



ThedaCare Community Health Needs Assessment

Healthy Individuals Start with Healthy Communities

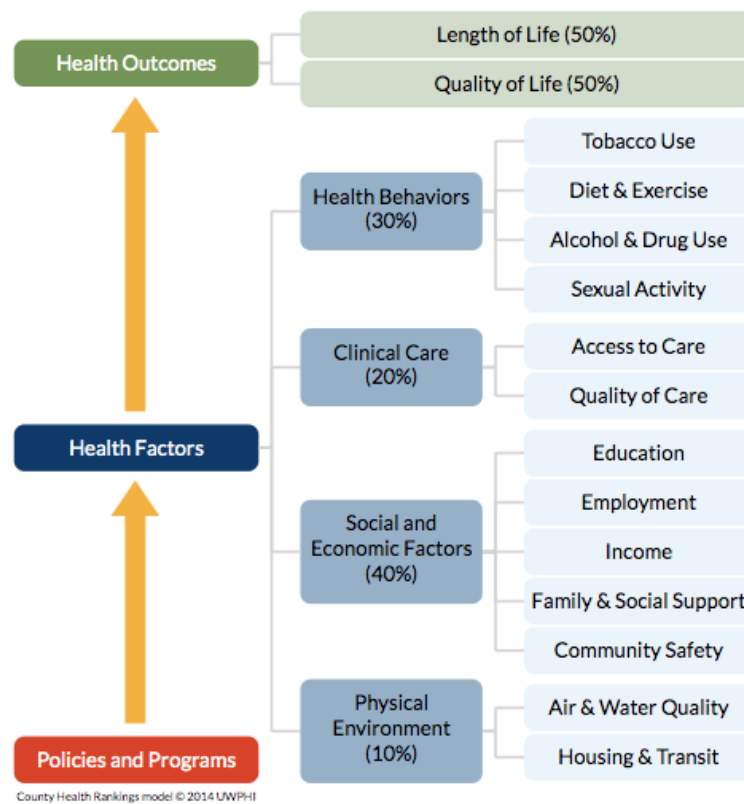
When people have access to the supports they need to realize their full potential, communities and individuals thrive. This starts with access to basic needs such as nutritious food, safety, humane housing and top-quality healthcare. Yet, a community that fosters health and well-being is so much more. There exist ample opportunities for lifelong learning, meaningful work that provides fulfillment and covers the bills, accessible and affordable transportation, environments that encourage activity and recreation, and connection to others - providing a place for all to truly belong.

If this is what we know creates health, then this is where ThedaCare's interest belongs — upstream, helping to put in place, across the communities we serve, the conditions that build health in the first place. No longer simply a *healthcare* organization, ThedaCare is evolving into a *population health* organization, challenging the antiquated systems that incentivize more procedures over preventative measures. Customers of health services across Northeast and Central Wisconsin want to live healthier, more meaningful lives. It's ThedaCare's purpose to help them do just that.

The best models today suggest only 20% of health is created inside the walls of healthcare systems. That means that 80% of health is a result of what happens in our homes, our workplaces, our schools, our faith institutions, our communities. (See graphic below.)

The World Health Organization defines health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

ThedaCare uses the UW Population Health Institute model below to help build understanding of what creates health and to classify health needs and opportunities. Data collected through the Institute's County Health Rankings serve as one of several data sets that help us understand local health needs.



The three-year plan that follows (plan to be added to this document early 2020) is a blueprint for how ThedaCare intends to leverage its distinguished talents inside its walls to team up with community partners across sectors to strengthen the health and well-being within the communities it serves and lay the foundation for health for generations to come.



About ThedaCare

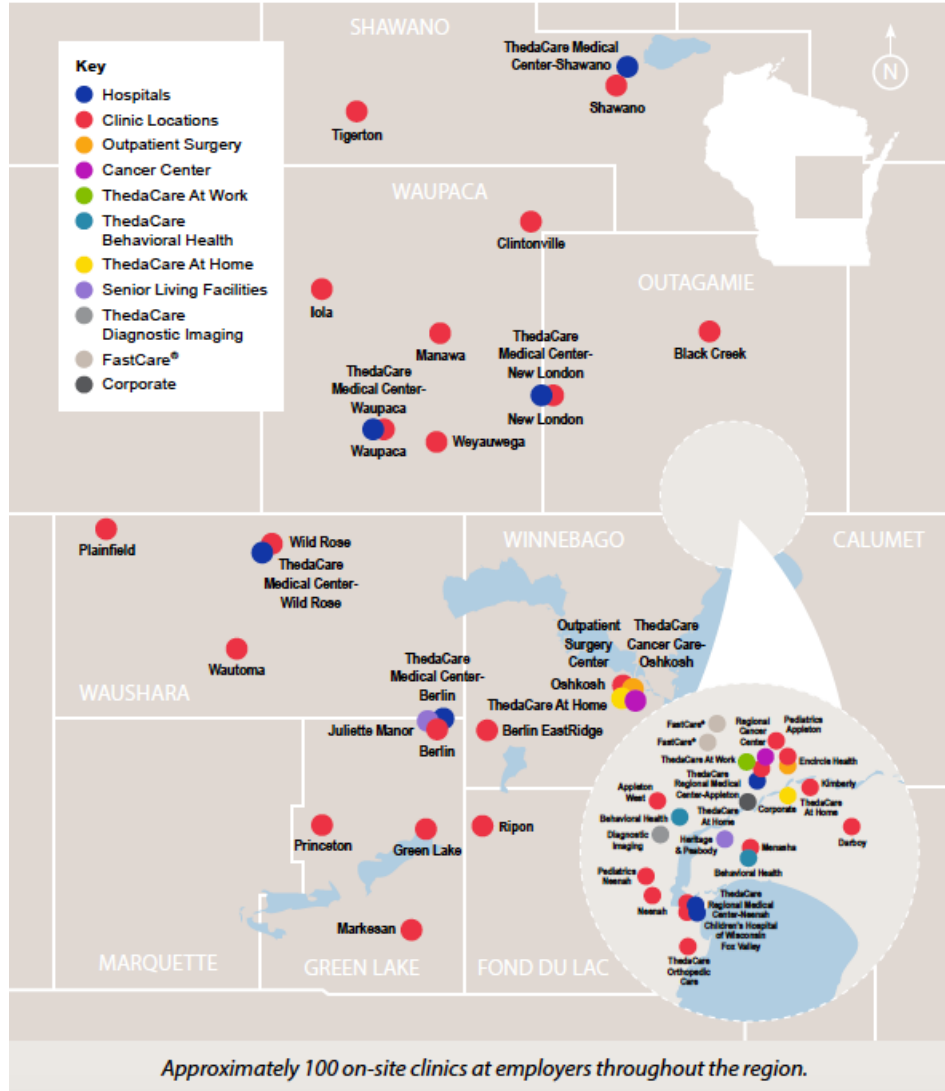
ThedaCare is the region's only locally owned, not-for-profit health system. That means ThedaCare decision-makers, inclusive of leaders, staff and board members, work in this community and call this place home. They have every reason to put the well-being of area residents first because each has a vested personal interest in the current and long-term health and vitality of family, neighbors and friends.

With deep roots dating back more than 110 years, ThedaCare has been committed to improving the health of the communities it serves in Northeast and Central Wisconsin. Each year, ThedaCare's 7,000 team members provide expert medical care to more than 250,000 individuals through more than 180 points of access including seven hospitals located in Appleton, Neenah, Berlin, New London, Shawano, Waupaca and Wild Rose, 35 clinics and ancillary sites, and 100 worksite locations. ThedaCare serves a region of more than 600,000 residents across 14 counties and features a level II trauma center, comprehensive cancer treatment, stroke and cardiac programs as well as a foundation dedicated to community service. In addition, ThedaCare is the first in Wisconsin to be a Mayo Clinic Care Network Member, giving our specialists the ability to consult with Mayo Clinic experts on a patient's care.



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Locations Map





Care that Spans Beyond Hospital and Clinic Walls

Well before the Affordable Care Act required health systems to conduct Community Health Needs Assessments and develop corresponding plans, ThedaCare was leading the way in community health improvement efforts. Since 2001, ThedaCare has used its Community Health Action Team (CHAT) model to bring community members together to study critical health needs and co-create effective, sustainable solutions. Leaders across all community sectors, including education, business, healthcare, government, non-profits, faith organizations, and more, participate in day-long field trips called “plunges” to learn firsthand from people with lived experience. This up-close perspective has empowered communities to take ownership of their health and fueled an urgent desire to craft collaborative solutions that have resulted in dozens of high-impact organizations and programs that are building health across the region.

ThedaCare has been a driving force behind development of such efforts as *Imagine Fox Cities* living vision, LiveWell Fox Valley creating a culture of health, the Rural Health Initiative taking care to the farm, the STAR Program reducing the gap in graduation rates between black and white youth, and so much more. As a result, the American Hospital Association and Baxter Health Foundation have twice recognized ThedaCare among the top four candidates in the country for the Foster G. McGaw Prize for Excellence in Community Service.

This commitment to the broader health of the community starts with a Board of Trustees that sees itself as stewards of individual and community well-being. A leadership team puts patient and community health at the center of everything ThedaCare does to ensure this work is embodied in our mission, our vision, our strategy and our plans. Dedicated Community Health staff are resourced to effectively research community need and develop partnerships and solutions that have impact. And, CHAT Teams in each community help ensure that local needs are not overlooked and proposed solutions will matter.

The Health of Our Community Today

Understanding the health of the community goes beyond data collection and analysis. It entails meeting face-to-face with and listening to the stories of people who live and work in the community, especially people whose voices may be easily overlooked. In what ways are their lives becoming healthier? What stands in their way to achieving health and well-being? What do they need to enhance their ability to lead healthy lives? These are all important questions that, coupled with data, paint a picture of opportunity for action.

