



Crossing Rivers Health

Your bridge to wellness

Community Health Implementation Plan

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Crossing Rivers Health Community Health Implementation Plan Team:

Jenny Pritchett

Sasha Dull

Tammy Thompson

Jessica Goltz

Community Partners:

ADRC – Aging and Disability Resource Center

Crawford County Health and Human Services- Public Health

Gundersen Prairie du Chien Clinic

Mayo Prairie du Chien Clinic

UW Extension

Southwest Wisconsin Technical College

The community Health Implementation Plan was approved by the Crossing Rivers Health Hospital Board of Directors on December 9, 2019. Copies are available on our website www.crossingrivers.org or a printed version can be provided upon request.

ABOUT CROSSING RIVERS HEALTH

Prairie du Chien Memorial Hospital Association, Inc., doing business as Crossing Rivers Health (CRH), is an independent non-profit, 25-bed Critical Access Hospital established in 1957. Crossing Rivers Health is the sole critical access hospital in Crawford County, but is unique in its proximity to Grant County, WI and Clayton County, IA. The service area of CRH reaches communities in Crawford, Grant, WI and Clayton County, IA. Additionally, CRH owns two medical clinics (one in Crawford County and one in Grant County). There are two additional medical clinics unowned by CRH within Prairie du Chien, which Crossing Rivers Health works collaboratively with to provide care to the patients served in these clinics as well.

Crossing Rivers Health serves the health and wellness needs of the region offering more than 100 services provided to people throughout Southwest Wisconsin and Northeast Iowa. CRH competes with several larger healthcare systems located within 75 miles, these facilities and systems include Mayo Clinic Health System, Gundersen Health System, Mercy One and Unity Point Health System. CRH employs approximately 330 healthcare professionals.

Crossing Rivers Health supports the area communities and businesses through educational programs, health and wellness programs as well as pre-employment screenings. CRH has a vested interest in the future of the healthcare workforce and works collaboratively with the area colleges and universities to provide internship and clinical rotation opportunities as well as job shadow opportunities for middle and high school students.

Many of Crossing Rivers Health patients (across all age categories) have multiple chronic diseases and many have incomes below the poverty level. The primary payer mix is Medicare and Medicaid for reimbursement. Additionally, Crossing Rivers Health has identified that access to care is a consistent barrier to managing chronic disease and health behaviors due to lack of income, lack of transportation, access to specialists and lack of healthcare coverage.

ABOUT OUR SERVICE AREA

Crossing Rivers Health service area is unique because of the location and proximity to bordering counties. A large percentage of Crossing Rivers Health employees and patients- live in Grant County, WI and Clayton County, IA. The service area spans as far as Lancaster, Boscobel, Fennimore and Blue River in Grant County; Ferryville, Gays Mills and Wauzeka in Crawford County as well as the communities of Marquette, McGregor, Monona, Farmersburg, Luana, Elkader, Garnavillo and Guttenburg in Clayton County Iowa. County Health statistics for Crawford County, WI; Grant County WI and Clayton County, IA are summarized in the paragraphs that follow below.

Crawford County is located in the southwest part of Wisconsin along the Mississippi River on the state border of Iowa. According to the US Census Bureau county population estimates as of July 1, 2018 were 16,291 residents with a rural population density of 29.2 people per square mile. The growth trend of Crawford County indicates a decline of 2.1% from April 1, 2010 to July 1, 2018. The land area of Crawford County covers 599 square miles and consists of mostly rural communities that rely on farming, fishing and industry as income sources. Crawford County is made up of mostly small towns and villages. Prairie du Chien is the largest city in and the county seat of Crawford County with 5,911 residents reported in the 2010 census. Prairie du Chien is located within the Mississippi River Valley, near the confluence of the Wisconsin and Mississippi rivers and has the only Medical Center in Crawford County. Households in Crawford County, Wisconsin have a median annual income of \$45,780, which is less than the median annual income for the State of Wisconsin as well as the United States. The Crawford County Poverty rate is 14.2% with approximately 18% of children in Crawford County living in poverty. Income inequality is a ratio of 4.2 and the percentage of children in single-parent households is 29%. The 2019 community health rankings for Crawford county report that 14% of adults reported fair or poor health. According to the Robert Wood Johnson County Health Rankings Crawford County health outcomes and health factors rank #56 and #50, respectfully out of 72 counties in Wisconsin. The top health behaviors that impact the health factors ranking are Adult Obesity, Excessive drinking, physical inactivity and adult smoking at 36%, 23%, 22% and 16% respectively.

