



Healthier Together

**Community Health Improvement Plan
Fiscal Year 2020 - 2022**

Hayward Area Memorial Hospital

In collaboration with
Sawyer County Health & Human Services Department

ACKNOWLEDGEMENTS

Information contained within this report and the associated work to develop and implement our Community Health Improvement Plan would not have been possible without the dedication of many individuals and organizations. To everyone, who provided data, feedback, attended information and planning meetings, we are extremely grateful. Special thanks to University of Wisconsin-Eau Claire Healthcare Administrative Intern, Hayley Heino for her assistance in writing this report.

We would also like to thank our community for participating in our survey, focus groups and for providing perspective of what truly matters to you. We were overwhelmed by the participation and attribute that to your heartfelt desire to improve the health and wellness of the residents of our region. We look forward to working with you to implement the Fiscal Year 2020 - 2022 Community Health Improvement Plan (CHIP).

Thank you,

Paul Grahovac, Director
Sawyer County Health & Human Services

Eileen Simak, Public Health Officer
Sawyer County Health & Human Services

Luke Beirl, Chief Executive Officer
Hayward Area Memorial Hospital & Water's Edge

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INTRODUCTION

Wisconsin hospitals and health departments are required to actively engage their communities in developing and implementing Community Health Improvement Plans (CHIP). A CHIP is intended to identify, prioritize and address health needs within a community.

Health departments must regularly and systematically collect, analyze and make available information about the health of the community (Wisconsin State Statute 251.05). This includes statistics on health status, community health needs and epidemiological and other studies of health problems. Health departments are also required to develop public health policies and procedures which involve engaging policymakers and the general public to determine and develop a Community Health Improvement Plan.

With the mission to improve the health status of the people of the Hayward area, Hayward Area Memorial Hospital and Water's Edge (HAMHWE) is a not-for-profit organization serving the residents of Sawyer, Washburn, Bayfield and Douglas counties. HAMHWE is a 25-bed critical access hospital, 50-bed skilled nursing care center and 40 unit senior apartment complex, serving a population of roughly 16,369 people.

Under the Affordable Care Act, not-for-profit hospitals are required to conduct a community health needs assessment a minimum of every three years to ensure they are addressing the health needs of their communities as well as fulfilling their requirements for tax-exempt status. Further, the assessment must consider input from persons representing the broad interests of the community, including a public health department and members of the underserved, low-income and minority populations.

The majority (approximately 68%) of all patients at HAMH originate from the communities of Couderay, Exeland, Hayward, Ojibwa, Radisson, Stone Lake and Winter within Sawyer County, which is considered the hospital's primary service area. With such a large percentage of those served by HAMHWE living in Sawyer County we partnered with the county's public health department to conduct our Fiscal Year 2020 - 2022 Community Health Needs Assessment and to help support their mission to Promote, Prevent and Protect.

According to the 2018 County Health Rankings and Roadmaps by the Robert Wood Johnson Foundation, Sawyer County is ranked 70th out of 72 counties when discussing overall health status. The rankings examine more than 30 measures on a variety of health outcomes including premature death (death before the age of 75), access to clinical care, health behaviors, social economic factors and the physical environment.

“Somehow motivating our residents, starting with the young ones, to value physical and mental health and education to remind them what they do now affects the quality of life they will have as they age.”

Anonymous comment from 2018 survey respondent

SUMMARY OF PROCESS


In early 2018, Hayward Area Memorial Hospital & Water's Edge and Sawyer County Public Health Department

began an assessment process to determine the top health concerns of the citizens that live in the communities served by Hayward Area Memorial Hospital. Several meetings took place with participation from a variety of agencies and community leaders. At each meeting data was presented and information was gathered from those in attendance.

Survey questions were drafted based on the goals of Wisconsin's Healthiest Wisconsin 2020 plan. The online survey tool was distributed throughout the following communities: Clam Lake,

Cable, Couderay, Drummond, Exeland, Gordon, Grand View, Hayward, Lake Nebagamon, Minong, Ojibwa, Radisson, Barnes, Springbrook, Stone Lake, Trego and Winter.