Needs Assessment and Prioritization Process

ThedaCare’s Community Health Needs Assessment process was anchored by an Advisory Team of more than 40 community members and ThedaCare professionals from across the nine-county health system primary service area. (See Appendix A.) These individuals represented public health, non-profit organizations, ThedaCare hospitals and clinics, ThedaCare at Work and ThedaCare Board of Trustees. This group established a multiple-meeting process that defined the purpose of the Assessment, the data to be collected and through what methods, laid out how the hospital and community would come together to make sense of the data, and what process would be used to prioritize identified needs and opportunities.



A Core Data Set developed by the Wisconsin Association of Local Health Departments and Boards (WALHDAB) was used as the starting point for secondary data collection. Public health assessments and plans were reviewed. In addition, interview data, gathered in partnership with all county and city health departments, was layered on, as were data collected through the Fox Valley Community Health Improvement Coalition (FVCHIC), a collaboration of all five health systems and public health organizations in the tri-county region. The FVCHIC conducted a joint behavioral risk survey of 1400 adults and parents of youth, along with 70 interviews of key stakeholders and vulnerable populations to reduce duplication of effort among health organizations. ThedaCare Community Health staff and public health conducted an additional 50 interviews of key stakeholders and vulnerable populations in rural hospital markets to complement the Fox Cities interviews and secondary data. (See Appendix B for list of key stakeholders interviewed.) Final components of the data set included hospital patient data, as well as input from the CHAT teams in each hospital market.

Three 4-hour data workshops were held to make sense of the primary and secondary data and prioritize opportunities. In addition to the Advisory Team, an expanded list of community and ThedaCare representatives was engaged in these workshops to ensure conclusions were accurate and relevant. (See Appendix C.) Representatives from each hospital service area reviewed their market-specific data and formed conclusions. This data was compiled to provide both regional and local landscapes of health need.

Priorities were identified using Impact and Feasibility Criteria. Specific criteria included the number of people affected, how likely to cause death, current trend and comparison to other state and national benchmarks, impact on vulnerable populations, importance to the community, and evidence of success in addressing the issue.

Common Needs Across the ThedaCare Service Area

Several themes were consistent across all seven ThedaCare hospital markets. The most significant themes were:

- The average age of residents is increasing and their needs are becoming greater
- Health disparities are significant for people living in rural areas, low-income and people of color
- Adults and youth are struggling to maintain mental health
- Excessive drinking is among the highest in the state and country while drug use is growing with devastating effects on individuals and families
- Obesity and chronic disease are becoming the norm in Northeast Wisconsin
- Lack of access to dental care results in excessive emergency department visits
- Despite low unemployment and growth in household income, families still struggle to support basic needs, including healthcare
- Families are struggling to provide young children with the safe and healthy start needed for lifelong physical and mental health
- Disparities in educational attainment are significant for children in low-income families
- Transportation is a significant barrier to active living and needed services, particularly in rural areas
- Not everyone feels they belong in their community or have needed social supports

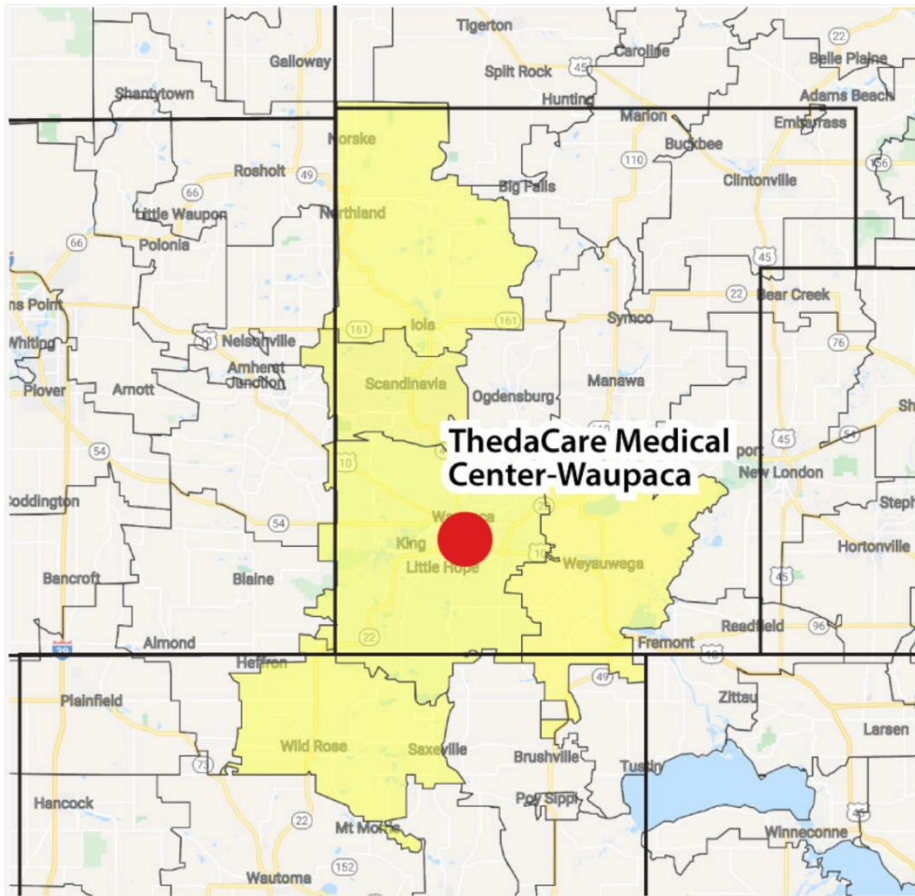


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Waupaca Health Needs Assessment and Implementation Plan

About ThedaCare Medical Center–Waupaca

For more than 60 years, ThedaCare Medical Center–Waupaca has provided high-quality care to residents of the City of Waupaca and surrounding communities, including King, Iola, Weyauwega, Ogdensburg and Scandinavia. Located on a wooded campus along the Crystal River, ThedaCare Medical Center–Waupaca was founded as a non-profit community hospital in 1954. It provides 24-hour care to approximately 30,000 individuals from its service area and serves the county as a critical access hospital.



In 2009, ThedaCare Physicians–Waupaca built a new facility connected to the hospital, creating a shared entrance and integrated primary and specialty care services under one roof. ThedaCare Physicians is the largest multi-specialty physician practice in the area ranging from family medicine to on-site surgical access. ThedaCare Medical Center–Waupaca works closely with all other ThedaCare hospitals and facilities to provide a comprehensive team of experts to care for area residents.

ThedaCare Medical Center–Waupaca Service Area

ThedaCare Medical Center–Waupaca primarily serves patients living in the western half of Waupaca County. (Map represents zip codes of at least 80% of inpatient base.)

For purposes of this plan, in an attempt to avoid duplication with other ThedaCare hospital markets, we will restrict our focus of ThedaCare Medical Center–Waupaca’s assessment and plan to Waupaca County.

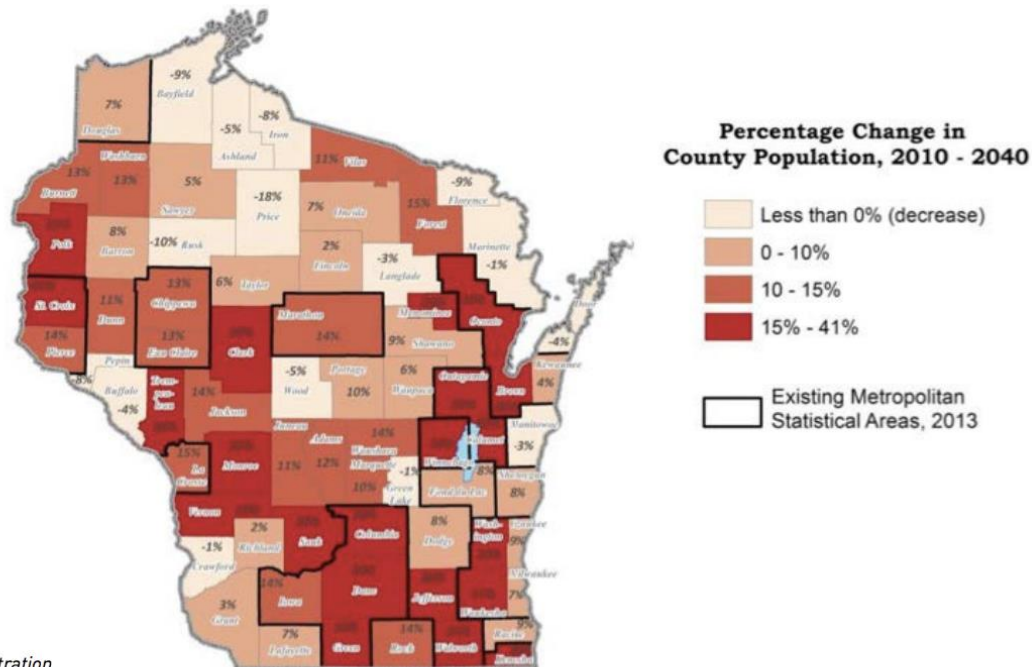
Demographics

Population

Waupaca County has an estimated population of 52,095 and ranks 28th in population size among Wisconsin's 72 counties. Waupaca County's population is mostly rural (64.9%) with a large farming population in the northeast region. Natural growth rate of births compared to deaths since 2010 was -2.1%. Net migration for Waupaca County, the difference between the number of people who move into the county and the number who leave, is 2.0%, offsetting the negative natural growth rate.

Waupaca County Projections, 2010 - 2040

According to the Wisconsin Department of Administration, Waupaca County is expected to grow; however, that growth will peak by 2030.