The county has a 1,480:1 primary care physician to patient ratio and a 900:1 mental health provider to patient ratio. In 2019, the Robert Wood Johnson County Health Rankings reported that Crawford County had 5,154 preventable hospital stays, significantly greater than the Wisconsin average of 3,971 preventable hospital stays.* There are no Federally Qualified Health Centers in Crawford County. Crawford County residents do seek services in surrounding counties primarily due to proximity to the neighboring counties. Most of Crawford County is considered a Health Professional Shortage Area (HPSA) for primary, dental, and mental health services and a portion of Crawford County is classified as a Medically Underserved Area and/or Population (MUA).

Grant County is located in the Driftless region in the southwest part of Wisconsin along the Mississippi River and Wisconsin Rivers and borders Crawford County. The county seat of Grant County is Lancaster. The land area of Grant County is vast at 1,148 square miles with an additional water area of 35.46 square miles. Grant county is consists of many small rural villages and towns as well as the Micropolitan Statistical Area of Platteville, WI. Located in the tristate area of Illinois, Iowa, and Wisconsin; Grant county is a thoroughfare for travelers commuting to Madison, WI from eastern Iowa Cities and to the Twin Cities in Minnesota or LaCrosse, WI from cities in Iowa, Illinois and Southwest Wisconsin. According to the 2010 census, the county population was 51,208 residents with 2018 population estimates as of July

1, 2018 increasing 0.7% to 51,554. The population per square mile in Grant County (2010 data) was 44.7 people per square mile. Of interest from a health literacy standpoint the US Census Bureau reports that 4.4% of people living in Grant County speak a language other than English. Though Grant County has three Medical Centers in (Boscobel, Lancaster and Platteville). The nearest medical center and medical clinic for many residents in northwest portion of Grant County is Crossing Rivers Health in Crawford County and the Crossing Rivers Health Clinic in Fennimore (Grant County). The patient to primary physician ratio in Grant County reported in the Robert Wood Johnson Health Rankings is 2,010:1 and mental health provider ratio is 1,020 to 1. The median household income in Grant County is \$50,522 and 13.6% of residents living in poverty. Fifteen percent of children live in poverty and 24% of children in live in single-parent households. Grant County has an income inequality index of 4.1

According to the Robert Wood Johnson County Health Rankings, Grant County Wisconsin ranks 14th out of 72 counties in the overall health outcomes ranking. Though the overall ranking and quality of life rankings for Grant County are much higher than Crawford County, improvement is needed in the Counties Health Factors ranking 46th of 72 counties. Grant County Health Behaviors ranking is reported at 43 out 72 with adult smoking (16%), adult obesity (35%), physical inactivity (19%), excessive drinking (28%) and alcohol- impaired driving deaths (30%) being the top health behaviors impacting the health factors ranking. Clinical Care factors rank 70th out of 72 counties with preventable hospital stays in Grant County was 6,306 compared to the Wisconsin average of 3,971 preventable hospital stays.* One area to note is that mammography screening in Grant County has declined compared to the State and Nation which are increasing, mammography screening in Grant County was 41% for female Medicare enrollees ages 65-74.

Clayton County Iowa is located in Northeast Iowa directly on the Mississippi River and borders Crawford County, WI. As of the 2010 US census, the population of Clayton County was 18,129. However, according to the latest US census population estimates (July 1, 2018) the population of Clayton County is on a decline (-3.2%) with an estimate of 17,556 residents. The county seat of Clayton County is Elkader. Clayton County is comprised of many small rural farming towns, many residents in the county seek health care services outside of the county. There are two small community hospitals in Clayton County consisting of Guttenberg Municipal Hospital (a Mercy One affiliate) and Mercy One, Elkader. The towns of Monona, Postville, Guttenberg, and Elkader have primary care clinics. Residents living in the area codes of Monona, Luana, Harpers Ferry live equidistance to healthcare in Prairie du Chien (Crawford County). Additionally, residents of Marquette and McGregor Iowa have the closest access to health care in Prairie du Chien.

