



# **Watertown Regional Medical Center**

**Community Health  
Improvement Plan  
2016-2019**



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## **Watertown Regional Medical Center Community Health Improvement Plan 2016-2019**

### **Mission of Watertown Regional Medical Center**

Making Communities Healthier® is the mission of Watertown Regional Medical Center (WRMC). In order to achieve this mission, WRMC focuses on creating places where people choose to come for healthcare, physicians want to practice, and employees want to work. In partnering with LifePoint Health, WRMC joins a community of over 72 hospital campuses, 40 post-acute service providers, and more than 30 outpatient centers across 22 states.

WRMC is progressing to meet elements of the Duke LifePoint National Quality Program, which shares in the clinical expertise of prestigious Duke University and incorporates how the hospital cares for patients, ensures employee health and safety, and contributes to the health of WRMC's service area. The hospital's ultimate goal is to be designated as a Duke LifePoint Quality Affiliate.

*“Making Communities Healthier®”*

### **Commitment to Community Health**

WRMC is committed to meeting the health needs of the community. From September 2015 through December 2015 alone, we gave nearly \$3 million dollars to the community in the form of community initiatives, donations, and uncompensated care. This amount of charity care is comparable to what we have committed to our community in the past.

A portion of WRMC's budget has been set aside to address the Community Health Assessment (CHA) as well as the action steps necessary to improve upon the needs identified. Community need drives our annual allocation of dollars to community benefit based programs. These amounts are reported on Schedule H in accordance with Internal Revenue Service requirements.

Recently, we have identified several service lines through which WRMC can improve local access to care for our communities including cardiology, women's health, orthopedics, and primary care. We are also looking at pulmonology, ENT, and a swing bed program to offer rehabilitation. While we still collaborate with UW Health (our former partner) on some services, such as stroke and perinatology, we believe stronger access to locally provided care is fuel for patient care and Watertown's economic engine.

### **Area Description**

Watertown lies within both Dodge and Jefferson County, with WRMC being located in Dodge County. There are approximately 100,000 residents in the WRMC service area. Our defined service areas include the primary market of Watertown and secondary market which includes communities throughout Dodge and Jefferson Counties: Helenville, Horicon, Hustisford, Iron Ridge, Ixonia, Jefferson, Johnson Creek, Juneau, Lake Mills, Lebanon, Lowell, Mayville, Neosho, Reeseville, Sullivan, and Waterloo.



As a progressive regional health system, which has served residents of South Central Wisconsin for more than 100 years, WRMC is working to redefine excellence in healthcare. Our clinics throughout the region provide convenient access to both primary and specialty care with an emphasis on wellness and disease prevention. Over the years, we've grown with the community by adding services, technology, and expertise. WRMC serves our defined markets with primary and specialty clinics in Ixonia, Johnson Creek, Juneau, Lake Mills, Waterloo, and Watertown.

WRMC has grown considerably over the last decade. With over 750 employees, WRMC is the largest employer in Watertown and is one of the largest in Dodge and Jefferson Counties. Our facilities are modern, and our achievements in the use of health technology have earned us repeated national recognition. Our partnership with LifePoint brings an infusion of resources, expertise, and support to enhance the quality of care we are able to provide to patients and the community.

### **Community Health Assessment – Dodge/Jefferson County, Watertown, Wisconsin**

In 2016, LifePoint Health appointed Stratasan to assist with our CHA in order to develop our Community Health Improvement Plan (CHIP). The CHA Leadership Committee, which included representatives from Dodge County Human Services and Health Department, Fort Healthcare, Jefferson County Health Department, Jefferson County Human Services, Dodge-Jefferson Healthier Community Partnership, Inc., Watertown Department of Public Health, and WRMC, worked with Stratasan to ensure specific data was collected, and a survey was completed by over 1,000 community members from Dodge and Jefferson Counties. Using survey data results, data from the region, and *County Health Rankings & Roadmaps*, a profile of each health needs area was developed and reviewed during a Community Health Summit held on Monday, October 24<sup>th</sup> from 10 a.m.-2 p.m. The summit hosted roughly 75 representatives from various organizations throughout Dodge and Jefferson Counties—mainly those in healthcare, education, civic organizations, and government. Key data points were determined and an assessment was made as to what actions are currently being undertaken to address them along with breakout sessions determining potential next steps to address these challenges.