Online surveys were distributed via email, using targeted social media channels and linked to the hospital's website. Paper copies of the survey were also made available in the front entrances of the Hayward Area Memorial Hospital and Water's Edge, at the Sawyer County Health Department and the Hayward Public Library. A total of 547 community members participated in the survey; sharing their greatest community health concerns.



“I am the eternal optimist, however, I believe the challenges within our county will continue to outpace the strategies to improve it. It is very difficult to break vicious cycles, however, education and early intervention are keys.”

Anonymous comment from 2018 survey respondent.



ASSESS THE HEALTH OF THE COMMUNITY

Before developing the new CHIP, a report and evaluation of the 2017-2019

Fiscal Year CHIP for Hayward Area Memorial Hospital was conducted. The initiatives defined within HAMH's previous community health improvement plan were:

Goal 1 focused on the need for access to health care services during times that primary care clinics are not open, a lower cost alternative to care than that offered in an emergency room and offering services locally to reduce travel to find urgent care services. HAMH opened Urgent Care on January 9, 2017 to help address the access to urgent care services. The community welcomed Urgent Care from the beginning with an average of 300-400 patients being seen per month. Hours were quickly expanded on August 1, 2017 to meet patients' needs. Total number of patients seen in our Urgent Care for fiscal year 2018 was 4,709, which surpassed the goal of 4,500.

Goal 2 was to create Awareness of Specialty Care Services available locally. Many residents living in the region find it difficult to travel to other communities to receive specialty care. A comprehensive marketing campaign was completed in the Fall 2016, in order to increase community awareness of healthcare services that could be received in Hayward. In 2017, Rehab Services significantly expanded its staff and specialty offerings and Stereotactic Mammo Biopsy with 3D imaging was added to Radiology Services enabling the hospital to offer the latest mammo technology locally. Orthopedic Services was added in Spring 2018, creating HAMH's first specialty and expanding orthopedic surgical offerings program.

Goal 3 worked to engage the community in prevention/wellness activities and to role model wellness. HAMH partnered with the Chequamegon Area Mountain Bike Association (CAMBA) to develop mountain bike trails on the hospital campus. The trails are available for fat tire biking in the winter months. The hospital trails were also expanded to connect to the city trails so people walking to the facility can do so safely and trail users no longer have to walk or bike on the highway in order to connect from one trail to another. HAMHWE participates in community health expos including a Women's Health, Senior Center Health Fair and Community Baby Shower to provide free health screenings, information on free classes, support groups, safety, prevention and wellness and education on advance directives. The Trauma Committee launched a safety campaign working with area schools, daycares, summer youth programs, outdoor events and Sawyer County Health & Human Services to provide bike helmets for children. Registered nurses helped fit the children with the helmets and talked to children about the importance of wearing helmets and safety equipment.

Goal 4 efforts focused on expanding community collaborations. HAMHWE partnered with a variety of organizations to offer community services.

- HAMH, Essentia Health-Hayward and Northlakes Community Clinic provided a Mental Wellness seminar. Behavioral Health Professionals provided education on mindfulness and shared tips and techniques to maintain and improve to reduce stress and anxiety and improve overall mental wellbeing.
- Partnered with the Hayward Senior Center to offer Stepping On classes to area seniors.
- Donation made to Northwest Connection Family Resources for the purchase of car seats to be given to families in need.

Continued on page 7



ASSESS THE HEALTH OF THE COMMUNITY, cont.

- Continued development of programs for students including working with Wisconsin Indianhead Technical College to provide Certified Nursing Assistant (C.N.A.) classes on-site and offering the Career Explorer Program to area high school students providing an in-depth look at a variety of healthcare careers and hands-on learning.
- HAMH was one of fourteen hospitals working with the Rural Wisconsin Health Cooperative to bring additional mental health services to rural Wisconsin.
- Member of the Northwest Wisconsin Healthcare Coalition which is a collaboration of private and public partners working together to prepare for, respond to, and recover from emergencies.
- Partner of the American Birkebeiner Ski Foundation to provide the Dive for the Dirt obstacle course series to area youth encouraging movement and healthy activities. Sponsored a variety of other healthy events including the Shamrock Shuffle, Musky Run, Sawyer County Outdoor Projects and Education Youth Day, Chequamegon Fat Tire Festival and a trail run on the Hospital Trails.
- Certified Dietitian provided menu review services to the Hayward Senior Center to help the center meet nutritional regulations and provide healthy meal options to seniors in our community.
- Worked with area churches to sponsor community meals for those in need.

