

# 2014-2016 Community Health Needs Assessment & Implementation Strategy

*Holy Family Memorial  
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## Who We Are

Holy Family Memorial, Inc. is a member of the Franciscan Sisters of Christian Charity Sponsored Ministries, Inc., a non-stock, not-for-profit Corporation, which was established to manage change, ensure proper stewardship of resources and integrate mission focus and values within the sponsored ministries of the Franciscan Sisters of Christian Charity. Historically, Holy Family Memorial was the first healthcare ministry of the Franciscan Sisters of Christian Charity.

## Our Mission

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

Holy Family Memorial's mission compels its board of directors, leaders, providers, staff and volunteers to continually strive for excellence in all aspects of its delivery services while demonstrating creative innovation in meeting the human needs of all, especially the uninsured, underinsured, poor, and vulnerable within the local community.



*Original Holy Family Hospital building.  
Sept. 28, 1899*



# Our History

At the end of the 19th century, Manitowoc was a bustling maritime town without a hospital. Mother Alexia Fullmer of the Franciscan Sisters of Christian Charity responded to the request of local clergy and community leaders to start a hospital to care for the needs of the growing community. But there was a problem - there were no resources to build it. The Sisters rallied the town leaders to raise money and enthusiasm for the new hospital.

"We are meeting a human need and God will provide," said Mother Alexia, Mother Superior.

On September 28, 1899, Holy Family Hospital opened its doors for the first time and was called the most modern hospital in the country with the unique features of an operative elevator and electricity. The Sisters cleaned, cooked and grew vegetables while caring for a growing body of patients. At the end of the 19th century, people across the nation were afraid to come to hospitals out of fear of the unknown. However, the Christian compassion, hospitality and kindness of the Sisters quickly engaged the people of Manitowoc County and changed this perception. As the initial years passed, the hospital began to flourish.

In order to better align its services organizationally to community health care needs, Holy Family Memorial has simply conducted community health needs assessments since its earliest beginnings in Manitowoc County. Through attentive and collaborative engagement with customers, social and civic agency partners, government and organizations of concerned citizens, Holy Family Memorial has consistently endeavored to identify and meet community health needs.

Today, HFM health network is respected as one of the most innovative & caring healthcare networks in the region and continues to be the largest employer within Manitowoc County.

Holy Family Memorial's 2014-2016 community health needs assessment and implementation strategy is a summative result of nearly 115 years of organizational and civic community dialogue, sociological analysis, reflective and prayerful

study, and vital economic and social exchanges, as well as meaningful interface with Manitowoc County and its residents. Multiple historical documents record meaningful evidence of this journey from 1899 to the present day. They include:

- » *Mission, Vision and Value statements as publicly demonstrated*
- » *HFM Policy and Procedure Manuals*
- » *Historical documentation of charity care and community outreach*
- » *Community Benefit Social Accountability Surveys & Annual Reports*
- » *HFM Plan for Community Benefit- 2011, 2012, 2013 (past three consecutive years)*
- » *Leadership involvement in civic, and social organizations and causes for decades*
- » *Formation of Manitowoc County Community Health Needs Assessment Partnership in 2012*



*"The federal requirements may be new, but for us they reflect a centuries-old tradition of Catholic hospitals responding to their communities' most pressing health care issues."*

*Health Progress, Jan-Feb 2012*



## Who we serve

Historically, geographically and adhering to the mission of its sponsor, Holy Family Memorial primarily serves the people of Manitowoc County, WI and has recently extended its reach to Sheboygan. Located within the Catholic Diocese of Green Bay, WI, Holy Family Memorial shares a rich history of Catholic healthcare ministry as the church continuing Jesus' healing today.

Manitowoc County demographic information is contained in the appendices.

## Assessing Community Health Needs: A Collaborative Effort

Adhering to the Take Action cycle from [countyhealthrankings.org](http://countyhealthrankings.org), Holy Family Memorial invited the following community leaders to join together collaboratively for planning, assessing and analyzing community health needs during 2013.