Source: Wisconsin Department of Administration
Demographic Services Center



Population Projections					
	2010	2020	2030	2040	Net Change
Waupaca	52,410	54,475	57,460	55,670	3,260

Population Projections Department of Administration, State of Wisconsin, 2015
 Wisconsin Economic and Workforce Profile, 2017

Age Distribution

The average age of Waupaca County residents is significantly higher than the Wisconsin state average. Waupaca County has 22.7% of the population age 65 and older, compared to the 16.5% Wisconsin state average, and 29.5% of county population in the 45-64 age group, compared to a state average of 27.4%. With a median age of 44.4 years, Waupaca County is the 24th oldest county in the state out of 72.

Total Population (2018 est.)					
	0-17	18-44	45-64	65+	Total
Waupaca					
Total for Group	10,367	14,539	15,364	11,825	52,095
Percent of Total	19.9%	27.9%	29.5%	22.7%	

Source: www.countyhealthrankings.org (PEP), (ACS, 2011-2015)

Race/Ethnicity

Waupaca County is home to a significantly larger Non-Hispanic white population (94.6%) than the Wisconsin average (81.7%) and all other TheaCare counties. Waupaca County also has much smaller Hispanic, Non-Hispanic African Americans and Asian populations compared to the Wisconsin averages. The Hispanic population is the fastest growing minority population in the Waupaca market.

Population by Race/Ethnicity		
	2014 (est.)	2018 (est.)
Waupaca		
Non-Hispanic White	96.0%	94.6%
Hispanic	2.6%	3.0%
Native Hawaiian/Other Pacific Islander	0.0%	0.0%
Asian	0.4%	0.5%
American Indian and Alaskan Native	0.6%	0.7%
Non-Hispanic African American	0.3%	0.4%

*As some census respondents choose not to disclose ethnicity, percentages may not equal 100% of the population.



Source: www.countyhealthrankings.org (PEP)

Income Level

Waupaca County household income is below the state average of \$56,800. The percentage of residents living below 100% of the Federal Poverty Level has increased slightly since 2014, with 11% living below 100% of the Federal Poverty Level in 2018, compared to the Wisconsin average of 12%. In Waupaca County, the percentage of residents uninsured matches the state average of 7%.

According to United Way, 36% of Waupaca County households live below the Assets Limited, Income Constrained, Employed (ALICE) threshold, the percent of individuals and families who are working but are unable to afford the basic necessities of housing, food, childcare, health care and transportation for that county. This is slightly below the state average of 37.5%.

The percentage of children eligible for free and reduced school lunch in Waupaca County (41%) is rising and exceeds the state average of 40%. The percentage of children living below Federal Poverty Level in Waupaca County (15%) is slightly below the state average of 16%.

Median Household Income		
	2013	2018
Waupaca		
Median Household Income	\$47,601	\$52,100

Source: www.countyhealthrankings.org (SAIPE); US Census Bureau, United Way



Vulnerable Population Groups

The Community Health Needs Assessment identified several vulnerable populations, including the following potential key targets for our strategy:

- Low income
- Older adult population
- Rural farm families
- Veterans

Our plan addresses health needs of the broader population with a special focus on members of the more vulnerable populations identified above.



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Key CHNA Findings

Waupaca Market Community Health Needs Assessment <u>General indicates data applies to Waupaca market AND entire nine-county service area</u> <u>Waupaca market indicates data specific to Waupaca service area</u>		
Demographics		
Conclusions	Data/Interviews that back this up	Implications
<p>Average age of our population is getting older – disproportionately affecting rural areas</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • With exception of Calumet, all counties saw negative change in population age 0-17 • With exception of Green Lake, all counties saw positive increase in population age 65+ • Senior populations are growing faster than the state average <p>What the community says: <i>“Our community has athletic activities with the Rec Center, which has helped the community stay active.”</i></p>	<ul style="list-style-type: none"> • Demand for daily living support and healthcare will increase • Transportation and social isolation concerns will increase • Health needs of Baby Boomers will place greater demands on “sandwich generation.” • Fewer babies are being born, particularly in rural areas. Forcing healthcare to adjust provider mix • Declining workforce capacity
<p>While the population is predominantly white, diversity is increasing slowly</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • The Non-Hispanic White population has decreased between 0.8-1.5% across all markets in the last 5 years. The largest non-White populations are Hispanic in rural markets and Hispanic, Asian and African American in urban areas. • As a percent of population, Menominee (5.8%), Waushara (6.4%) and Green Lake (4.8%) have the largest Hispanic populations by county 	<ul style="list-style-type: none"> • Types of health needs will become more varied requiring cultural sensitivity and competence across community services • Hispanic community is not seeking services due to political climate • Need to grow trust with diverse populations



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	<ul style="list-style-type: none"> • The Asian population is concentrated in urban counties • The African American population is still well below state average (6.3%) across all markets ranging from 0.4% in Shawano and Waupaca to 2% in Winnebago and Waushara • The Native American population comprises 83% in Menominee and 8.2% in Shawano. All other counties are below 2% <p>What the community says: <i>"...The community is very welcoming and knowledgeable when new people enter community. Example - welcome lady when I first moved to Waupaca, she brought information about the community and welcomed me."</i></p>	
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Health Outcomes Length and quality of life

Conclusions	Data that backs this up	Implications
<p>Health outcomes across service area among most to least healthy in state</p>	<p>What the data says:</p> <p>General</p> <ul style="list-style-type: none"> • CHR Outcomes range from #9 of 72 for Calumet to #72 of 72 for Menominee County <p>Waupaca Market</p> <ul style="list-style-type: none"> • Waupaca ranks #50 of 72 counties in terms of health outcomes. <p>What the community says: <i>"[People] are generally responsive to education and information geared toward best outcomes. Have the ability to follow a</i></p>	<ul style="list-style-type: none"> • A wide array of factors create different health outcomes across our service area. Strategies to address health may need to vary by urban vs rural and among different sub populations



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	<i>health improvement plan with education and support. Are among the healthiest at point of enlistment.”</i>	
Health disparities exist for those living in rural areas	<p>What the data says: General</p> <ul style="list-style-type: none"> • Only the urban counties of Calumet (#9 of 72), Winnebago (#28 of 72) and Outagamie (#15 of 72) appear in the top half of health outcomes rankings • People living in rural counties have more years of potential life lost before age 75 per 100,000 population than the state average (6,100) <p>What the community says: n/a</p>	<ul style="list-style-type: none"> • Across health factors, including access to care, income levels, education, access to recreation facilities, etc., rural areas are more challenged to lead healthy lives
Adults and youth are struggling to maintain mental health	<p>What the data says: General</p> <ul style="list-style-type: none"> • Self-reported number of mentally unhealthy days in past 30 days has been increasing across markets since 2012, (with the exception of Calumet and Winnebago). The number of days range from 3.1 (Calumet) to 5.8 (Menominee) • Mental health was identified by key stakeholders as among top three health problems across all seven hospital markets <p>What the community says: <i>“AODA, Mental Health and Chronic disease as are among the top health problems facing the community.”</i></p>	<ul style="list-style-type: none"> • There is no health without mental health. Mental and physical health are intertwined • Declining mental health affects all aspects of life including family and friend relationships and workplace productivity • Adverse Childhood Experiences are major cause of mental health issues • Declining mental health, hopefulness, ability to cope leads to increased substance abuse • Our youth are struggling to cope with life stressors and need enhanced protective factors including resiliency, knowledge, communication, relationships and support • Entire families, schools and communities are seriously impacted by suicide <ul style="list-style-type: none"> ○ Sends message to other youth that suicide is an answer to their problems. • Demand for mental health services will grow, including at earlier ages
Diabetes rates are high in our service area	<p>What the data says: General</p>	<ul style="list-style-type: none"> • We can anticipate an increase in health implications including heart disease, stroke, kidney disease,



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	<ul style="list-style-type: none"> The percent of adults age 20+ with diagnosed diabetes is at or above the state average (9%) across all markets <p>What the community says: n/a</p>	<p>hypoglycemia, neuropathy, eye problems and more. Also, will likely reduce life expectancy</p> <ul style="list-style-type: none"> Will increase demand for healthcare services
<p>Falls among older adults are an increasing cause of death</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> In six of nine ThedaCare counties, fatal falls exceed the state average of 410 per 100,000 population in 2016. Only Waushara, Waupaca and Outagamie were below state average Falls was not listed among top health needs across key stakeholders. Falls was only cited twice among all interview candidates <p>What the community says: <u>General</u> <i>“Aging is interesting – kind of vague, does capture a lot of the patients seen in ED - dementia, falling, patients want to live in homes, challenging to ensure safety and caregiver to help them.”</i></p>	<ul style="list-style-type: none"> Falls are not only a risk factor for fractures; they can lead to irreversible health, social, and psychological consequences, with profound economic effects More falls are likely with aging population
<p>Cerebrovascular disease hospitalization rates are high</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> 2015 Cerebrovascular Disease Hospitalization Rate is higher than the state average of 11.3 per 1,000 population in five of eight counties (no data available for Menominee). Calumet, Waushara and Winnebago were only three below state average. 	<ul style="list-style-type: none"> Strokes can result in death or serious disability including loss of cognitive functions, partial paralysis in some limbs, speech difficulties, memory loss and more Higher incidence may require expanded rehab and therapy services to recover functioning for the patient as well as support services for family care providers



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While new diagnoses of cancers are better than the state across most markets, the incidence of various types of cancer is increasing. Urban vs rural data varies. Nationally, incidence of certain cancers is increasing at a younger age due to obesity epidemic

What the data says: (Incidence per 100,000)

General

- Cancers declining across markets
 - Colorectal
- Cancer increasing across markets
 - Oral
 - Melanoma – incidence higher than state average in six of seven counties for which have data
 - Uterine – incidence rising in five of seven counties for which have data
- Cancer above state average in Urban
 - Breast
 - Ovarian
 - Prostate – incidence declining across markets; higher than state average in urban
- Cancer above state average in Rural
 - Lung – declining across markets; above state average in some rural
- Nationally, cancer incidence significantly increased for six of 12 obesity-related cancers (multiple myeloma, colorectal, uterine corpus, gallbladder, kidney, and pancreatic cancer) in young adults (25–49 years) with steeper rises in successively younger generations.