The evaluation of Sawyer County's specific Community Health Improvement efforts for 2016-2021 included:

Goal 1 reduce alcohol and other drug abuse. Sawyer County/LCO Joint Prevention Programming Committee meets monthly to work towards reducing underage drinking. Youth leadership group assisted in community awareness activities, including Julia Sherman town hall on prevention of underage alcohol use, meaningful use of the Youth Risk Behavior Surveillance System (YRBSS) and coordinated programming on alcohol and other drug abuse.

Goal 2 reduce tobacco use. Sawyer County provides Prenatal Care Coordination and Baby and Me Tobacco Free cessation programming for pregnant women. Continues to direct residents to QuitLine services and promoted no sales of tobacco to minors in 2017.

Goal 3 improve awareness of mental health needs. Sawyer County gathered data via the Youth Risk Behavioral Survey and the Wisconsin Program Participation System related to Mental Health to assist in improving service awareness.



OBSERVATIONS FROM COMMUNITY OUTREACH

Community outreach began on March 8, 2018, by bringing a variety of healthcare and community leaders together to

define and rank community health needs; additional outreach took place on April 19, 2018. Data was presented by Sawyer County Public Health Department, Sawyer County Health and Human Services, Hayward Area Memorial Hospital & Water's Edge, Sawyer County Senior Resource Center and the Greater Wisconsin Agency on Aging Resources.

The data included statistics related to:

- Overall health of the community
- Top diagnoses related to hospital visits and admissions
- Economic and socioeconomic status of county residents
- Mental health prevalence
- Mental health provider coverage
- Population growth for over 60 years old
- Unnatural deaths
- Drug use related infections
- Drug related violations
- Drug related hospital deaths
- Impact of substance abuse on children in Sawyer County
- Liquor law violations

COMMUNITY HEALTH NEEDS ASSESSMENT ATTENDEES

Carol Anderson, Northlakes Community Clinic-Hayward
Lisa Anderson, Hayward Area Memorial Hospital & Water's Edge
Lori Baltrusis, Sawyer County-UW Extension
Luke Beirl, Hayward Area Memorial Hospital & Water's Edge
Jessica Bjork, Sawyer County Health & Human Services
Alicia Carlson, Sawyer County Health & Human Services
Nicole Crosby, Winter Schools
Jeanine Connell, LCO Community Health Center
Bryan Deyo, Sawyer County Sheriff's Department
Kortney Drake, Northlakes Community Clinic
Sabrina Dunlap, Northlakes Community Clinic-Hayward
Jane Flygstad, Marshfield Clinic Health System
Rose Gokee, LCO Community Health Center
Paul Grahovac, Sawyer County Health & Human Services
Ariga Grigoryan, Sawyer County-UW Extension
Tim Gullingsrud, Hayward Area Memorial Hospital & Water's Edge
Laura Hammerel, Hayward Area Memorial Hospital & Water's Edge
Linda Hand, Senior Resource Center
Sandy Harm, Hayward Area Memorial Hospital & Water's Edge
Barbara Koerpel-Duffy, Hayward Area Memorial Hospital & Water's Edge
Kailee Kofal, Essentia Health-Hayward
Ellen Kwiatkowski, Northlakes Community Clinic
Melinda Lambert, LCO Community Health Center
Carolynn Wheelock-Mashlan, Hayward Community School District
Candi McConnell, Hayward Area Memorial Hospital & Water's Edge
Cherie Morgan, Hayward Area Memorial Hospital & Water's Edge
Kathy Mullally, Northwest Connection Family Resource Center
Angela Nimsgren, Sawyer County Health & Human Services
Craig Olson, Hayward Community School District
Lauri Perlick, Aging & Disability Resource Center of the North and Sawyer County Adult Protective Services
Jackie Saari, Hayward Area Memorial Hospital & Water's Edge
Pat Sanchez, Sawyer County Emergency Management
Nate Schweitzer, LCO Tribal Police Department
Heather Sheehan, Hayward Area Memorial Hospital & Water's Edge
Eileen Simak, Sawyer County Health & Human Services
Jackie Strand, Northwest Connection Family Resource Center
Kristin Upanot, Northlakes Community Clinic
Sky Van Rossum, Greater Wisconsin Agency on Aging Resources
Barbara Wickstrom, Hayward Area Memorial Hospital & Water's Edge
JT Wohling, City of Hayward Police Department
Lisa Wydra, Sawyer County & LCO Foodwise
Char Yagle, Sawyer County Health & Human Services
Sheila Young, Sawyer County Housing
Brad Zeller, Hayward Area Memorial Hospital & Water's Edge