After analyzing the data, we determined the top focus areas for our Community Health Improvement Plan (CHIP). Our highlighted focus areas include the following:

1. Obesity/Excessive Weight
  - Lack of Physical Activity
  - Poor Nutrition Habits
2. Mental Health
3. Substance Abuse
  - a. Including Drugs, Smoking and Excessive Drinking

The Community Health Assessment is contained in a separate document. WRMC's Board of Directors approved this Implementation Strategy on November 29, 2016.

Paper copies of this document may be obtained at Watertown Regional Medical Center (WRMC), 125 Hospital Drive, Watertown, WI 53098, 920-261-4210 or via the website [www.watertownregional.com](http://www.watertownregional.com)

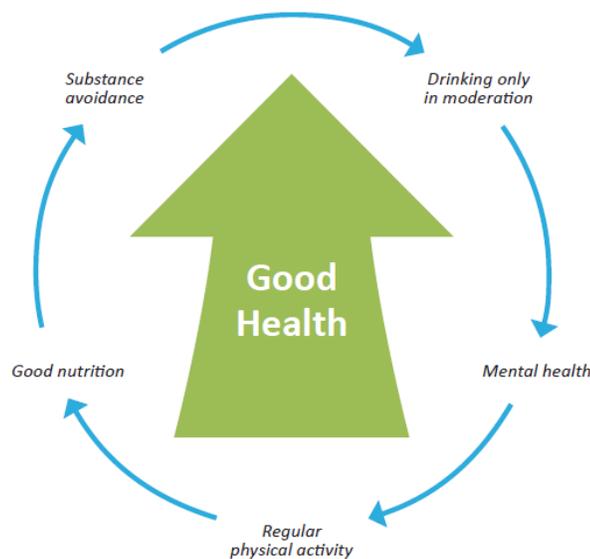
Starting on December 31, 2016, this report was made widely available to the community via the hospital website [www.watertownregional.com](http://www.watertownregional.com).

### **Focusing on Prevention**

We will be focusing on prevention as a way to improve our communities' health. Risky behaviors and unhealthy decisions are two factors that lead to chronic diseases. They are also items that we can positively influence. We can change our choices and environments to prevent many chronic diseases. According to the Centers for Disease Control and Prevention (CDC), chronic diseases account for seven out of ten American deaths and 86% of U.S. health spending. Chronic diseases are often preventable, and Americans currently use preventive services at about half of the recommended rate. Prevention plays a key role in reducing these numbers.

We can prevent chronic diseases by changing the places we live through policy, programs, and partnerships. We can also prevent chronic diseases by changing our risky behavior through shared responsibility, new models of care, and promotion of healthy choices.

Safe behaviors and well built environments lead to increased health, lowered chronic disease, and less disability.



Positive factors work together to bring about an overall healthier lifestyle.

## Indicated Health Priorities for 2016-2019



The most recent assessment reinforces the previously identified community health needs and validates strong consensus across the region that Obesity, Mental Health, and Substance Abuse continue to be our greatest priorities.

### **Obesity/Excessive Weight**

Through a variety of community policies and programs, WRMC will focus on physical activity and healthy nutrition habits in a manner that promotes beneficial lifestyle habits and sustainability. We recognize systems, policies, and environments facilitate lasting change. Utilizing resources from our Administration, Harvest Market, Nourishment, Wellness Works, and ONE Wellness associates, we will work to make an impact on each of these desired goals.

#### **Nutrition Implementation Plan:**

1. Utilize Harvest Market as a Health Model Demonstration Center
  - a. Play a leadership role in the Wisconsin Healthy Hospitals Community of Practice Initiative by transforming the nutrition of our employees, patients, and community diners by working on quarterly goals to improve food and beverage choices
  - b. Follow specific dietary guidelines for Harvest Market menu items
    - i. Showcase a red light, yellow light, green light system to regulate healthy consumer options
  - c. Add at least two healthy choices to vending machines
2. Investigate the feasibility of turning hospital garden into community/hospital garden plots
3. Continue providing Harvest Market Classes to provide nutrition and cooking education to 500+ adults and children annually
4. Maintain offering affordable access to fresh, local produce for employees and community by hosting a Community Supported Agriculture (CSA) drop-off
5. Engage five employer groups to help their high risk employees make lasting lifestyle changes through the ONE Wellness program