What the community says:

General

“Cancer – not sure what is causing – not a factory causing pollution...”

- Cancer rates are generally higher in urban areas with exception of lung cancer which is higher in rural areas
- Signals importance of early detection and screening as well as focus on root cause related to diet, exercise and tobacco



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Health Behaviors Individual actions that impact health		
Conclusions	Data/Interviews that backs this up	Implications
Excessive drinking (includes binge and heavy drinking) is among highest in state and country	<p>What the data says: General</p> <ul style="list-style-type: none"> Excessive drinking surpasses national benchmark by more than two times across all markets Urban markets have highest Excessive Drinking rates at 24-29% <p>Waupaca Market</p> <ul style="list-style-type: none"> Alcohol-impaired driving deaths have been declining across markets with the exception of Green Lake and Waupaca counties. Four counties exceed the state average of 36% – Winnebago (38%), Waupaca (43%), Calumet (44%) and Menominee (56%) <p>What the community says: General <i>“Additional prevention, education and a reduction of alcohol being at virtually every community event would be better for the community”</i></p>	<ul style="list-style-type: none"> Excessive drinking contributes to other health factors including violence, motor vehicle crashes/deaths, increased STIs, increased suicide and mental health issues, and chronic disease Alcohol abuse is an Adverse Childhood Experience, fostering cycle of long-term health implications Healthcare providers can play a greater role in screening and referral
The consequences of drug use are becoming more serious leading to more fatalities and hospitalizations. Drug use among adults appears to be increasing, impacting	<p>What the data says: General</p> <ul style="list-style-type: none"> Drug abuse was named among top three health problems Drug overdose death rate in Northeast Wisconsin has quadrupled from 2000 to 	<ul style="list-style-type: none"> Along with the individual impacts of drug use, the societal impacts are increasing as well such as children in families not receiving the parent support they need; Foster care demand is rising; burglary and theft increasing as drug users seek to fund drug habits, for example.



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<p>children and families. Opioids and heroin continue to plague communities. Marijuana is becoming more socially acceptable among youth</p>	<p>2016, rising from 2.7 deaths/100,000 population in 2000 to 12.5 deaths/100,000</p> <ul style="list-style-type: none"> • The rate of opioid related hospital discharges in Northeast Wisconsin has more than doubled in last 10 years, from 122/100,000 population in 2006 to 331/100,000 in 2016 • The heroin poisoning discharge rate has jumped from 0.6/100,000 population in 2007 to 16.1/100,000 population in 2016 • Wisconsin foster care placements due to caretaker drug use have risen from 15% of placements in 2012 to 29% of placements in 2016 • Number of opioid prescriptions written in Wisconsin declined by 32% in past year • Hepatitis C rates are higher than state average of 68 per 100,000 population <p>What the community says: n/a</p>	<ul style="list-style-type: none"> • Demand for prevention, treatment and recovery services grows • Drug abuse is an Adverse Childhood Experience, fostering cycle of long-term health implications
<p>While cigarette use is declining among youth, vaping is dramatically on the rise and kids and parents don't know the risks</p>	<p>What the data says: <u>2018 Tri-County Youth Data Only</u></p> <ul style="list-style-type: none"> • 27% of youth report vaping in the past month, up from 18% in 2016. This is significantly above the state average of 12% 	<ul style="list-style-type: none"> • Most e-cigs contain nicotine, which is addictive and can harm the developing brains of kids and could affect memory and attention • Some brands contain additional chemicals that can be dangerous
<p>Tobacco use among pregnant women is high</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • Tobacco use is at or below the state average of 17%, except for Menominee County (33%). • Smoking rates among pregnant women is above state average of 13% across 	<ul style="list-style-type: none"> • Increase in low birth-weight babies • Increased rates of asthma, chronic lung disease, cancer, stroke



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	<p>all ThedaCare counties with exception of Outagamie County (11%) and Calumet County (9%)</p> <p>What the community says: <u>General</u> <i>"More pregnant women are addicted to drugs and tobacco use."</i></p>	
<p>Overweight and Obesity continue to increase reaching new epic levels year after year</p> <ul style="list-style-type: none"> • Access to physical activity limited • Fruit and veg consumption declining • Access to affordable healthy foods declining 	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • Self-reported obesity levels are rising across all markets and exceed the national benchmark of 25% across all markets • Self-reported obesity levels meet or exceed the state average of 31% across all markets with the exception of Outagamie County (30%) • Adults who report no leisure time physical activity exceeds state average of 21% across all markets with exception of Winnebago and Outagamie • Only two counties report exceeding the state average of 86% who live reasonably close to a location for physical activity — Winnebago (90%) and Outagamie (93%) <p><u>2018 Data from Tri-County Area only</u></p> <ul style="list-style-type: none"> • Only 10% reported eating the recommended two fruit/three vegetables servings in last seven days • The percentage of youth reporting getting 2 or fewer hours of screen time on average school day declined from 33% in 2016 to 25% in 2018 	<ul style="list-style-type: none"> • Rates of chronic disease increase including cardiovascular disease, Type II diabetes, cancers, hypertension, osteoarthritis, sleep apnea, etc. • Poor quality of life due to obesity can lead to depression and/or other mental health issues • Increase in demand for healthcare services



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	<ul style="list-style-type: none"> • Fruit and vegetable consumption has declined by 5% in Winnebago, 14% in Outagamie and 12% in Calumet from 2015 to 2018 • Youth fruit and vegetable consumption has declined 16% in Winnebago and 3% in Outagamie; Calumet has increased <p>What the community says: n/a</p>	
<p>Youth risky sexual behavior rising in some markets</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • While teen sexual intercourse is declining (27% have ever had sex), the percent of sexually active youth reporting using a condom is 55%, below the state average of 63% Earlier Youth Risk Behavior Survey data suggests not using a condom is high across some markets including Marquette (26.7% of high school seniors who've had sexual intercourse) and Outagamie (25.2%). Data not available for all counties • 9% of sexually active youth report no method used to prevent pregnancy <p>What the community says: <i>"[Alcohol and Other Drug Abuse] lead to risky sexual behaviors."</i></p>	<ul style="list-style-type: none"> • Increase in STDs/STIs, Hep C, HIV and long-term health • Risk of teen pregnancy
<p>Clinical Care Access to Quality Health Care</p>		
<p>Conclusions</p>	<p>Data/Interviews that backs this up</p>	<p>Implications</p>



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<p>Hospitalization rate for ambulatory-sensitive conditions is improving across almost all markets; however, rates continue to be higher in rural vs. urban markets</p>	<p>What the data says: General</p> <ul style="list-style-type: none">• Hospitalization rate for ambulatory-sensitive conditions range from 33-39 per 1000 Medicare enrollees in urban markets vs. 39-106 in rural counties• Ratio of population to primary care physicians exceeds state average in 6 of 9 counties; however, a mix of urban and rural. (Does not include other providers such as Nurse Practitioners and Physician Assistants) <p>What the community says: <i>“Strong hospitals; strong groups in the community working to provide support; support between groups.”</i></p>	<ul style="list-style-type: none">• High rate may suggest access to care or insurance issues• Significant opportunity to treat people at a lower level of acuity
<p>A large number of people across markets are not receiving dental care. Many show up in the Emergency Department in crisis</p>	<p>What the data says: General</p> <ul style="list-style-type: none">• The percentage of people age 2+ that did not receive a dental visit in the past year meets or exceeds the state average of 26% in five of nine counties• While improving across all markets, the ratio of population to dentists exceeds the state average in six of nine counties. Many dentists do not accept Medicaid patients, or accept very limited number• The percent of Medicaid members receiving a dental service in past year is declining across all counties and is worse than state average in five of nine counties	<ul style="list-style-type: none">• Poor dental health increases risk of inflammation, infection and hardening of arteries decreasing blood flow• Untreated dental issues often result in expensive emergency department visits, driving up the cost of care



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	<ul style="list-style-type: none"> • Oral disease is top Level 5 acuity Emergency Department visit by volume in six of seven hospitals <p><u>Waupaca market</u></p> <ul style="list-style-type: none"> • Waupaca dental clinic as part of PCHC opened this year increasing access <p>What the community says: n/a</p>	
<p>While uninsured rates have declined across markets, many people are still not accessing care due to out of pocket cost, transportation, political climate or other access issues</p>	<p>What the community says: <u>General</u> <i>“Lack of insurance access or high deductibles may prevent people from being able to access preventative care.”</i></p>	<ul style="list-style-type: none"> • Health needs go unaddressed until reaching critical levels at which point more expensive and intensive care may be needed
<p>Many children across the service area are not receiving recommended healthcare services including Well Child checks and immunizations</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • 25% of children in the ThedaCare system do not attend all seven Well Child visits in first 15 months • Childhood immunization rates are below state average of 73% across all rural markets <p>What the community says: n/a</p>	<ul style="list-style-type: none"> • Children with developmental delays or early health concerns may not receive the support needed for the optimal start to life • New parents may not receive the support needed; may feel more isolated and stressed increasing risk of child abuse and neglect • Not receiving vaccinations leads to reduced immunity and increased risk of life-threatening disease for individual and community
<p>While population to MH provider ratios are improving across all markets, access to timely mental health and AODA services remains a major concern</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> • The ratio of population to mental health providers exceeds the state average in eight of nine counties • Access to affordable mental health care was among the top three social 	