The median household income in Clayton County was \$51,114 in 2017. The land area of Clayton County is 793 square miles with a population of 23.3 people per square mile. There are 99 counties in Iowa reported in the Robert Wood Johnson County Health Rankings Data.

Clayton County Ranks 15 out of 99 counties in overall health outcomes. Ranking 64th out of 99 counties in Health Factors; the health behaviors indicating opportunities for improvement are adult smoking (15%), adult obesity (34%), physical inactivity (24%), alcohol impaired driving deaths (50%) all behaviors that are at or greater than the state of Iowa average. Clinical Care in Clayton County ranks 81st out of 99. Primary Care Physician to patient ratios of 2,930 to 1 are significantly greater than the state ratio of 1,390:1. Access to mental health providers is a significant issue. According to the Robert Wood Johnson County Health Rankings data there is an 8,820:1 patient to provider ratio. The State ratio is 700:1 mental health patients to providers. Preventable hospital stays were 4,067 compared to the state stay average of 3,776 patient stays. Social economic factors ranks 72nd out of 99. According to the US Census Bureau, 9.6% of Clayton County residents live in poverty, there is a higher than average unemployment rate of 4%. And, 4.1% of residents speak a language other than English. There is an income inequality ratio of 3.9. Thirteen percent of children in Clayton County live in poverty and 27% of children live in single parent households. Additionally, 36% of children in Clayton County are eligible for free and reduced lunch. Of the information reported in the clinical care measures Clayton County has mammography screening rate of 48%, which indicates an educational opportunity to increase the mammography screening rate in Clayton County. Compared to previous years there was a decline in screening % from 2013, but was higher than 2015.*

***Definitions:**

Income Inequality - the ratio of household income at the 80th percentile to income at the 20th percentile. The 2019 County Health Rankings reported by the Robert Wood Johnson Foundation used data from 2013 – 2017.

Preventable hospital stays – Rate of hospital stays for ambulatory-care sensitive conditions per 100,000 Medicare enrollees. The 2019 County Health Rankings used data from 2016 for this measure.

Mammography screening - Percentage of female Medicare enrollees ages 65-74 that received an annual mammography screening. The 2019 County Health Rankings used data from 2016 was used for this measure.

DETERMINING HEALTH PRIORITIES OVERVIEW

Crossing Rivers Health joined collaborative partners, including Crawford County Public Health, UW Extension and other regional healthcare and resource agencies to conduct a community health needs assessment (CHNA) that was approved by Crossing Rivers Health governing board of directors on December 17, 2018 and published on January 9, 2019. The CHNA is designed to reach broadly into the community to identify needs, gaps and barriers to health and health services. Through a process of primary research, data analysis, validation and prioritization, the assessment process identified key themes of need.

PRIORITIZING HEALTH NEEDS

The collaborative partners involved in this community health needs assessment process share a common vision of improving health in their communities and beyond. Each participating organization has unique resources, works with a varying set of community attributes, and each may ultimately address community health needs in somewhat different ways, sharing resources or joining forces whenever possible. Nevertheless, the partners agree on the following, identified health needs:

Empowering People

- Reducing/eliminating barriers to access
- Creating opportunities for screenings/early intervention
 - Alzheimer's/dementia
 - Cardiovascular disease/stroke
 - Diabetes
 - Mental health
 - Cancer
- Improving health literacy
- Providing health and wellness education
- Creating awareness of mental health conditions and resources available

Connecting People to Services and resources

- Improving patient advocacy
- Raising awareness of existing clinical services
 - Mental health
 - Preventive services
 - Family medical care
 - First-trimester care
 - Alzheimer's care
 - Diabetes care
- Offering important community services
 - Smoking cessation
 - Pregnancy, labor and delivery classes
 - Free or low-cost health and wellness classes
 - Senior specific programs
- Increasing cancer screening and prevention awareness
- Improve access to mental health services
- Recruiting and retaining dental providers/improving access to dentistry

Creating a healthy environment and a culture of wellness

- Promoting healthy eating and active living and support healthy choices

- Promoting access to healthy foods and activities
- Engaging in injury awareness activities
- Supporting prevention of drug and excessive alcohol use
- Focusing education and change on underlying causes of chronic illnesses.