### Community Leaders from Manitowoc County:

- » Aurora Medical Center - Mark Huber, Carrie Penovich, Cathie Koucerek
- » Holy Family Memorial - Mary Maurer, Sister Rochelle Kerkhof
- » Manitowoc County Health Department - Amy Wergin, Jim Blaha
- » Northeastern WI Area Health and Education Center - Marty Schaller
- » United Way of Manitowoc County - Laurie Crawford, Tracy Geenen



*Source: County Health Rankings & Roadmaps*

The first task of this group was to design the 2013 Manitowoc Community Health Assessment, which was conducted in March, 2013. This process began in July, 2012 with regular meetings to determine the survey methodology and the specific questions needed to gather meaningful data.

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

# HFM's Community Health Needs Assessment

During 2013, Holy Family Memorial leaders created and conducted several additional primary source tools for further assessment of community health needs within Manitowoc County.



## Primary Sources

- **Manitowoc County Community Health Survey - March 2013**  
15 minute telephone survey of area residents; 400 completions; conducted February 22-March 11, 2013;  
Two-fold sample-listed & unlisted numbers (n=300) and cell phone only (n=100)  
All data post-stratified by age, gender of adult residents as of 2010 census; margin of error: +/- 5%
- **Holy Family Memorial Community Image Survey - July 2013**  
Conducted by Leede Research; phone and online study; 385 samples taken
- **Holy Family Memorial Provider (Physician) Survey - July 2013**  
Electronic survey; 25 providers responded
- **Community Social Service & Non-profit Survey - April 2013**  
Electronic survey; 25 participants
- **Holy Family Memorial Business Contact Survey - July, 2013**  
20 face to face interviews and electronic survey
- **Hmong Focus Group - August 2013**  
8 participants

*HFM has been serving  
the Manitowoc community  
since 1899.*

## Secondary Sources

Secondary sources used in HFM's community health needs assessment which refined the designing of HFM's implementation strategies for 2014-2016 are listed below. Please note that HFM senior leaders and network leaders have been integral members of United Way of Manitowoc County and Healthiest Manitowoc County and many other civic and social organizations, committees and projects for the past several decades. Often functioning in leadership roles, these leaders are very familiar with the progress, accomplishments and functions of each of these secondary sources as well as cognizant of their social impact and importance.

- **Manitowoc County Health Rankings - April, 2013**
- **Demographic Dashboard Report for Manitowoc County**
- **Healthiest Manitowoc County 2020 Focus Areas & Objectives**
- **2020 Manitowoc County Community Health Improvement Plan**
- **Healthiest Manitowoc County Current Snapshots of Community Health- September, 2013**
- **United Way Presentation of October 15, 2013**
- **Community Assessment - Hispanic and Hmong Populations**

# Meaningful Reflection...

Holy Family Memorial and all health care institutions and agencies fit into the scheme of key players concerned about community health. This graphic was very helpful for identifying the primary drivers that are aligned with HFM's mission, capabilities and degree of control during our initial reflection and review of the community health needs assessment results.

As a result of the comprehensive community health needs assessment conducted, the following community health needs were identified. These are listed in random order.

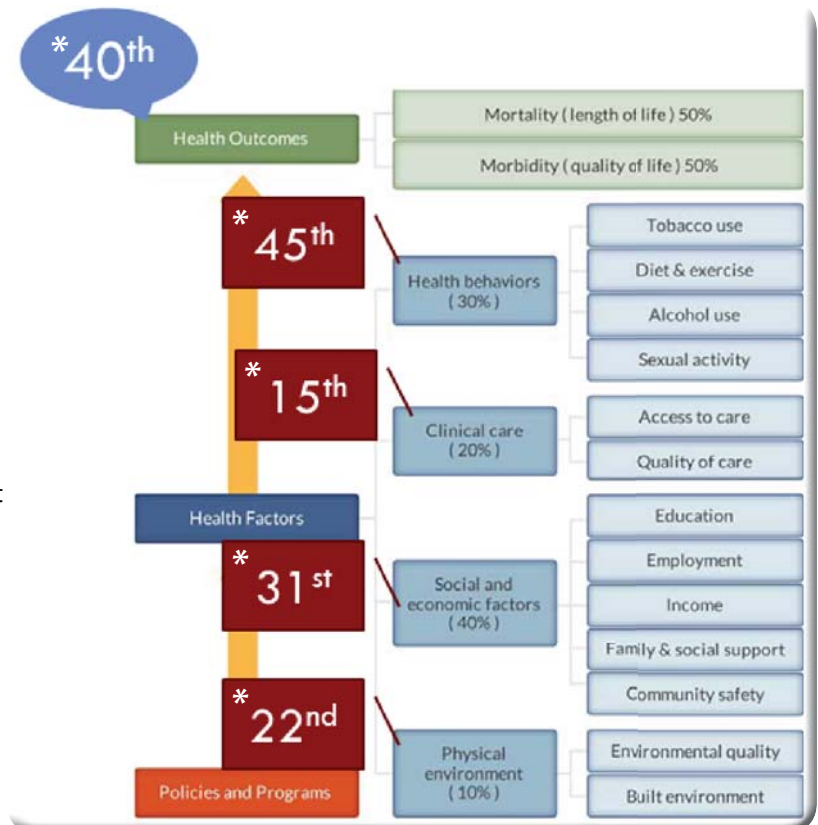
Key Outcome	Health Determinant	Primary Drivers	Alignment with HFM Mission, Capabilities and Degree of Control
Improved County Health	Clinical Care (20%)	Preventive Services Acute Care Chronic Disease	Core to Mission Provide Expertise High Control
	Health Behaviors (30%)	Tobacco Non-Use Activity Diet/Nutrition Alcohol Use	Mission Driven Shared Responsibility Shared Control
	Socioeconomic Factors (40%)	Education, Income	Mission Supported Limited Expertise Limited Control
	Environmental Factors (10%)	Air, Water, Safety	Mission Supported Limited Expertise Limited Control