SAWYER COUNTY STATISTICS



HAMH top diagnoses from 2015-2017 in the emergency department, inpatient setting and the top observations diagnoses

UPPER RESPIRATORY INFECTIONS

CHEST PAIN

PNEUMONIA

CHRONIC OBSTRUCTIVE PULMONARY DISEASE

URINARY TRACT INFECTIONS

INFANT BIRTHS



Percentage of Children Living in Poverty



Year	US	WI	Sawyer County
2012	23	18	27
2013	22	18	32
2014	22	18	29
2015	21	17	28



Sawyer County Health Care Coverage

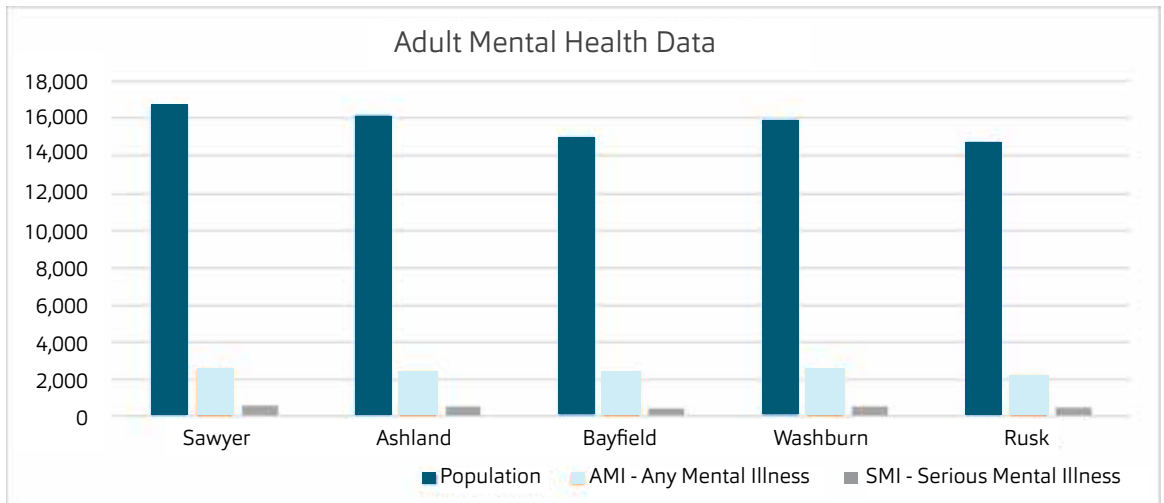
57% of the population under 18 are covered by BadgerCare Plus