#### **Physical Activity Implementation Plan:**

1. Play a leadership role in our local wellness coalition, Get Healthy Watertown (GHW)
  - a. Assist GHW in developing a revised action plan in response to the updated CHA
2. Collaborate with the City of Watertown, Watertown Unified School District and civic partners (including Share the Road and the Greater Watertown Community Health Foundation) to achieve Bike Friendly Community and Walk Friendly Community designation

- a. Achieving this goal will necessitate education and policy change including development of a Complete Streets policy and master plan for active transportation
  - b. Engage medical staff, employees, and community members for policy and infrastructure that promote active living
3. Continue to serve 450+ high risk patients annually (whose needs are not being met by traditional community fitness centers) in our Medical Fitness Center
4. Encourage community participation in physical activity by utilizing WRMC'S social media and community magazine to promote activities throughout the region
  - a. Continue sponsorship of the local March 2 November Race Series
  - b. Maintain and encourage associate involvement in community fitness events
5. Engage five employer groups to help their high risk employees make lasting lifestyle changes through the ONE Wellness program

### **Mental Health**

WRMC aims to provide, promote, and support the mental and emotional health of the community through counseling, education, clinical intervention, and prevention. We recognize the need to improve access to behavioral health services and incorporate more communication about behavioral health concerns within patient visits. Utilizing resources from Administration, Directions Counseling Center, along with our Primary and Clinic associates, we will work to make an impact on each of these desired goals. We will also utilize grant funds from our community health charity, Tomorrow's Hope, to support mental health initiatives.

#### **Mental Health Implementation Plan:**

1. Mental & Behavioral Health Clinic: Provide much needed professional mental health, substance abuse, and counseling services to the greater Watertown community through Directions Counseling by serving 6,500+ patient visits per year
2. Study the feasibility and community benefit of developing an inpatient Geriatric Behavioral Health/Psychiatric Unit at WRMC
3. Assess possibility of utilizing MetaStar Initiative on training clinical staff in Motivational Interviewing
  - a. Use guiding communication style rather than leading in conversation
  - b. Work with patients on engaging intrinsic motivation to change behaviors

### **Substance Abuse**

Through counseling, clinical intervention, and education, WRMC recognizes the growing substance abuse concern in the community. Utilizing resources from Administration, Directions Counseling Center, Emergency, Urgent Care, Nursing, along with our Primary and Clinic associates, we will work to make an impact on each of these desired goals.

#### **Substance Abuse Implementation Plan:**

1. Participate in substance abuse committees to increase awareness amongst hospital providers
  - a. The following are examples of committees: Regional V Emergency Preparedness Coalition for the State of Wisconsin, Jefferson/Dodge Pediatric Death Review

- Coalition, Jefferson County ATODA Coalition, Dodge County Health Care Coalition, Dodge County Mass Care Coalition, Watertown Health Care Coalition
2. Create an information packet for the public on substance abuse and available resources in Dodge and Jefferson County
  3. Begin a Narcan initiative to educate patients and family on use and administration
    - a. Access liability and create a SHARPS disposal and exchange program at the hospital with a goal of dispensing Narcan
  4. Implement the E is Emergency QHIP
    - a. Treat pain appropriately based on care setting

The CHA outlined the risk factors of our community and served as the foundation of our CHIP. Through assessing the needs of our community and holding a community health forum, WRMC actively seeks to continue our collaborative efforts to improve the health of our residents. This CHA can be found on our website, under Community Impact.

Two other health priorities that were identified through the health assessment include support of children/families and socioeconomic/poverty concerns. The Greater Watertown Community Health Foundation will focusing their work on upstream disease prevention by emphasizing care for young children and families. WRMC intends to be a supportive partner in the foundation's efforts. In terms of poverty as a barrier to health, WRMC's CEO, Richard Keddington, serves on the Glacial Heritage Economic Development Corporation to support economic development and improve quality of life for all. Through this collaboration, WRMC will serve as an active partner in community development.