Source: HealthPartners/Healthcare Executive-modified

## Identified Community Health Needs:

- Access to Primary Care
- Chronic Disease Management
- Inadequate Physical Activity
- Falls Prevention
- Adult Obesity
- Poor Nutrition
- Access to Mental Health Care
- Tobacco, Alcohol & Other Substance Abuse
- Inadequate Preventive Care Frequency (shots, BP checks, cholesterol tests, etc...)
- Affordable Health Care

The University of Wisconsin Population Health Model indicates that social and economic factors contribute 40% to the overall population health as shown in the chart at right; health behaviors contribute 30%, while clinical care contributes 20% and physical environment contributes 10%. Holy Family Memorial's 2014-2016 Community Benefit priorities address three of the four social and economic factors: education, family & social support and community safety.



County Health Rankings model  
2013 University of Wisconsin  
Public Health Institute

\* Indicates Manitowoc County 2013 ranking of 72 counties within the state of Wisconsin.

# Community Health Needs Assessment Prioritization Process

On September 20, 2013, HFM invited organizational leaders from Manitowoc County and other leading organizations such as social service agencies, government, education, business and health care to gather and prioritize, plan and collaborate efforts concerning community health needs.

## Criteria

The community leaders considered the following criteria to prioritize the results of the 2013 health needs assessment:

**Impact:**

The degree to which the issue affects or exacerbates other quality of life and health-related issues.

**Magnitude:**

The scope of persons affected.

**Seriousness:**

Degree to which the problem leads to death, disability or impairs one's quality of life.

**Feasibility:**

Our ability to reasonably impact the issue, given available resources.