14% of the population 18-64 are covered by BadgerCare Plus

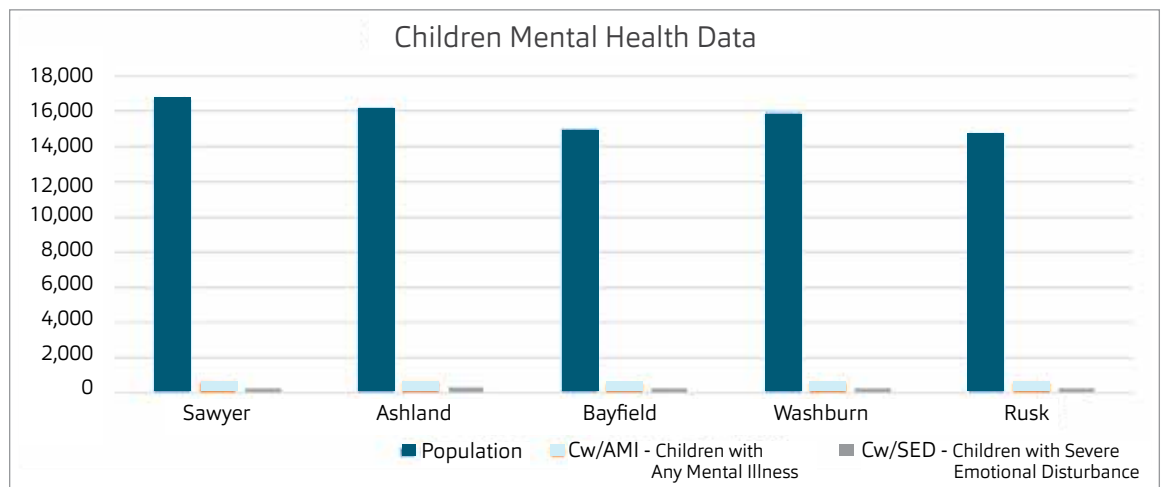
5% of the population 65 and over are covered by Medicaid

Mental Health

Adult County Based Treated Prevalence Rates for Seriously Mentally Ill (2017)



Prevalence Estimates of Children & Adolescents with Seriously Emotionally Disturbance (2017)



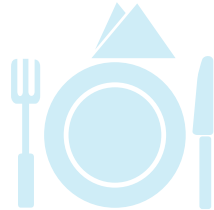
Source: 2017 Wisconsin Mental Health and Substance Use Needs Assessment



SAWYER COUNTY STATISTICS, cont.

Over 60 Years Old

The population of those over 60 living in Sawyer County is expected to grow significantly over the next several years.



Nutrition/Hunger

About 22% of Sawyer County Home Delivered Meal participants say there would be days they don't get enough to eat without this program.

41% said meals on wheels driver was the only person they have seen that day.

Having meals delivered in person offers:

- Safety/security check (51%)
- Link to other supports (36%)
- Someone to talk to (67%) decreased loneliness and isolation

Nearly 1 in every 6 seniors in America is facing threat of hunger and malnourishment

60% are more likely to experience depression, a heart attack 53%, or congestive heart failure 40%.

Sawyer County Population Projections



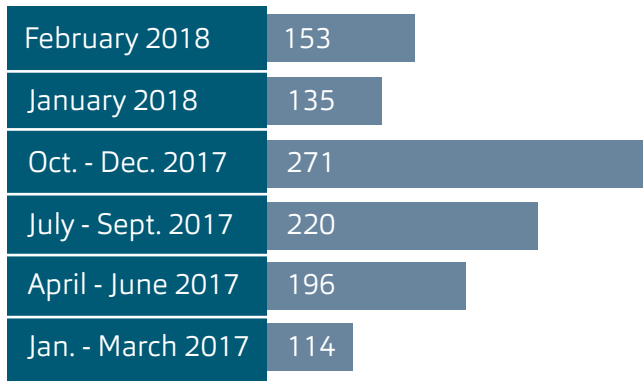
Year	Population Ages 60 & Over
2015	5,460
2020	6,280
2025	6,925
2030	7,200

Substance Abuse

Sawyer County substance abuse arrests court ordered testing data. The number of arrests increased greatly in a one year period.