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## Update on our Indicated Health Priorities for 2013-2016

### **Obesity/Excessive Weight**

*Lack of Physical Activity  
Poor Nutrition Habits*

### **Mental Health**

*Including Smoking and  
Excessive Drinking*

The indicated health priorities reinforce the significant strategic investments the WRMC Board of Directors has previously made in the following areas:

- Transforming Dietary to Nourishment
- ONE Wellness Redefined lifestyle transformation program
- Primary Care Transformation emphasizing wellness and behavioral health
- Employee Wellness leadership
- Mental and Behavioral Health Services

## **Obesity/Excessive Weight**

### **Nutrition Implementation Plan:**

A. Nourishment Transformation - Make “choosing health” the easy choice.

**Goal 1:** Open Harvest Market in the beginning of November of 2013 to serve as a model of healthy eating for associates, patients, and the community.

**Desired Outcomes:**

- a. Decrease the accessibility of sugar-sweetened beverages by removing them from WRMC menus
- b. Eliminate trans-fats from all menu items
- c. Showcase easily accessible produce and healthy snacks

**Actual Outcomes:** *A reduction in sugar-sweetened beverages has occurred through elimination of soda in Harvest Market and by the Emergency Department Welcome Desk. A WRMC Registered Dietitian has also served in a leadership role in the Wisconsin Healthy Hospitals Community of Practice initiative to begin the process of improving the number of healthy choices available in the hospital. At WRMC, focus items for improvement have been at point of sale (e.g. moved cookies away from point of sale and replaced them with a bowl of fruit), posting all nutrition information including Troubadour bakery items (outside vendor) as well as creating a nutrition education space in Harvest via a chalkboard that posts a monthly health topic.*

**Goal 2:** Develop Harvest demonstration kitchen to provide nutrition and cooking education to 500+ adults and children annually.

**Desired Outcomes:**

- a. Increase accessibility of nutrition education
- b. Create interactive platform for learning
- c. Community-wide accessibility to chef and registered dietitians

**Actual Outcomes:** *Harvest Market hosts community wellness classes that provide education to roughly 400 participants per year which increases accessibility to nutrition education, creates an interactive platform for learning, and provides community-wide access to a chef and registered dietitian. Harvest Market continues to vary class topics to capture a diverse audience as well as annually deliver highly attended class subjects which reach attendance capacity.*

**Goal 3:** Provide affordable access to fresh, local produce.

**Desired Outcomes:**

- a. Host CSA drop-off site
- b. Provide on-site farmers market
- c. Develop on-site garden as a community education tool

**Actual Outcomes:** *WRMC continues to be a drop-off site for a local Community Supported Agriculture. We will be discontinuing our on-site garden and instead purchasing fresh, local produce at the weekly Watertown Farmer’s Market. This change is more sustainable for WRMC and also provides more support for an important community health resource already in existence.*

**B. ONE Wellness Redefined**

**Goal 4:** Engage five employer groups to help their “high risk” employees make lasting lifestyle changes through the ONE Wellness Redefined program.

**Desired Outcomes:**

- a. Provide physician, fitness specialist, registered dietitian, mindfulness expert, and wellness coach guidance on an individual and group level
- b. Personalized plan to meet wellness goals
- c. Improve the health and well-being of employer groups

**Actual Outcomes:** *ONE Wellness has engaged five employer groups (as desired) to help “high risk” employees make lasting lifestyle changes. Participants are engaged by an Integrative Medicine trained physician, fitness specialist, registered dietitian, mindfulness expert, and wellness coach through guidance on an individual and group level as well as receiving a personalized plan to meet wellness goals. ONE Wellness proves to improve the health and well-being of employer groups by reducing biometrics such as weight, cholesterol, glucose, and Hemoglobin A1C.*

**Physical Activity Implementation Plan:**

**A. Community Wellness Coalition**

**Goal 1:** Increase active membership in our wellness coalition, “Get Healthy Watertown”, by 50% to include representation from the following areas: Hospital, School District, Local Business, Public Health, and Civic Organizations. Develop a physical activity plan in collaboration with this coalition.