**Consequences of Inaction:**

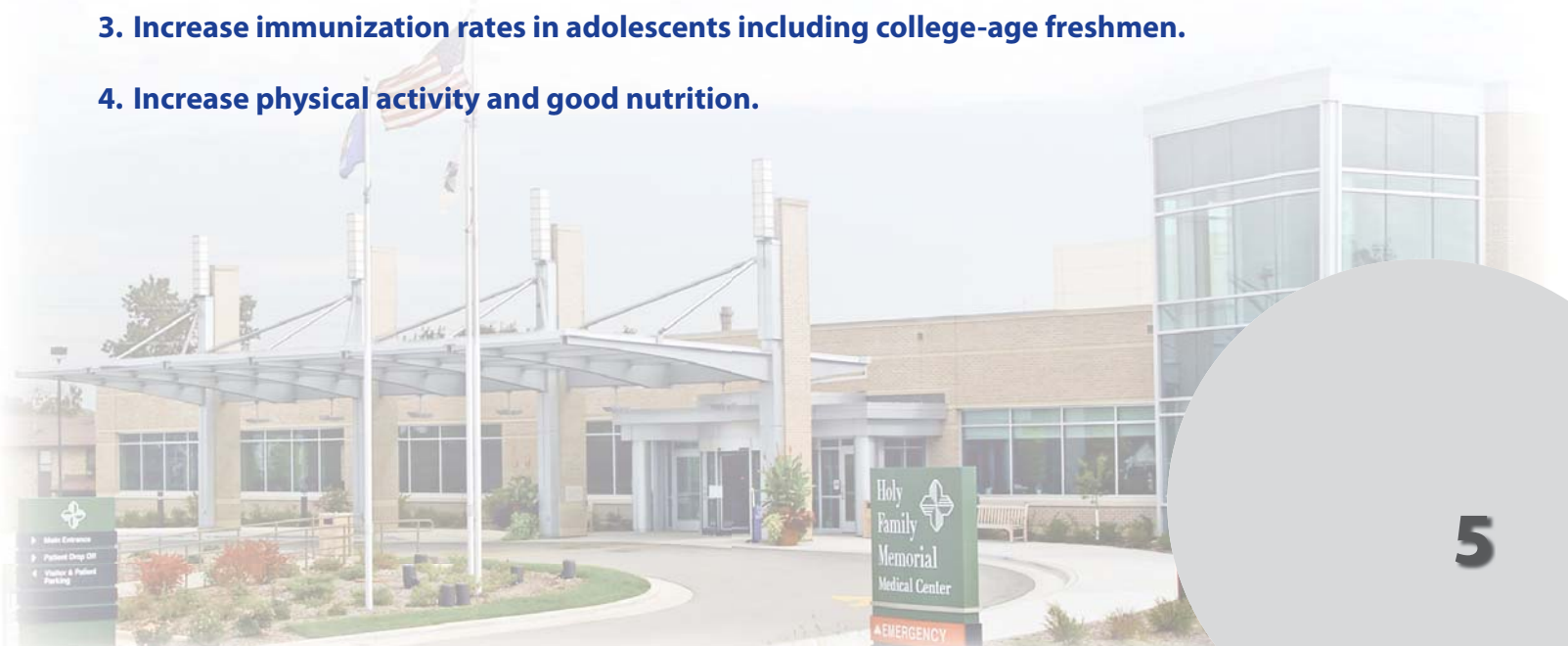
The risk of exacerbating the problem by not addressing it at the earliest opportunity.

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## Under-Addressed Areas of Focus

The prioritization process resulted in the following key areas that should be the focus for HFM's community benefit planning. It was determined that these areas were not being fully addressed by other community initiatives and yet, were a needed area for health improvement.

- 1. Reduce preventable hospitalizations from falls.**
- 2. Improve health literacy.**
- 3. Increase immunization rates in adolescents including college-age freshmen.**
- 4. Increase physical activity and good nutrition.**





# Holy Family Memorial

## Community Benefit Priorities 2014-2016

### 1. Reduce preventable hospitalizations from falls.

**Current:** 2011 Manitowoc County deaths from falls: 36.9/100,000. *Source: Wisconsin Interactive Statistics on Health (WISH)*

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

**Tactics:**

1. Form county-wide Falls Prevention team.
2. Raise public education awareness regarding predictable and preventable falls within home setting.
3. Ensure widespread adoption of falls prevention strategies and interventions within home setting.

### 2. Improve health literacy.

**Current:** Very little data is available; general literacy is a proxy tool for gaining current percentages.

**Goal:** Raise health literacy within Manitowoc County by 2% above established benchmark by the end of 2016.

**Tactics:**

1. Form county-wide Health Literacy team to conduct community health literacy assessment & establish health literacy benchmark.
2. Raise public awareness regarding health literacy and its impact upon healthcare through educational efforts.
3. Ensure widespread adoption of universal health literacy tools for Manitowoc County citizens.

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

**Current:** 2012 Adolescent Immunization Rate: 35.8 %. *Source: Manitowoc County Health Dept.*

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

**Tactics:**

1. Form partnership with Manitowoc County Immunization Coalition, local middle, high and collegiate schools (6-12+) and other health care providers to design strategic action plan for reaching goal.
2. Raise public awareness especially among providers, nursing personnel and families regarding adolescent immunization using Wisconsin Immunization Registry (WIR) and the Center for Disease Control and Prevention (CDC) resources.
3. Ensure county-wide provider adoption of consistent re-call/reminder communication with families regarding immunization requirements and recommendations in adolescents including college-age freshmen.