- **Sawyer County Inmate Number:** 111 - most have Substance Abuse related charges (Early March 2018)

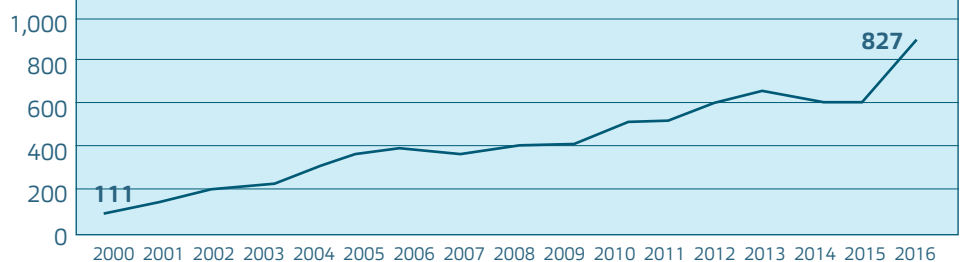
Time Period Substance Abuse Arrests



Substance Abuse Overdose Related Hospital Deaths (2000-2016 by county)

Sawyer.....	31
Ashland.....	29
Bayfield.....	12
Rusk.....	14
Washburn.....	19
Price.....	12

Opioid Overdose Deaths in Wisconsin



Source: County Health Rankings



IDENTIFYING THE NEEDS

Substance Abuse



Impact of Substance Abuse on Children (2018)

• Over 50% of Sawyer County Child Protective Services (CPS) referrals are drug related.

- Children are testing positive to meth due to exposure by living in “Meth Houses”.
- 100% of removal from homes in CPS related cases are due to drug issues.
- Currently 26 out of 50 cases with CPS are drug related.

Source: Sawyer County Protective Services

Yearly Number of Ambulance Runs Using Narcan for Sawyer County*

2015	96
2014	78
2013	78
2012	24
2011	24

*Narcan use has risen dramatically, however this information does not identify the total numbers of doses given, only ambulance runs.



After all data was reviewed the participants had the opportunity to add additional qualitative data. Information was shared and significant concerns were raised related to drugs and alcohol, mental health, health and safety programs for children and services and programs for the over age 60 population.

Top concerns related to MENTAL HEALTH were availability of providers, early identification, proximity and availability of inpatient beds, coordination of services, education on available resources, increased youth needing services, childhood trauma, impact on school staff and truancy rates.

Top concerns for the OVER 60 population included safety in the home, nutrition, cuts to community senior programs, overall health, transitional care, social isolation and caring for those with dementia and mental health concerns.

SUBSTANCE ABUSE concerns included overall drug use, meth use, drug related crimes, overdose deaths, meth houses and childrens’ exposure, withdrawal syndrome in newborns and neonatal abstinence syndrome, increase in Hepatitis C, availability and distribution of Narcan, lack of treatment services, education on availability of services, youth use, impact on community resources and truancy rates.

“Overall, I believe our county has a wide variety of resources. I think a lot of our seniors lack the knowledge to obtain those resources.”

Anonymous comment from 2018 survey respondent

COMMUNITY SURVEY FINDINGS



The community at large was included by distributing a survey to the service area of Hayward Area Memorial Hospital including Sawyer County and portions of Bayfield, Douglas and Washburn counties. Survey participants were asked to pick the top three community health issues as identified in Healthiest Wisconsin 2020. The following chart shows the results from 547 survey participants:

Rank	Health Concern	Responses
1.	Alcohol and Drug Use - (alcoholism, impaired driving, alcohol/substance abuse related injuries/deaths, access to alcohol/substance abuse treatment programs)	495
2.	Mental Health - (access to mental health professionals, suicide, depression, other mental disorders)	369
3.	Chronic Disease - (diabetes, cancer, heart disease, lung diseases, etc.)	217
4.	Injury & Violence - (recreational activity injuries, car accidents, battery, assault, gang-related violence, homicide)	142
5.	Growth & Development - (optimal opportunities for physical, behavioral, cognitive and emotional growth and change across the lifespan)	89
6.	Tobacco Use - (access to tobacco, education about health implications, access to quit programs)	87
7.	Nutrition - (access to healthy foods at reasonable prices, education regarding nutrition)	85
8.	Communicable Disease - (tuberculosis, tick-borne illnesses, Whooping Cough, food-borne illnesses, sexually transmitted diseases, chickenpox, measles)	46
9.	Physical Health - (access to workout facilities, public recreation, walking/biking trails, weather conditions)	42
10.	Reproductive & Sexual Issues - (access to family planning services, birth control availability, sexually transmitted disease education)	36
11.	Environmental & Occupational - (safe supply of food and drinking water, disposal of toxic wastes, air/water/noise pollution, safe work environments)	26
12.	Oral Health - (access to dental services)	26