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	<p>determinants of health people are most concerned about</p> <p><u>Waupaca market</u></p> <ul style="list-style-type: none"> Ratio of population to mental health providers is more than three times state average <p>What the community says:</p> <p><u>General</u></p> <p><i>"Mental Health – need more services."</i></p>	
<p>Socioeconomic Factors Underlying Causes of Health/Health Behaviors</p>		
<p>Conclusions</p>	<p>Data/Interviews that backs this up</p>	<p>Implications</p>
<p>A greater percentage of families across all markets are struggling to financially support their basic needs, despite employment and growth in household income. Children and people living in rural markets are particularly vulnerable</p>	<p>What the data says:</p> <p><u>General</u></p> <ul style="list-style-type: none"> With the exception of Winnebago, the percentage of families living below the ALICE and poverty level rose in every market from 2014 to 2016 to above state average of 38%. Rural markets are all above state average of 38%. Percentages range from 29% of families in Calumet to 62% in Menominee The percent of children eligible for free school lunch is rising across markets and exceeds the state average of 40% in six of nine counties <p><u>Waupaca market</u></p> <ul style="list-style-type: none"> Median household income is below state average of \$56,800 in all rural markets The percent of children living below the Federal Poverty Level exceeds the 	<p>Health and healthcare is not a priority for people living in poverty. Attention to basic needs is. Health issues are often ignored until they reach crisis level. Then the ED serves as primary care access</p> <p>Poverty is a root cause or barrier to many health problems including mental health</p>



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	<p>state average of 16% in all rural markets with the exception of Waupaca</p> <p>What the community says: n/a</p>	
<p>Educational attainment among adults in rural markets is significantly below urban markets and state average</p>	<p>What the data says: General</p> <ul style="list-style-type: none"> All rural counties are dramatically below the state average/national benchmark of 68% of adults ages 25-44 with some college or associate's degree <p>What the community says: General <i>"Education, employment, and a strong economy are important to the veteran community Veterans are also citizens and do not live in a vacuum. A strong labor/economic market along with access to educational opportunity (both formal and community based/continuing) is essential to maintaining/improving veteran population health."</i></p>	<ul style="list-style-type: none"> Lower educational attainment levels are associated with diminished levels of health. Adults with higher levels of education are less likely to engage in risky behaviors, such as smoking and drinking, and are more likely to have healthy behaviors related to diet and exercise
<p>Economically disadvantaged youth across all markets are at higher risk of not graduating high school</p>	<p>What the data says: General</p> <ul style="list-style-type: none"> While 4-year graduation rates are holding steady, the 4-year graduation rate of economically disadvantaged youth is 15-20% below the rates of economically advantaged <p>Waupaca market</p> <ul style="list-style-type: none"> Waupaca experienced a significant increase in graduation rates <p>What the community says: n/a</p>	<ul style="list-style-type: none"> High school graduates tend to lead longer and healthier lives than their peers who drop out, partly due to a graduate's ability to earn more money and afford better health care and housing in safer neighborhoods. Graduates also have an opportunity to learn and practice more about healthy behaviors



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<p>Children across markets are struggling with reading, especially those who are economically disadvantaged</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none">• The percent of economically advantaged 4th grade students reading at proficient levels is below state average of 60% across counties with the exception of Winnebago and Green Lake. Percentages for economically disadvantaged students are significantly lower than for economically advantaged students. (Menominee data not available) <p>What the community says: n/a</p>	<ul style="list-style-type: none">• A student who can't read on grade level by 3rd grade is four times less likely to graduate by age 19 than a child who does read proficiently by that time. Add poverty to the mix, and a student is 13 times less likely to graduate on time than his or her proficient, wealthier peer http://blogs.edweek.org/edweek/inside-school-research/2011/04/the_disquieting_side_effect_of.html
<p>A significant percentage of people across the service area are dealing with multiple Adverse Childhood Experiences</p>	<p>What the data says: <u>Waupaca market</u></p> <ul style="list-style-type: none">• Waupaca has 10% or more of the population having 4+ Adverse Childhood Experiences <p>What the community says: n/a</p>	<ul style="list-style-type: none">• An ACE score of 4 or more increases risk for chronic diseases such as heart disease, lung disease, cancer and diabetes by 3.9x. High ACE scores also increase risk for depression, substance abuse, and other mental health conditions
<p>Safety of youth is declining</p>	<p>What the data says: <u>2018 Data from Tri-County Area only</u></p> <ul style="list-style-type: none">• The percent of youth who report they feel they belong in school declined from 71% in 2016 to 67% in 2018• The percent of youth reporting emailing or texting while driving in past month, 54%) exceeds state average of 46% and national average of 39%• 20% of youth agree/strongly agree that violence is a problem at school• 11% report they did not attend school at least one day is last month because did not feel safe	<ul style="list-style-type: none">•



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	<ul style="list-style-type: none"> 10% of youth report physical dating violence; 12 % report sexual dating violence <p>What the community says: n/a</p>	
<p>Families are struggling to maintain stable home environments</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none"> From 2012 to 2016, the number of children in out-of-home care in Wisconsin (not including Milwaukee County) has increased 25% <p>What the community says: <u>General</u> <i>“Children are tired because adults stay up - lot of activity in homes.”</i></p>	
<p>Physical Environment Environmental factors that contribute to health</p>		
<p>Conclusions</p>	<p>Data/Interviews that backs this up</p>	<p>Implications</p>
<p>Access to quality housing is a challenge in several rural markets</p>	<p>What the data says: <u>Waupaca Market</u></p> <ul style="list-style-type: none"> The percent of housing built prior to 1980 exceeds state average of 25.5% in Waupaca, Shawano, Green Lake and Winnebago <p>What the community says: <u>General</u> <i>“Young families will not move to the area if there aren’t quality/affordable rentals to establish their families. Much of the quality housing stock is older and occupied.”</i></p>	<ul style="list-style-type: none"> Greater risk of lead poisoning, mold, asthma Higher costs to heat and maintain Increased risk of infestation, etc.



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<p>Transportation is a significant barrier to healthcare access as well as social supports, particularly in rural markets</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none">• Transportation was identified among top three social determinants of greatest concern in three of nine markets <p>What the community says: <i>"...Transportation in the rural is critical. Improvements in access, affordability and reliability in transportation would improve outcomes."</i></p>	<ul style="list-style-type: none">• Lack of transportation limits ability to get to medical and other necessary appointments. It also leads to isolation and reduced well-being
<p>At least 10% of people in the service area struggle to access food</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none">• In all but one county (Calumet), 10% or more of the population did not have adequate access to food during the past year <p>What the community says: <u>General</u> <i>"Healthy foods are improving but not in rural areas; all access are issues."</i></p>	<ul style="list-style-type: none">• Access to healthy food has a direct impact on health. Nutrition is critical to address many chronic diseases such as high blood pressure or diabetes. It is also essential to maintaining good health and prevention of disease
<p>People living in rural markets are more challenged to find ways to be physically active</p>	<p>What the data says: <u>General</u></p> <ul style="list-style-type: none">• Counties range from 0.04 facilities per 1,000 population in Waushara to 0.14 per 1,000 in Outagamie <p>What the community says: <u>General</u> <i>"The community is able to take part in numerous outdoor activities including fishing, hunting, hiking, boating, swimming, trail riding."</i></p>	<ul style="list-style-type: none">• Lack of physical activity impacts both physical and mental health



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Information Gaps

While we believe the volume and variety of data gathered to support the Community Health Needs Assessment was comprehensive, gaps in available data did exist.

- Not all school districts in our service area participate in the Youth Risk Behavior Survey. This limits information related to school-aged children.
- A local BRFSS survey is not conducted in this hospital market, so statewide results were used. This limited the ability to analyze results from some populations because sufficient data was not available.
- Limited data was available on the following:
 - Social support, relationships, connectedness, isolation
 - Vulnerabilities and resiliency of populations
 - Health literacy
 - Completed referrals from rural areas to regional medical centers

2020-2022 Priorities

Over the next three years, ThedaCare will focus on addressing the following top three health priorities as identified by the communities it serves:

- Mental health
- Substance use
- Obesity and chronic disease



Potential Resources to Address Prioritized Health Needs

Many healthcare facilities and services are available in Waupaca County to respond to the health needs of the community and assist ThedaCare in achieving its mission. They include:

Healthcare Facilities and Community Resources
AA
ADRC
Area School Districts
Ascension
Big Brothers Big Sisters
Birth to 3
Breakfast Rotary
Catalpa Health
CESA 6 & 7
Children's Hospital of Wisconsin
Christine Ann Center
City and County Government
City and county Law Enforcement
Community Gardens
Drug Court
Faith Organizations
Family Health LaClinica
Farm to School Program
Farmers markets
Food Pantries
Foundations for Living
Fox Valley Technical College



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Goodwill Industries
Habitat for Humanity
Harbor House Domestic Abuse Shelter
Head Start
Healthy Beginnings
Living the Waupaca Way
NAMI
Options Counseling
Prenatal Care Coordination
Rawhide
Reach Counseling
Recovery Coalition
Rural Health Initiative
Safe Routes to School
Sexual Assault Crisis Center
Students against Destructive Decisions
Suicide Coalition
ThedaCare
ThedaCare at Home
ThedaCare at Work
ThedaCare Behavioral Health
University of Wisconsin Extension
Waupaca Chamber of Commerce
Waupaca CHAT Team
Waupaca County DHHS
Waupaca County Park and Recreation
Waupaca County Public Health
Waupaca Crime Stoppers



Waupaca Eating Smart
WIC

Needs Identified and Not Addressed in This Plan

Significant needs identified through our assessment that will not be addressed in the current three-year plan are listed below.

Community Needs and Reasons Needs Not Addressed

Community Need	Why Not Addressed
ACES/Early Childhood	Work in this area has been initiated and is ongoing
Isolation/Community Connections	Work in this area has been initiated and is ongoing
Families struggling to maintain stable home environment/financial sustainability	Interwoven into existing work; partnering as resources allow

2017-2019 Community Health Implementation Plan Progress Report

(A detailed progress report on the 2017-2019 Community Health Implementation Plan through October 31, 2019 is included in Appendix D.)

