



COMMUNITY HEALTH IMPLEMENTATION STRATEGY

FOX VALLEY 2019 - 2021



Children's
Wisconsin

Kids deserve the best.

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Introduction

Children’s Wisconsin prides itself on providing the best care for kids, but to do that, we need to thoroughly understand the factors that shape children’s lives and health before they ever enter our care. As part of the Fox Valley Health Improvement Coalition (FVHIC), Children’s teamed up with other area organizations to complete a comprehensive health needs assessment for the Fox Valley. You can find the full assessment at chw.org/about/annual-reports.

The Community Health Implementation Strategy is Children’s response to those identified needs. It will be our compass over the next three years, allowing us to pinpoint areas where we can make the most meaningful impact on kids’ health and direct our programs, services and advocacy efforts accordingly. While we recognize that one organization alone cannot eliminate the community’s biggest health challenges, Children’s is uniquely positioned to be an advocate for children through our strong pediatric expertise and long-established community partnerships, programs and services. This report also highlights the many assets that we can leverage across the community to work collaboratively to improve and sustain the health and well-being of Wisconsin’s kids.

ABOUT CHILDREN’S WISCONSIN

Children’s is the region’s only independent health system dedicated solely to the health and well-being of children and is recognized as one of the leading pediatric health systems in the United States. In addition to our hospital campuses in Milwaukee and Neenah, Wis., we offer care at community-based locations throughout Wisconsin. We provide primary, specialty, urgent and emergency care; community health services; injury and violence prevention services; foster care and adoption services; child and family counseling;

child advocacy services and family resource centers. We also advocate for policies to improve children’s health and well-being. Every year, we invest more than \$130 million in the community to improve children’s health through advocacy, education, research, and our health plan.

CHILDREN’S VISION

Our vision is that Wisconsin kids will be the healthiest in the nation — physically, mentally and socially. That means building a culture where resources are aligned to achieve that vision. It means collaborating with community partners because no organization can achieve such an ambitious goal alone. And it means putting kids’ health at the center of every decision we make.

OUR COMMUNITY

Although Children’s serves children and teens from across the state and beyond, for the purposes of this report, we defined our community as the counties with the highest number of children and youth in the Fox Valley who use our services. Our Fox Valley campus is located in Neenah, Wis., and it primarily serves families from Calumet, Outagamie and Winnebago counties in the Fox River Valley region in eastern Wisconsin. The tri-county area covers 1,390 square miles and is home to 408,544 residents.



Methodology

Children’s assesses the health of the community for a number of reasons including to:

- Support strategic priorities and implementation of community and population health initiatives
- Support informed decisions about clinical and community services, health promotion and prevention programs, and strategic partnerships
- Provide insight into the barriers our communities face to overall health and well-being to inform future solutions
- Report on the benefit provided to the community as indicated in the Federal Internal Revenue Code



Note. Graphic reprinted with permission from the Association for Community Health Improvement

Children’s community health needs assessment and implementation strategy follow a similar model as presented by the Association for Community Health Improvement (ACHI)¹. The implementation strategy reflects the output of step 5 (prioritize community health issues) and directly focuses on steps 7 - 9 (plan implementation strategies, implement strategies and evaluate progress).

The FVHIC assessment identified six top health issues prioritized by survey respondents and key informants across the tri-county area: access to affordable health care, behavioral health, chronic diseases, infectious diseases, overweight and obesity, and substance use.

Children’s engaged a cross-section of experts representing community, clinical, leadership and staff partners to review the data and priorities advanced by the FVHIC process and apply expertise and additional knowledge specific to pediatric health. After ranking community health needs assessment priorities based on several criteria (alignment with strategy, unique impact on children, clear inequities, and actionable and measurable nature), Children’s has committed to advancing three critical child and adolescent health issues that we believe will positively



impact the Fox Valley community. Under chronic disease, we focused on oral health as one of the most prevalent chronic illnesses in children. Rather than focusing on access to care as its own issue, we have embedded it into each of the other priorities as a determinant of health.

CHILDREN'S COMMITMENT TO HEALTH EQUITY

Though sometimes used interchangeably, disparity and inequity have different definitions. According to *Human Impact Partners*: **health disparities** are differences in health status and mortality rates across population groups, which can sometimes be expected, such as cancer rates in the elderly versus children; **health inequities** are differences in health status and mortality rates across population groups that are systemic, avoidable, unfair and unjust, such as infant mortality for Black or African American children versus White children.² Health inequities result from community conditions, social policies and institutional practices that routinely expose disempowered groups to greater risks to their health.³ Understanding the difference provides greater context for the determinants of health and serves as a means to prioritize health

issues, develop health policy and shape effective health programs.