The top priorities identified in the survey are directly aligned with two of the priorities identified by community leaders: substance abuse and mental health. The third category, over age 60, as defined by the community leaders as a priority aligns with many of the top identified areas in the survey: mental health, chronic disease, injury and violence and nutrition.



HAMH IMPLEMENTATION PLAN

Community leaders and healthcare professionals were again brought together and were asked to select one of the priority areas that they could help impact. Groups were asked to select a leader (champion), determine who else should be included in the group, exchange contact information and then work on defining three objectives under their assigned priority area.

Based on all information, the Fiscal Year 2020 - 2022 CHIP for Hayward Area Memorial Hospital and Sawyer County Public Health will focus on the following priority areas:

Mental Health

Champion: Paul Grahovac, Director of Sawyer County Health & Human Services

Goal 1: Improve community crisis response. Develop a comprehensive community behavioral health crisis response plan which includes decision making points for those who respond to crises.

Goal 2: Educate, inform and share behavioral health resources with community and agencies. Create a mental health resource guide similar to the Mental Health Task Force of Polk County <http://mentalhealthpolk.org>

Over Age 60 Years

Champion: Heather Sheehan, Vice President of Senior Services, Hayward Area Memorial Hospital & Water's Edge

Goal 1: Promote healthy aging. Develop and market master community educational calendar. Measure attendance at listed events.

Goal 2: Improve care transitions. Work with the Care Transitions Task Force, which includes community organizations and agencies, to reduce hospital readmission rates.

Goal 3: Develop safety and crisis response plan for those with dementia. Implement the "Purple Tube Project" and work with the Mental Health priority group to incorporate over 60 age group into the community crisis response plan. Measure the number of tubes in homes.

Goal 4: Assess opportunities related to chronic disease management. Work with area physicians and healthcare professionals to determine how we can help patients manage chronic disease.



Substance Abuse

Champions: Eileen Simak, Sawyer County Health Officer

The substance abuse initiative decided to focus on three primary areas with goals and projects defined for each area:

Goal 1: Prevention – Establish representation for each of the twelve community sectors on the Sawyer County LCO Joint Prevention Programming Coalition.

Goal 2: Treatment – Reduce the stigma of addiction by implementing a minimum of three community education initiatives.

Goal 3: Recovery – Work with the community to create a minimum of one recovery friendly practice.



References:

County Health Rankings

<http://www.countyhealthrankings.org/explore-health-rankings/reports/state-reports/2018/wisconsin>

Wisconsin Healthiest 2020

<https://www.dhs.wisconsin.gov/hw2020/index.htm>

<https://www.aginginplace.org/the-facts-behind-senior-hunger>

2017 Sawyer County Nutrition Program Safety Survey

<https://www.dhs.wisconsin.gov/publications/p01803.pdf>

Sawyer County Health & Human Services

The National Survey on Drug Use – NSDUH (2010-2011)

National Association of County and City Officials

Wisconsin Mental Health and Substance Abuse Needs Assessment

Wisconsin Department of Health Services

**Community Health Improvement Plan
Fiscal Year 2020 - 2022
Hayward Area Memorial Hospital**

A PARTNERSHIP BETWEEN SAWYER COUNTY HEALTH & HUMAN SERVICES DEPARTMENT AND
HAYWARD AREA MEMORIAL HOSPITAL & WATER'S EDGE

MORE INFORMATION IS AVAILABLE AT:

www.haywardmemorialhospital.com

<https://www.sawyercountygov.org/150/Health-Human-Services>