**Desired Outcomes:**

- a. Improve opportunities to positively impact the Watertown region by representing a larger group of community members
- b. Promote fitness via a community physical activity plan

**Actual Outcomes:** *New membership and awareness has been created through partnerships with food security systems, Greater Watertown Community Health Foundation and the Tobacco Free Community Partnership. These new connections allow us to further promote wellness and wellness-related activities in the area. Currently, the coalition is working with the City of Watertown to become a designated Bike and Walk Friendly Community. Initial stages for this distinguished award began mid-2016.*

**B. Bike Path Development**

**Goal 2:** Engage community support for the development of bike paths (specifically from Watertown to Waterloo).

**Desired Outcomes:**

- a. Increase availability of safe bike routes between communities
- b. Encourage increased physical activity

**Actual Outcomes:** *Currently, the Watertown to Waterloo Bike Trail had a feasibility study, but no current activity is taking place with it. Focus right now has been between connecting Watertown and Oconomowoc, a nearby community via the old Interurban*

*Train Route. In Oconomowoc, the Lake Country Recreation Trail connects to additional trails allowing patrons to bike to Lake Michigan in Milwaukee. This would further expand accessibility to designated trails from Milwaukee to Watertown.*

**C. Employee Health**

**Goal 3:** Engage five employer groups to help their “high risk” employees make lasting lifestyle changes through the ONE Wellness program.

**Desired Outcomes:**

- a. Provide access to physician, fitness specialist, registered dietitian, mindfulness expert, and wellness coach on an individual and group level
- b. Personalized plan to meet wellness goals
- c. Improve the health and well-being of employer groups

**Actual Outcomes:** *ONE Wellness has engaged five employer groups (as desired) to help “high risk” employees make lasting lifestyle changes. Participants are engaged by an Integrative Medicine trained physician, fitness specialist, registered dietitian, mindfulness expert, and wellness coach through guidance on an individual and group level as well as receiving a personalized plan to meet wellness goals. ONE Wellness proves to improve the health and well-being of employer groups by reducing biometrics such as weight, cholesterol, glucose, and Hemoglobin A1C.*

**D. Provide Medical Fitness for our region’s highest risk patients**

**Goal 4:** Serve 250+ high risk patients annually (whose needs are not being met by traditional community fitness centers) in our Medical Fitness Center.

**Desired Outcomes:**

- a. Encourage increased physical activity via medical support staff and technology-enhanced fitness equipment
- b. Provide safe environment through Advanced Cardiovascular Life Support (ACLS) certified Fitness Specialists

**Actual Outcomes:** *Our center interacts with nearly 450 patients per year, some who are former cardiac and pulmonary rehab participants as well as post-operative/physical therapy clients. This program increases physical activity via medical support staff and technology-enhanced fitness equipment and provides a safe environment through Advanced Cardiovascular Life Support (ACLS) certified Fitness Specialists.*

**E. Community Fitness Programming**

**Goal 5:** Help a minimum of 50 participants per year to become committed to a regular exercise program by completing the no-cost WRMC annual 5K Training Program.

**Desired Outcomes:**

- a. Increase knowledge of training via a certified fitness trainer, registered dietitian, and sports medicine physician
- b. Encourage associate and community participation in walking/running
- c. Prepare participants for community 5K

**Actual Outcomes:** This program ran in 2013, which had 171 registrants. For those who enrolled, the program increased their knowledge of training via a certified fitness trainer, registered dietitian, and sports medicine physician. The program encouraged associate and community participation in walking/running and prepared participants for a community 5K. We are no longer running this program, but WRMC is actively involved in 5K program sponsorship of the March 2 November Race Series along with a fitness specialist from the hospital serving as the President of the non-profit organization.

## **Mental Health**

WRMC aims to provide, promote, and support the mental and emotional health of the community through counseling, education, clinical intervention, and prevention.

### **Mental Health Implementation Plan:**

#### **A. Mental & Behavioral Health Clinic**

**Goal 1:** Provide much needed professional mental health, substance abuse, and counseling services to the greater Watertown community through Directions Counseling by serving 6,500+ patient visits per year.