ThedaCare received no written comments on the hospital's Community Health Needs Assessment or implementation plan.



Appendix A

Community Health Needs Assessment Advisory Team 2018

Advisory Team Member	Organization
Tim Galloway	CHAT/TC Foundations/Galloway Company
Maureen Markon	CHAT/TC Foundations; Waupaca School District
Brenda Haines	Consulting
Kristene Stacker	Partnership Community Health Center FQHC
Vicki Dantoin	Public Health–Shawano/Menominee
Mary Dorn	Public Health–Outagamie County
Cathy Ellis	Public Health–Calumet County
Doug Gieryn	Public Health–Winnebago County
Nancy McKenney	Public Health–City of Menasha
Bonnie Kolbe	Public Health–Calumet County
Kurt Eggebrecht	Public Health–City of Appleton
Kathy Munsey	Public Health–Green Lake County
Jayme Sopha	Public Health–Marquette County
Patty Wohlfiel	Public Health–Waushara County
Jed Wohlt	Public Health–Waupaca County
Julia Carroll	Public Health–Green Lake County
Bill Schmidt	The daCare Medical Centers–New London and Shawano
Tammy Bending	The daCare Medical Centers–Wild Rose and Berlin
Dr. Dave Krueger	The daCare ACO
Patty Vanbeek	The daCare at Home
Gina Augustine	The daCare at Work
Jim Meyer	The daCare Board of Trustees
Dr. Doug Moard	The daCare Board of Trustees
Ryan McCartney	The daCare Brand, Marketing, Communications
Dr. Jennifer Frank	The daCare Clinically Integrated Network
Don Waldrop	The daCare Clinically Integrated Network
Randy Roeper	The daCare Clinically Integrated Network



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Paula Morgen	ThedaCare Community Health
Kaye Thompson	ThedaCare Community Health
Jean Blaney McGinnis	ThedaCare Community Health
Tracey Ratzburg	ThedaCare Community Health/Children's Hospital of Wisconsin
Laura Owens	ThedaCare Data Resources
Brian Sterns	ThedaCare Executive Leadership Team
Julia Garvey	Partnership Community Health Center FQHC
Phil Hollar	ThedaCare Medical Center–Emergency–Shawano
Tracy Jurgens	ThedaCare Medical Center–Emergency–Shawano
Ashton Reno	ThedaCare Medical Center–Emergency–Appleton
Kelly Smudde	ThedaCare Medical Center–Emergency–Berlin
Ann Younger Crandall	ThedaCare Medical Center–Emergency–Neenah
Shane Kohl	ThedaCare Family of Foundations
Jodie Rietveld	ThedaCare Information Systems
Dr. Kay Theyerl	ThedaCare at Work
Peter Kelly	United Way Fox Cities
Rachel Podoski	United Way Fox Cities



Appendix B

Key Stakeholder and Vulnerable Population Interviews

Waupaca Service Area	
Dr. Zach Baeseman	ThedaCare Physicians, Physician
Jesse Cuff	Waupaca Veterans Service Office, Service Officer
Brian Hoelzel	City of Waupaca, Police Chief
Aaron Holt	Waupaca County, Treatment Court Coordinator
Kristina Ingrouille	Waupaca County, WIC Manager
Shannon Kelly	Waupaca County DHHS, Deputy Director
Leah Klein	Waupaca County ADRC, Director
Angie Landsverk	Waupaca County Post, Writer
William Lipschultz	Waupaca Rotary Club, Member
Maureen Markon	Waupaca School District, Pupil Services Waupaca
Cindy Oerter	Green Fountain Inn, Owner
Vicki Poeschl	Volunteer
Chuck Price	Waupaca County DHHS, Director
Jeffrey Schlueter	New London Police Department, Chief
Laurie Schmidt	New London, Director of Pupil Services
Thiago Souza	Waupaca County, Economic Services Manager
Rhonda Strebel	Rural Health Initiative, Executive Director
Greg Watling	First United Church, Pastor
Andrew Whitman	Waupaca County, Parks and Recreation Manager
Jed Wohlt	Waupaca County DHHA, Public Health Officer



Appendix C

Community Health Needs Assessment Data Workshop Participants 2018

Name	Organization	Hospital Market
Ryan McCartney	ThedaCare	All
Mary Ann Siebert	ThedaCare	All
Gina Augustine	ThedaCare	All
Randy Roeper	ThedaCare	All
Brian Sterns	ThedaCare	All
Tracy Ratzburg	ThedaCare	All
Jeanine Knapp	ThedaCare	All
Wendy Krueger	ThedaCare	All
Shane Kohl	ThedaCare	All
David Krueger	ThedaCare	All
Kay Thereyl	ThedaCare	All
Don Waldrop	ThedaCare	All
Julie Meyer	ThedaCare	All
Catherine Ellis	Calumet County Public Health	Appleton
Heidi Keating	Outagamie County Public Health	Appleton
Kurt Eggebrecht	City of Appleton Public Health	Appleton
Kimberly Barrett	Lawrence Universtiy	Appleton
Montgomery Elmer	ThedaCare	Appleton
Dennis Episcopo	Appleton Alliance/Commn Ground	Appleton
Kristene Stacker	Partnership Community Health Center	Appleton and Neenah
Rachel Podoski	United Way Fox Cities	Appleton and Neenah
Beth Clay	NEW Mental Health Connection	Appleton and Neenah
Nancy McKenney	City of Menasha Public Health	Appleton and Neenah



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Mary Dorn	Outagamie County Public Health	Appleton and New London
John and Sally Mielke	Mielke Family Foundation	Appleton and Shawano
Tammy Williams	Community Foundation	Appleton, Neenah and New London
Mindy Collado	Boys & Girls Club	Berlin
Katie Gellings	Green Lake County Public Health	Berlin
Julia McCarroll	Green Lake County Public Health	Berlin
Kathy Munsey	Green lake County Public Health	Berlin
Kelli Tarlton	ThedaCare	Berlin
Tammy Bending	ThedaCare	Berlin
Kelly Schmude	ThedaCare	Berlin
Jaime Sopha	Marquette County Public Health	Berlin
Tammy Bending	ThedaCare	Berlin and Wild Rose
Doug Gieryn	Winnebago County Public Health	Neenah
Jodie Rietveld	ThedaCare	Neenah
Kari Smith	ThedaCare	Neenah
Tim Galloway	Galloway Company	Neenah
Greg Watling	First United Church	New London
Ginger Arndt	City of New London	New London
Bill Schmidt	ThedaCare	New London and Shawano
David Corso	ThedaCare	New London and Waupaca
Jed Wohlt	Waupaca County Public Health	New London and Waupaca
Margo Dieck	Waupaca County Public Health	New London and Waupaca
Becky Heldt	Clean Slate	Shawano
Vaughn Bowles	Menominee Tribe	Shawano
Tracy Jurgens	ThedaCare	Shawano



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Nick Mau	Shawano and Menominee County Public Health	Shawano
Vicki Dantoin	Shawano and Menominee County Public Health	Shawano
Philip Hollar	ThedaCare	Shawano
Myrna Warrington	Menominee Tribe	Shawano
Drew Lacefield	Independent Counselor	Shawano
Julie Chikowshi	ThedaCare	Shawano
Chris Anthony	Community Foundation	Waupaca
Maureen Markon	Waupaca School District	Waupaca
Heidi Cuff	ThedaCare	Waupaca
Jesse Cuff	Waupaca Veterans Services	Waupaca
Sue Heideman	Volunteer	Waupaca
Amanda Williams	ThedaCare	Waupaca and Wild Rose
Brian Friebel	Family Health LaClinica	Wild Rose
Stacey Wetphal-Dunn	Waushara County	Wild Rose
Patti Wohlfeil	Waushara County Public Health	Wild Rose
Jeff Martz	Martz Insurance	Wild Rose
Jennfier Sigourney	ThedaCare	Wild Rose
Mary Ann Schilling	UW Extension–Waushara County	Wild Rose
Tom Rheinheimer	Wautoma School District	Wild Rose



Appendix D

Community Health Implementation Plan 2017-2019 Progress Report

Early Childhood/Youth <i>Goal: Children age 0-5 in ThedaCare 9-county service area have a healthy start to life.</i>				
Community Level Indicators <ul style="list-style-type: none"> 4th Grade Reading Proficiency Child Abuse and Neglect Rate Well-child visit % (TC Pop Health) 				
	Baseline 1/1/17	Target 12/31/19	Current 11//19	The Why
Action: Reach Out and Read <ul style="list-style-type: none"> Number of TC clinics <ul style="list-style-type: none"> Fully implemented In training 	4 of 27 clinics 0	25of 25 0	23 of 25 clinics 2 All 25 expected to complete training by 12/31/19	The well-being of young children was identified as one of top health concerns in 2015 and 2018 CHNAs. Improving early childhood addresses root cause of multiple long-term physical and mental health issues. Reach Out and Read is proven to increase parents reading to their children by 2.5 times,