### 4. Increase physical activity and good nutrition.

**Current:** 2013 Manitowoc County Adult Obesity Rate: 31.0 %. *Source: 2013 Manitowoc County Health Rankings and Roadmap*

**Goal:** Reduce Manitowoc County Adult Obesity Rate to 28.0% by end of 2016.

**Tactics:**

1. Strengthen Holy Family Memorial leadership and involvement within Manitowoc County Activity and Nutrition Coalition.
2. Partner with Healthiest Manitowoc County to develop action plan for achieving Well County Status and initiate its implementation.
3. Establish Holy Family Memorial funds that support free annual calendared preventive classes, screenings and services relate to physical activity and good nutrition with programming initiated in 2014 and extending to the end of 2016.

# Addressing Other Community Health Needs Through Partnerships

While Holy Family Memorial is committed to **owning** and **leading** change as described in the four priority areas, we are also called to ensure that the other identified community health needs are being addressed. **Partnering** with other community organizations and jointly working toward meaningful actions and outcomes is the partnership model that ensures this is occurring. Holy Family Memorial is an engaged partner in the following identified community health needs.



- **Access to primary care** and affordable health care includes adequate community availability of primary medical and dental health care. It includes having adequate coverage, community providers that accept various insurance or no insurance, providers in reasonable geographic proximity and services from a consistent, ongoing source. Holy Family Memorial partnered with Healthiest Manitowoc to open a dental clinic serving the poor and uninsured approximately three years ago and it currently serves thousands of adults and children each year. As well, as of October 1, 2013, Holy Family Memorial was a key participant in opening the Community Clinic of Manitowoc County, which provides basic preventive and non-acute medical care to the poor and vulnerable. HFM leadership serves on the Board of Directors for these clinics. Lastly, in the fall of 2013 HFM led the formation of a group called Manitowoc County Enrollment Coalition, consisting of all significant social service agencies, county government and health care providers, to create and distribute an enrollment toolkit and resource availability for assistance in enrolling in health care under the Affordable Care Act.

*It takes the work of many to improve the health of all.*

- **Chronic disease management** includes management of heart disease, stroke, cancer, diabetes and asthma. They can often be prevented and controlled through healthy diet, physical activity, eliminating tobacco use and substance abuse. HFM's tactics related to increased community screenings and exercise will contribute to improvement in this need. As well, as a member of Healthiest Manitowoc, HFM will partner on related strategies for community health improvement in this area.

- **Adult obesity and poor nutrition** are two ongoing health needs. HFM, in its plan, will implement tactics to improve access to exercise, screenings and nutrition education. As well, HFM partners with Healthiest Manitowoc County Activity and Nutrition Coalition and The Chamber Wellness Coalition.

- **Access to mental health care** is essential to personal well-being, relationships and the ability to contribute to society. HFM is an active participant in improving

access by caring for the majority of persons with mental illness at its Behavioral Health Clinic. As well, HFM partners with the Healthiest Manitowoc County Mental Health Coalition and Painting Pathways Clubhouse to constantly identify ways to improve access to care for persons with mental health needs.

- **Tobacco, alcohol and other substance abuse** continues to be an identified health need in Manitowoc County. HFM partners with Healthiest Manitowoc Abuse Prevention Coalition to implement tactics which have as their goals that of reducing injuries from alcohol related vehicle crashes and reducing the use of these substances in both adults and youth. As well, in 2014, a community task force is being formed to pursue the concept of Teen Court, which has been a proven model to increase awareness and education of the effects of substance abuse and increase accountable behavior modification in adolescents.

**Appendices:**

1. *Map of Area of Operations*
2. *Manitowoc County Community Health Survey Results*
3. *Manitowoc County Community Health Survey-Power Point Presentation*
4. *Holy Family Memorial Community Image Survey Results-July, 2013*
5. *HFM Provider Community Health Survey Results-July, 2013*
6. *Community Social Service & Non-Profit Survey Results-April, 2013*
7. *HFM Business Contact Survey-July, 2013 Results*
8. *2013 Manitowoc County Health Rankings and Roadmap*
9. *Demographic Dashboard for Manitowoc County*
10. *Healthiest Manitowoc County 2020 Focus Areas and Objectives 2010-2020;*
11. *2020 Manitowoc County Community Health Improvement Plan*
12. *Healthiest Manitowoc County Current Snapshot*
13. *United Way Presentation-October 15, 2013*
14. *Community Assessment-Hispanic and Hmong Populations*



**Holy Family Memorial**

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