**Desired Outcomes:**

- a. Impact those needing assistance with mental and behavioral health concerns in a positive manner
- b. Support community members who may have limited or no access to other resources
- c. Promote healthy choices and reduce risky behavior

**Actual Outcomes:** In 2015, Directions had 6,284 attended visits granting professional assistance to many community members. Roughly 30% of new patients last year either no showed/cancelled their first appointment. In an effort to reduce no shows/cancellations, Directions began having patients schedule themselves rather than in the primary care office. They are still assessing additional ways to increase patient engagement. A goal in the near future is to hire another psychiatrist, who is able to prescribe medications. Patients continue to be referred to Directions, and our goal is to highlight mental health in the coming three years.

#### **B. Integrate Behavioral Health Services into at least two primary care clinics**

**Goal 1:** Implement standardized behavioral health screenings and processes to provide early intervention behavioral healthcare in a clinic setting.

**Desired Outcomes:**

- a. Identify patients at risk
- b. Prevent increased risk behavior
- c. Provide advanced mental health services when needed

**Actual Outcomes:** Our Doctor's Court clinic implemented one Clinic Health Educator on a part-time basis to begin this process. Due to the success of this role, two Clinic Health Educators now cover 40 hours per week to meet with patients who screen positive for

*mental health concerns during their appointment times. Patients have been able to have follow-up sessions with these Clinic Health Educators, which has led to a reduction in higher risk behaviors such as smoking, drinking, and also included an improvement in perceived mood.*

**Goal 2:** Provide access to preventative behavioral healthcare by incorporating mental health and/or health coaching professionals into the primary care clinic team.

**Desired Outcomes:**

- a. Utilize health coaching methods to assist in supporting patient behavior change
- b. Prevent increased risk behavior
- c. Facilitate transitions to advanced mental health services when needed

***Actual Outcomes:** Continuing Medical Education (CME) lectures provided education on communication skills and conflict resolution. Future goals are being developed to revisit the appropriate resources to further train staff on behavioral healthcare.*

## **Health Improvement Goals for 2013-2016**

Watertown Regional Medical Center aspires to continuously improve the overall health and wellness of our organization. By keeping a progressive approach, WRMC will serve as a leader amongst our community and state. Planned improvements are highlighted below:

**Goal 1:** Best Practice in Employee Wellness

**Desired Outcomes:**

- a. Be designated as a “Well Workplace” through following the Wellness Council of American (WELCOA) guidelines
  - i. Educate and mentor regional businesses regarding workplace wellness

***Actual Outcomes:** We are no longer working towards meeting WELCOA’s guidelines but rather focusing on our own employee wellness programs available through Vitality Wellness, the Wellness Works department services, and ONE Wellness Program. We continue to focus on efforts to promote wellness within our community.*

**Goal 2:** Lifestyle Transformation Coaching

**Desired Outcomes:**

- a. Train WRMC primary care health providers in motivational interviewing and health coaching approaches to better engage patients in lifestyle change discussions

***Actual Outcomes:** Resources to provide these services are currently being revisited to assist clinic staff on engaging conversation in a guiding manner.*

**Goal 3:** Transform Lives

**Desired Outcomes:**

- a. Successfully transform the health status of at least twelve patients per year

- i. Measure success via weight loss, reduction in risk factors, decrease of chronic disease medications, etc.

***Actual Outcomes:** Our ONE Wellness Program covers multiple transformations each year through biometric measurements—most individuals have at least one biometric that positively changes throughout the year. Our diabetes program monitors patient successes and measures weight loss and medication reduction. Currently, WRMC has implemented our diabetes program in our outlining clinics to touch the lives of those who may not have been previously seen at WRMC.*

### **Community Health Needs Assessment Data**

No serious defects in the data used for the needs assessment process were found. Some indicators may be limited due to the nature of public health data.

### **Dodge Jefferson Community Health Assessment Partner Listing**

- Dodge County Human Services and Health Department
- Dodge-Jefferson Healthier Community Partnership, Inc.
- Fort HealthCare
- Greater Watertown Community Health Foundation
- Jefferson County Health Department
- Watertown Department of Public Health
- Watertown Regional Medical Center

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- Gail Scott, RN, BSN, Director/Health Office, Jefferson County Health Department
- Jody Langfeldt, RN, BSN, Public Health Officer, Dodge County Human Services and Health Department
- Katrina Waldron, RN, MSN, Jefferson County Health Department
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- Tina Crave, MBA, PT, President & CEO, Greater Watertown Community Health Foundation