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<ul style="list-style-type: none">• Book distribution<ul style="list-style-type: none">○ Number of books○ Rate -% of eligible well child visits where book handed out	5,115 89%	23,194 100%	7,516 94% (As of 6/30/19) (21% Medicaid/ uninsured families)	<p>improve children’s language development by 3-6 months and increase the likelihood of children’s books in the home by 2.5 times. A child’s language development and vocabulary are directly linked to 3rd grade reading scores which predict high school graduation rates, a critical indicator of health. A child entering kindergarten one year behind in reading has a 26% chance of dropping out of high school and a child three years behind has a 55% chance. In comparison, a child reading at grade level or better has a dropout rate of less than 10%.</p> <p>According to Healthy People 2020, individuals who do not graduate high school are more likely to self-report overall poor health. They also more frequently report suffering from at least 1 chronic health condition—for example, asthma, diabetes, heart disease, high blood pressure, stroke, hepatitis, or mental health challenges—than graduates. Ultimately, finishing more years of high school, and especially earning a</p>
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				high school diploma, decreases the risk of premature death.
Action: Early Childhood Home Visitation Expansion				<p>90% of brain development happens by age 5. By identifying the most vulnerable new families and infants early, steps can be taken to help ensure these children have a strong start that fosters a lifetime of health. High risk families with first time births receive up to weekly home visits to educate parents on child development and parenting practices, provide health and development screenings and referrals, and provide support needed to create a stable, nurturing early environment. Evaluation of Parents as Teachers home visitation model shows:</p> <ul style="list-style-type: none"> • Children’s developmental delays and health problems are detected early (Well Child Visit rates improved) • Children enter kindergarten ready to learn and the achievement gap is narrowed • Children achieve school success into the elementary grades
<ul style="list-style-type: none"> • Number of hospitals with Home Visitation referral 	2	4	4	
<ul style="list-style-type: none"> • Number of annual Home Visitation assessments 	45	300	317 As of 9/30/19	
<ul style="list-style-type: none"> • Number of Child Abuse and Neglect substantiations among enrolled Home Visitation families 	n/a	0	0 In 2018, data for 2019 not available yet	



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				<ul style="list-style-type: none">• Parents improve their parenting knowledge and skills• Child abuse and neglect is prevented• Parents are more involved in their children's schooling• Families are more likely to promote children's language and literacy
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Additional efforts:

- Improve Well Child Visit rate from 77.52 in 2018 to 79.4% as part of TC primary care population health improvement effort
- *2018 Read Well Be Well* employee volunteer reading initiative in 7 elementary schools across all markets. 208 team members read to 2,268 children in grades 4K-3rd grade. Totaled 6700 minutes over 336 reading sessions.
- *2019 Make a Difference Day "Mystery Buses"* engaged 300 TC and Partner Business employees volunteering at 10 non-profit locations across all hospital markets focused on early childhood and youth.
- Hosted 25 matches through *Backyard Buddies*, mentoring partnership with TCRMC Neenah, Children's Hospital Fox Valley, Roosevelt School and Best Friends
- 2017 Fox Cities CHAT plunge on Early Childhood prompted effort to improve ASQ screening process/rate; piloted ASQ screening process with Winnebago County and Oshkosh TC clinic
- New London and Shawano CHAT Teams leading Trauma Sensitive Community efforts. New London educated 3,000+ in ACEs and TIC. Shawano hosting St A's statewide training for 30 trainers October 2019. Majority from Shawano area. UW Extensions in both communities serving as sustainable hub for TIC education.
- Shawano CHAT Team led Shawano Area School District policy change resulting in later school start times for teens.
- 2017-2019 Sponsorship of local non-profit initiatives related to early childhood/youth: \$188,693
- 2017-2019 ThedaCare employee volunteer hours related to early childhood/youth: 52,472



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Mental Health/Opioids

Goal: People in ThedaCare 9-county service area have the support they need to lead mentally healthy lives free of reliance on alcohol or drugs.

Community Level Indicators:

- *Self-Reported Poor Mental Health Days*
- *Rate of opioid related discharges in NEW*
- *Rate of high school seniors who report being sad or hopeless for 2 weeks in row/stopped activities*

	Baseline 1/1/17	Target 12/31/19	Current 10/30/19	The Why
Action: Access to Behavioral Health Services				The state of mental health, access to mental health services and drug abuse, in particular opioid addiction, were named among top 3 health problems across all markets in both the 2015 and 2018 CHNAs.
<ul style="list-style-type: none"> • NEW Mental Health Connection Website (myconnectionNEW.org) <ul style="list-style-type: none"> ○ # hits ○ # online screenings completed <ul style="list-style-type: none"> ▪ % will seek help 	0 0 0	n/a n/a n/a	143,000 (2017-present) 1400 64%	



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<ul style="list-style-type: none"> • Behavioral Health treatment access LM Julie <ul style="list-style-type: none"> ○ Outpatient psychiatry <ul style="list-style-type: none"> ▪ Number on wait list ▪ Days to initial evaluation ▪ Days to urgent evaluation ○ Recovery <ul style="list-style-type: none"> ▪ Days to 3rd next available ○ Outpatient Mental Health <ul style="list-style-type: none"> ▪ Days until 3rd next initial evaluation 	<p>685 (Sept 2016)</p> <p>171</p> <p>16</p> <p>13</p> <p>Midway 18 Waupaca 26 New London 45 Shawano 32 Encircle 20 Cancer Center 18 Oshkosh 28 Neenah N/A</p>	<p>0</p> <p>Same day/week (all referrals touched)</p> <p>Same day/same week</p> <p>Same week</p>	<p>110</p> <p>n/a</p> <p>1</p> <p>Midway 0 Waupaca 7 New London 4 Shawano 3 Encircle 11 Cancer Center n/a Oshkosh 1 Neenah 29</p>	<p>Self-reported number of mentally unhealthy days in past 30 days has been increasing across almost all markets since 2012. People in need of behavioral health services have waited months to receive care and access to care in rural markets has been particularly challenging.</p>
<p>Action: Substance Abuse – Opioids</p>				<p>The drug overdose death rate in Northeast Wisconsin has quadrupled from 2000 to 2016, rising from 2.7 deaths/100,000 population to 12.5 deaths/100,000. These deaths were largely driven by prescription opioids. The rate of opioid related hospital discharges in NE Wisconsin has more than doubled in last 10 years, from 122/100,000 population in 2006 to 331/100,000 in 2016.</p>
<ul style="list-style-type: none"> • “Sources of Strength” High School Program <ul style="list-style-type: none"> ○ # Urban High Schools implementing (thru NEW MH Connection) ○ # Rural High Schools implementing 	<p>0</p> <p>0</p>	<p>14</p> <p>6</p> <p>rural schools implementing (by 12/31/19)</p>	<p>17</p> <p>6</p>	
<ul style="list-style-type: none"> • Opioid Awareness Campaign <ul style="list-style-type: none"> ○ Calls to WI Addiction Recovery Hotline 	<p>0</p>	<p>300</p>	<p>271</p> <p>(Campaign launch March 2019)</p>	



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<ul style="list-style-type: none"> • Drug Drop Boxes <ul style="list-style-type: none"> ○ # Hospitals with boxes 	0	6 (WR not eligible)	6	<p>Curtailing the amount of opioids available through prescribing practices and drug take-back/drop-box efforts, ensuring their appropriate use once prescribed, and providing effective treatment, including Medically Assisted Treatment options for those who become addicted are all important strategies to address the epidemic. In addition, working upstream to build resiliency in youth to strengthen mental health, and reduce risky behaviors in the first place provides the greatest return. This is the purpose of the <i>Sources of Strength</i> evidence-based program.</p>
<ul style="list-style-type: none"> • Clinical initiatives <ul style="list-style-type: none"> ○ % of call groups to receive metrics on opioid prescribing ○ # certified Medically Assisted Treatment providers (with infrastructure support) 	0	100	0	
	n/a	5	Prescribing data dashboard to be available 11/19 6	

Additional efforts:

- Fox Cities and Wild Rose CHAT Teams hosted Addiction Plunge August 2019. More than 100 community leaders participated resulting in new efforts to develop recovery coaching capacity, explore a Substance Use Coalition, expand sober living options, and improve access. The FC CHAT Team approved \$3000 toward facilitation of Substance Use coalition development.
- Waupaca CHAT supported launch of recovery coalition. Explored a recovery coach pilot for Waupaca ED.
- Provided promotional support for Shawano Drug Take back campaigns in Waupaca and Shawano.
- TCBH working with Catalpa and Shawano School District to explore providing MH counselors in Shawano schools. Catalpa Health launched in Waupaca in 2019.
- Shawano and Waupaca CHAT Teams led launch of Drug Courts in their respective counties.
 Waupaca - 2017-19 to date 56 referrals, 27 enrolled, 8 graduated. Known savings for 8 graduates totals \$606,447.36 (incarceration cost vs drug court participation costs)
 Shawano - -launched in October 2018, 6 enrolled and 38 referrals to date (October 2019), no graduates yet
- MAT use of Vivitrol piloted in Waupaca and expanded to Shawano and Appleton North



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- Provided \$5000 in financial support of study regarding teen suicide-related behaviors in partnership with Medical College of Wisconsin/NEW Mental Health Connection
- Waupaca CHAT established two Oxford Recovery Houses. Men's house opened in October 2019 and has served 12 people; Women's house opened May 2019 and has served 9 people. 5 of the participants have also been involved with Drug Court
- Waupaca CHAT hosted Social Connection Plunge that launched community book read on "Deepening Community" by Paul Born, a Neighborhood Partners initiative, support for Rock the Block, and "Turquoise Tables" at community events
- Mentoring initiatives launched through CHAT Teams in Berlin, Waupaca, Oshkosh and Wild Rose serving more than 500 youth. Waushara County –Multigenerational Mentoring Program for 2019 has had 23 volunteers and 309.5 hours volunteered by the Seniors. Student volunteer hours total 20.25.
Berlin – B&GC 2018-19 school year served 28 matches, 2019-20 school year, to date, served 18 matches; expanded to Green Lake School District in 2019-20 school year, served 10 matches
Waupaca – Big Brothers Big Sisters new partnerships with Waupaca Foundry and Waupaca Middle School resulted in more "littles" being matched. 35 kids served by 35 mentors for a total of 1225 hours. The new partnerships more than doubled the kids served from 13 in 2017 and 12 in 2018.
- Existing mentoring efforts supported in Shawano and Fox Cities. Matched physician funding for Boys & Girls Club Shawano totaling \$60,000 over 3 years.
- Launched Trauma Sensitive Communities in New London and Shawano. Supported TIC in Fox Cities through United Way. Trauma Sensitive Community curriculum from NL is expanded to Waupaca County in a new partnership with UW Ext and Leadership Waupaca County.
- Participating in leading efforts for Regional Social Connection/Belongingness
- 2017-2019 Sponsorship of local non-profit initiatives related to mental health/substance abuse:\$106,300
- 2017-2019 ThedaCare employee volunteer hours related to mental health/substance abuse: 2,278



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Obesity

Goal: People in ThedaCare 9-county service area live at a healthy weight.