Crossing Rivers Health – Health Implementation Plan

Empowering people through awareness and education
Priority #1 Mental Health and Substance Abuse
<p>Goal: Support the mental health needs of communities we serve by continuing current support groups and implementation of additional community support groups as it pertains to mental health needs in all phases of life. Increase knowledge of substance abuse and decrease utilization of harmful substances by creating awareness through education.</p> <p>Priorities:</p> <p>(a) Create opportunities for screening and early intervention</p> <p>(b) Alzheimer’s and dementia education</p> <p>(c) Create awareness of mental health conditions and available resources</p>

Crossing Rivers Health supports the mental health needs of the communities we serve through a variety of community support groups (see table below). Additionally, Crossing Rivers Health collaborates with area agencies to educate on and reduce the use of tobacco products and misuse of over-the-counter and prescription drugs (shown in the following table below). Opioid use and alcohol abuse are areas that continue to be a focus and are two behaviors (among others) that impact our community the most. Crossing Rivers Health will continue to work with area agencies to improve access to mental health programs as well as work to educate and create awareness of the hazards that tobacco, drug and alcohol use cause in an effort to improve the health outcomes of the county.

2019 Initiatives

CRH Program/Activity	Department/Partnerships	Target Audience	Results
Grief support group	Hospice	Community members who have lost a loved one	16 total meetings with 33 participants
Infant loss support group	Patient family services	Persons experienced loss of infant	9 total meetings with 23 participants
Collaborative programs/activities	Department/Partnerships	Target Audience	Results

Community mental health coalition	Center for Specialty care, Crawford county public health	Community organizations serving Crawford county	Behavioral Health nurse attended 2 out of 4 yearly meetings
Dementia live	Alzheimer's and Dementia Alliance of Wisconsin	Elderly patients, community members, CRH staff	104 participants on April 25-26, 2019

2020-2022 Initiatives

Key actions/tactics	Timeline	Lead person/organization	Measurement/evaluation
Attend monthly mental health task force meetings to improve mental health access and awareness in community.	January 2020-2022	Crawford County Public Health	# of meetings # of projects
Implement stress reduction/resilience programming for primary service area schools	January 2020-?	Health coach, Population health team, Behavioral health, Keystone AEA, School counselors	# of students Ability to recognize emotions Ability to implement stress reduction activities Knowledge of stress/resilience tactics
Smoking/tobacco cessation classes	Twice a year starting in January 2020 and on-going	Respiratory Therapy department	# of classes # of participants who reduce or quit using tobacco products
Continue caregiver, grief support, and infant loss support groups	January 2020-2022	Patient family services, Hospice	# of group meetings # of participants
Implement additional support groups to address mental health and substance abuse needs of community.	2020-2022	Palliative care, RT, Behavioral Health	# of group meetings # of participants

Creating a healthy environment and culture of wellness across the lifespan
Priority #2 Community health and wellness education
<p>Goal: Improve knowledge of personal health, chronic disease management and empower community to improve health and wellness</p> <p>Priorities:</p> <ul style="list-style-type: none"> (a) Offering important community services (free or low-cost health and wellness education) (b) Offering cancer screening and prevention awareness (c) Identify barriers to improve patient understanding of care (d) Create patient centered model of care that focuses on treating the whole patient in mind, body and spirit

Crossing Rivers Health supports its mission of delivering high quality, personalized healthcare and education, to people in every stage of life. A culture of wellness across the lifespan is achieved through community education programs, via means of social media, print and participation in a wellness fair. Crossing Rivers Health will work to empower community members to improve their personal health and manage chronic disease through knowledge and education. This will be achieved many ways through collaborative efforts within our community, such as wellness fairs, chronic disease management classes as well as implementation of a diabetic educator, diabetes support group, health coaching and implementation of health literacy education for staff and community members under a train the trainer model to effectively cascade awareness of health literacy and the barriers to understanding health care.

