includes demographics, health outcomes and other pieces of information for Manitowoc County.

### - County Health Rankings and Roadmap 2016 Report

The data annualizes dozens of population health factors.

## Community Health Improvement Matrix

Key Outcome	Health Determination	Manitowoc County Rank 2016	Primary Drivers	Alignment with HFM Mission, Capabilities and Degree of Control
Improved County Health	Clinical Care (20%)	9	Preventive Services Acute Care Chronic Disease	Core to Mission Provide Expertise High Control
	Health Behaviors (20%)	50	Tobacco Non-Use Activity Diet/Nutrition Alcohol Use	Mission Driven Shared Responsibility Shared Control
	Socioeconomic Factors (40%)	43	Education Income	Mission Supported Limited Expertise Limited Control
	Environmental Factors (10%)	48	Air Water Safety	Mission Supported Limited Expertise Limited Control

## Goal Selection Criteria



# HFM's Community Health Needs Assessment Goals 2017-2019

## GOAL 1: Improve substance abuse care and services for our community.

### Evidence Rationale:

In 2015, Manitowoc County had 14 deaths from drug overdose and 20 from alcohol poisoning. According to the 2016 Community Health Needs Assessment Community Health Survey, 40% of Manitowoc County adults self-reported binge drinking within the last month as compared to 23% for Wisconsin overall and

Healthy People benchmark of 24%. According to the 2016 County Health Rankings and Roadmaps report, 59% of driving deaths in Manitowoc County were deemed to be alcohol-impaired drivers as compared to 38% for Wisconsin overall. In-county substance abuse prevention and care scored High based on the Community Health Needs Selection criteria.

### Measures:

- Reduce HFM hospital admissions related to alcohol and drug overdose by 5% from 236 in 2016 to 224 in 2019.
- Create additional residential care beds by the end of 2019.

## GOAL 2: Improve mental health care access and services at HFM.

### Evidence Rationale:

In 2015, Manitowoc County had 19 deaths as a result of suicide, most often associated with unresolved mental health problems. According to the 2016 County Health Rankings and Roadmaps report, there is 1 mental health provider for every 1130 people

in Manitowoc County compared to 1 for every 590 people in Wisconsin overall. Mental health access and care score High based on Community Health Needs Selection criteria.

### Measures:

- Reduce average wait time (all patients) to see HFM Behavioral Health provider from 3 days in 2016 to 1 day by the end of 2019.
- Utilize Behavioral Health screening tool on 100% of HFM Primary Care patients annually by the end of 2019.

## GOAL 3: Be an organizational role model and community champion to improve nutrition and exercise opportunities.

### Evidence Rationale:

According to the Community Health needs Assessment Community Health Survey, 71% of adult respondents reported being overweight (BMI > 25) compared to the Healthy People 2020 benchmark of 66%. Adequate fruit/vegetable intake of 5+ servings per day was reported by 40% of

respondents (no HP 2020 benchmark). According to the 2016 County Health Rankings and Roadmaps, 22% of adults over the age of 20 report no leisure time physical activity. Improved nutrition and exercise scored High based on Community Health Needs Selection criteria.

### Measures:

- Educate 600 individuals on healthy cooking by the end of 2019.
- Assist 200 people through the Wellness Fund by end of 2019.
- Improve Healthy Weight Score on HFM employee HRA's from 15.0 in 2016 to 15.3 by the end of 2019.

# Community Health Goal Outcomes 2014-2016

## 1. Reduce death rate due to falls.

**Goal:**  
Reduce Manitowoc County deaths from falls from 36.9/100,000 to 30/100,000 by the end of 2016.

**Tactic:**  
Form county-wide Falls Prevention team; create plan and implement.

**Result:**  
28.2/100,000  
(Source: Manitowoc Public Health Department 2015)

## 2. Improve health literacy.

**Goal:**  
Raise Manitowoc County health literacy ranking from 31<sup>st</sup> place to 30<sup>th</sup> or better, by the end of 2016.

**Tactic:**  
Form county-wide Health Literacy team to conduct community health literacy assessment; create, plan and implement actions.

**Result:**  
Literacy survey discontinued. Active, robust community coalition in place.

## 3. Increase immunization rate in adolescents including college-age freshmen.

**Goal:**  
Increase the adolescent (including college freshmen) immunization rate from 35.8% to 38.8% by the end of 2016.

**Tactic:**  
Form a partnership with Manitowoc County Immunization Coalition, local middle, high and collegiate schools (6-12+) and other health care providers to create, plan and implement.

**Result:**  
48.8% immunization rate  
(Source: Manitowoc County Health Department 2015)

## 4. Increase physical activity and good nutrition.

**Goal:**  
Reduce Manitowoc County Adult Obesity rate from 31% to 30.5% by the end of 2016.

**Tactic:**  
Create HFM employee team to plan and execute tactics to position HFM as the leader in Manitowoc County for encouragement and promotion of healthy lifestyle behavior.

**Result:**

- 31% (Source: County Rankings and Roadmaps 2016)
- HFM employee HRA healthy weight score increased to 15%
- 36% of HFM employees utilize wearable activity trackers

# Appendix

1. Manitowoc County 2016 Health Data Report; Source: Urban Center for Population Studies.
2. Manitowoc County Youth Risk Behavior Survey 2014-2015.
3. Manitowoc County Key Stakeholder Interview Summary.
4. Manitowoc County Health Assessment Findings Dashboard.
5. Manitowoc County Community Health Survey Results.

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