Community Level Indicators:

- **Overweight and obese (2017 data)**
 - **Adult (75.1%)**
 - **Children (28.65%)**

	Baseline 1/1/17	Target 12/31/19	Current 10/23/19	The Why
Action: “Weight of the Fox Valley” Tri-County Initiative				Overweight and obesity are drivers of preventable chronic disease and reduced quality and length of life. It was ranked among the top 3 health priorities in both the 2015 and 2018 CHNAs. Diseases linked to obesity are many including heart disease, cancer, diabetes, osteoarthritis, orthopedic problems, high blood pressure, stroke, sleep apnea, and mental illness such as clinical depression, anxiety, and other mental disorders. Obesity also contributes significantly to healthcare costs. Each year obesity-related conditions cost
• Additional organizations offering obesity-related worksite wellness programs	0	30	23	
• Early Care & Education programs adding strategies for serving WI grown fruits and vegetables	21	31	29	
• Breastfeeding friendly designations <ul style="list-style-type: none"> ○ Early Care & Education programs ○ Worksites 	29 0	39 10	37 4	
	0	50	25.1	



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<ul style="list-style-type: none"> • Wayfinding signage on bicycle and pedestrian trails 	0	100	101	<p>over \$150 billion and cause an estimated 300,000 premature deaths in the US. As a person's BMI increases, so do the number of sick days, medical claims and healthcare costs. For instance:</p> <ul style="list-style-type: none"> •Obese adults spend 42% more on direct healthcare costs than adults who are a healthy weight. •Per capita healthcare costs for severely or morbidly obese adults (BMI >40) are 81% higher than for healthy weight adults.
<ul style="list-style-type: none"> ○ Linear miles ○ # signs 	2	7	5	
<ul style="list-style-type: none"> • Complete Streets policies <ul style="list-style-type: none"> ○ # Municipalities passing policies 				

Additional efforts:

- Provided financial support of Farmers Markets across service areas
- Along with United Way, championed transformation of “Weight of the Fox Valley” into more robust “LiveWell Fox Valley” model. Pending commitment from 5 health systems.
- Waupaca – Living the Waupaca Way – hired a Farmer’s Market Coordinator, more than doubled vendor participation, improved music and activities at the market; hired a Community Garden coordinator; Farm to Table dinner 100 tickets sold and raised \$1,292 in 2019; participated in Healthy WI Leadership Institute; took on leadership of the Fun Run
- Attained Preliminary Status as Diabetes Prevention Program provider by CDC. Throughout application phase of 2017-2019 enrolled 159 people. On average participants reduced risk of developing diabetes by 58%. Lifestyle Intervention Program enrolled 172 people since 2017 with average weight loss of 22 lbs, HAT score improvement of 15 points, reduction of prediabetes among 53%, and 44% reduction in metabolic syndrome. Enhancing process to allow providers to more readily refer people to the program. The Coronary Health Improvement Program enrolled 308 people since 2017 with an average drop in BMI of 5% and 20% drop in lipids.
- Major sponsor of American Heart Association resulting in \$203,500 in fundraising from Heart Ball, Go Red For Women and Heart & Stroke Walk; more than 2.6 million impressions on social media and traditional media; 450 people trained in hands only CPR including 35 students from Little Chute High School who continue to train Fox Cities community members at local businesses/schools/churches/community events
- Financial and in-kind Support of rural nutrition and physical activity coalitions including FRESH- Shawano, Living the Waupaca Way- Waupaca which included securing grant from Healthy Wisconsin Leadership Institute training and hosting annual Farm to Table dinner
- Sponsor multiple Walks and Runs including Bike the Barn Quilts in Shawano; Waupaca Triathlon; American Cancer Society Sole Burner, Fox Cities Marathon



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- 2017 *Good to Go* ThedaCare employee volunteer initiative in 7 area schools to encourage healthy eating, active living - 289 TC team members donated 757 volunteer hours
- 2018 Sponsorship of local non-profit initiatives related to obesity: \$153,900
- 2017-2019 ThedaCare employee volunteer hours related to obesity: 2,534

Disparities

Goal: All people within ThedaCare 9-county service area have the opportunity to achieve optimal health.

Community Level Indicators: <ul style="list-style-type: none"> • High School graduation rates • Percent of families living below ALICE and poverty levels 	Baseline 1/1/17	Target 12/31/19	Current 1/1/19	The Why
Action: STAR Program (Addressing African American academic success)				The 2015 and 2018 CHNAs indicates that not all people in the ThedaCare service area are achieving comparable levels of health. People of color, low-income, less education and those living in rural markets face greater struggles to achieve optimal health. Addressing health disparities is increasingly important as the population ThedaCare serves becomes more diverse. These vulnerable populations are more likely to be uninsured, face barriers to accessing care, and have higher rates of certain conditions compared to Whites and those at higher incomes.
<ul style="list-style-type: none"> • STAR Program <ul style="list-style-type: none"> • # African American students enrolled • Graduation rate • #/% on track to graduate (Discontinued this metric; found not applicable) • Of those not on-track to graduate from semester 1 to 2, % made 	190 (May 2018) 72.5% Appleton 70.0% Menasha 51% n/a	400 -- --	450 (2018-2019 year) 86% (Appleton and Menasha combined) n/a 40%	



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progress toward being on-track with credit accrual				
Action: Rural Health Initiative			As of 10-21-19	Access to healthcare services is particularly challenging for farm families and those living in rural communities. Higher poverty rates, a growing aging population, proximity to services coupled with the independent nature of farmers and cost of care lead to low utilization of services important to understand personal health and stay healthy.
<ul style="list-style-type: none"> • Number of rural individuals served per year LM Rhonda • # health screenings per year <ul style="list-style-type: none"> ○ Unmanaged chronic health conditions identified • Number of referrals made to health care providers per year 	<p>339</p> <p>548</p> <p>290</p> <p>212</p>	<p>230 (90 Latino)</p> <p>375</p> <p>170</p> <p>165</p>	<p>176 (2016-18: 7,651)</p> <p>323 (2016-18: 1,838)</p> <p>145 (2016-2018: 691)</p> <p>116 (2016-2018: 728)</p> <p>(Lower annual #s due to 11% decrease in farms)</p>	
Action: POINT (Poverty Outcomes Improvement Network)				Poverty and health are inextricably linked. The difference in life expectancy between the poorest and richest people in the United States is between 10 and 15 years.
<ul style="list-style-type: none"> • POINT Regional Poverty Initiative • <ul style="list-style-type: none"> ○ % living below poverty rate <ul style="list-style-type: none"> ▪ Outagamie ▪ Winnebago ○ # Homes in poverty with female head of household <ul style="list-style-type: none"> ▪ Outagamie ▪ Winnebago 	<p>9.9 (12/31/15)</p> <p>11.7 (12/31/15)</p> <p>2,582</p> <p>1,407</p> <p>3.5</p>	<p>n/a</p> <p>n/a</p> <p>1,937</p> <p>1,055</p> <p>7</p>	<p>7.1 (12/31/18)</p> <p>11.1% (12/31/18)</p> <p>1,316</p> <p>1,342</p> <p>5</p>	<ul style="list-style-type: none"> • Early childhood adversity and poverty is a factor that affects not only brain architecture and [neurologic and endocrine] function, but affects the probability of lifelong illness, including cardiac disease and diabetes. • Adults living in poverty are much more likely to have



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<ul style="list-style-type: none">○ % of individuals earning > \$18/hour				<p>inflammatory diseases with an increased risk for heart attack and stroke.</p> <ul style="list-style-type: none">• People living in poverty are more likely to smoke putting them at higher risk for lung cancer and respiratory conditions.• People in poverty have increased hunger and tend to purchase the cheapest food available which is usually empty calories – high-calorie, high-fat food. In addition, people may live in food deserts with nowhere to get fresh vegetables but plenty of access to fast food.• Almost half of children who live in poverty have mothers with at least some symptoms of depression, because of the stresses of raising a family in poverty. Mothers who are depressed interact with their children differently. Those interactions the lack of stimulation and socio-emotional connections and can have long-term effects, if not lifelong effects, on children.
<p>Additional efforts:</p> <ul style="list-style-type: none">• Continue support of Cuidate Latino Teen Pregnancy Prevention Program at FQHC				



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- New London CHAT Team hosted plunge on Rural Transportation in 2018 resulting in new bike-share program with Tyson Foods and proposed expansion of Fox Cities-based “Making the Ride Happen” services to Waupaca County.
- 2018 Sponsorship of local non-profit initiatives related to disparities: \$96,000
- 2017-2019 ThedaCare employee volunteer hours related to disparities: 8,709



Additional Strategic Initiatives

- **Imagine Fox Cities**

ThedaCare played a critical role in the development and launch of *Imagine Fox Cities* visioning initiative which engaged the entire Fox Cities region in a discovery and discernment process to understand what people think about their well-being today, what they expect their well-being to be in the future, and articulate a vision for generations to come that will guide local decision-making. This vision sets the larger context for advancing health and well-being across the region.

- **ReThink Health**

Through consultants engaged with Imagine Fox Cities, brought leaders from ReThink Health to Fox Cities to participate in RWJF grant to explore how local institutions can invest differently to propel our community toward the new vision. ThedaCare will play a future lead role.