2019 Initiatives

Programs/Activities	Partnerships/Department	Target Audience	Results
Skin cancer screening	Primary care clinic	Community	66 people screened with educational handouts given
Diabetic screening	Primary care clinic	Community	6 total participants with educational handouts given
Community 5K	Employee health	Community	110 participants on May 18, 2019
Wellness minutes	Communications	Community through social media	12 total wellness minute segments. 11,835 total community members reached with all 12 combined

2020-2022 Initiatives

Key actions/tactics	Timeline	Lead person/Organization	Measurement/Evaluation
Offer Healthy lifestyle class to “at risk” patients or community members who self-select to join	2020 amount of programs determined by interest and availability of staff/space	Health coach, population health team, dietitian, cardiac rehab, behavioral health	# of classes # of participants # of participants showing increase in knowledge of disease prevention and healthy lifestyles # of participants showing motivation to adopt healthy behaviors
Offer chronic disease management for patients/community members identified to have one of the following chronic diseases: <ul style="list-style-type: none"> • Diabetes • COPD • Heart Disease • Metabolic syndrome 	2020 amount of programs determined by interest and availability of staff/space	Health coach, population health team, Palliative care, RT, Pulmonology, Sleep, behavioral health, diabetic educator, Cardiac Rehab	# of classes # of participants # of participants demonstrating knowledge of disease # of participants showing motivation to manage disease # of participants showing comfort level of managing disease
Utilize a health coaching in creating education awareness and opportunities through engaging the patient in their personalized care plan and creating a patient centered model of care across the organization (inpatient, outpatient and clinic) to address chronic disease patients at high risk of hospitalization/re-hospitalization due to non-compliance in management of health behaviors.	2020	Health coach, care transitions director	Reduced hospitalizations due to unmanaged risk factors. Decreased number of preventable re-admissions due to patient non-compliance.

Implementation of a preventive screening campaign that includes community education to increase awareness of disease.	2020	Health coach, cardiac rehab, population health team, communications	# of reach
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Connecting people to services and resources
Priority #3 Improving access to care
Goal: Increase access to care locally and reduce barriers to receiving care Priorities: (a) Reduce and eliminate barriers to access

Crossing Rivers Health strives to reduce the barrier to accessing healthcare specialists by implementation of services within the center for specialty care. Through collaborative efforts with larger area health systems, more than 100 services are provided at Crossing Rivers Health. Additionally, Crossing Rivers Health works to take advantage of the convenience that telemedicine can offer to improve patient care both quickly and efficiently without delay to necessary care by specialists. This is accomplished through the use of Neo Net and Tele stroke. Crossing Rivers Health will work to expand the utilization of telemedicine to further reduce access barriers to additional specialists as well as implement programs to reduce the financial burden of care such as transportation through collaboration with area agencies.

2019 Initiatives

Collaborative programs/activities	Partnerships/Department	Target Audience	Measurement/evaluation
Livin' Well health fair	ADRC, Public Health, Prairie Maison, Bluff Haven, GRCC, Homeward Bound, Gundersen Lutheran, ect.	Community	100 participants

2020-2022 Initiatives

Key actions/ tactics	Timeline	Lead person/organization	Measurement/evaluation
Improve access to care through development of	2020	Cardiac rehab, health coach, patient family services, CFO	# of decreased no shows

transportation system or partnership in order to decrease appointment no shows and readmissions			# of decreased cancelled appointments due to lack of transportation
Development of Healthy Hearts scholarship fund to support patients with chronic heart disease who can't afford to attend program	January 2020	Cardiac rehab, CRH Foundation, CDO	# of participants served # of participants with improved heart health from attending program
Support further implementation of telehealth services to reduce barriers associated with access to needed specialty by creating an awareness of services available with collaborating health care entities and encouraging referrals	2020	Health coach, cardiac rehab, center for specialty care, communications, other area health care providers/clinics	# of referrals

Services not being addressed:

- Senior specific programs – addressed by ADRC
- Dental and access to dentistry- Public health and local dentist offices

References:

Robert Wood Johnson Foundation <https://www.rwjf.org/>
Centers for Disease Control and Prevention <https://www.cdc.gov/>
US Census Bureau Statistics <https://www.census.gov/>