Children's commitment to health equity is reflected in a multitude of ways, including:

- **Making health equity a strategic priority** by establishing a vision statement and Office for Inclusion, Diversity and Equity
- **Implementing strategies to address health disparities** such as access to health care in schools, in-home safe sleep interventions, free health education courses, and screening for and referrals to social and medical resources
- **Measuring and reporting on determinants of health** such as housing, poverty, and education; along with disparities in health outcomes whenever possible



Children's implementation strategies

We recognize that Children's cannot completely eliminate every challenge to children's health. These issues are large and complex, and there are social, environmental, genetic and behavioral factors beyond our control. Nor can we solve these problems alone as there are multiple systems that intersect and influence health outcomes for children. With that understanding, as a leader in pediatric health care and an advocate for the health of kids across our community, we are committed to working with our community

partners to make a difference for the kids who need us most. Through evidence-based programming, collaboration, education and advocacy, we can leverage available resources to ensure the best care for kids in our community. As the following sections demonstrate, we are already implementing a variety of strategies to make strides toward these goals and, through this plan, are demonstrating a commitment to blend these strategies with bold goals serving as a catalyst to improving health outcomes for kids.

PRIORITY: CHRONIC DISEASE

Oral health

Oral health is an integral part of overall health and is key to children's growth and development. And yet our assessment notes that one in three Wisconsin children are living with untreated dental decay. Primary issues leading to adverse outcomes in pediatric oral health include early tooth decay and access to dental care.

GOAL

REDUCE THE RATE OF UNTREATED DENTAL DECAY FOR CHILDREN IN WISCONSIN.

OBJECTIVES

1. Increase awareness of prevention through education and health promotion
2. Increase access to preventative care

ACTIONS AND IMPLEMENTATION

The following programs and services are aligned with the strategy and objectives noted above and we will continue to work with community partners to reach our aim.

WISCONSIN SEAL-A-SMILE

Wisconsin Seal-A-Smile provides school-based oral health prevention services to nearly 80,000 children across the state. The Children's Health Alliance of Wisconsin leads and manages this project in collaboration with the Wisconsin Department of Health Services and Delta Dental of Wisconsin. The Alliance manages and awards approximately \$1.05 million to local programs to provide these services.

Anticipated impact: access to care, early intervention. The Seal-A-Smile program will impact oral health by increasing the number of children receiving dental sealants and oral health assessments in school. We expect to see an increase in the percentage of children in eligible schools participating and in the percent of third graders who have dental sealants.

WISCONSIN ORAL HEALTH COALITION

The Wisconsin Oral Health Coalition, led by Children's Health Alliance of Wisconsin, is a dedicated group of more than 200 individuals, organizations and agencies addressing oral health access issues and working to improve oral health for all residents statewide. We work to create meaningful change to improve oral health and access to care through diverse public and private partnerships. Additionally, we manage and support eight local oral health coalitions across Wisconsin.

Anticipated Impact: access to care. This coalition increases access to dental services and mobilizes partners at the grassroots level to engage in advocacy and program development.

WISCONSIN MEDICAL DENTAL INTEGRATION PROJECT

The Wisconsin Medical Dental Integration project focuses on engaging health systems in the integration of dental hygiene services in the primary care medical home. Participants work as part of a learning collaborative to implement quality improvement techniques and identify, document and spread best practices.

Anticipated impact: access to care, early intervention. We expect to see an increased number of patients receiving dental services at a well visit and an increase in the percentage of children ages 0 – 5 that remain caries free after receive dental services at a well visit.

Learn more: chawisconsin.org/initiatives/oral-health/wisconsin-medical-dental-integration

CHRONIC DISEASE ORAL HEALTH ADVOCACY

Children's has advocated for a number of initiatives to help kids' oral health, including:

- Supporting a strong Medicaid/Children's Health Insurance Program (CHIP) program at the state and federal levels, which helps ensure kids have coverage for the oral health care they need
- Efforts to increase dental and oral health care access, including legislation to expand the settings where dental hygienists can provide important preventive care, as well as advocating for the licensure of dental therapists
- Improving oral health care for kids in out-of-home care
- Increasing funding to help care for dental patients with complex health care needs
- Funding for the school-based Seal-a-Smile program to ensure kids receive sealants to help prevent cavities
- Efforts to limit youth vaping, which can have oral health consequences



COMMUNITY COLLABORATIONS

Key strategic partners for improving oral health include: Advancing a Healthier Wisconsin, Delta Dental of Wisconsin, DentaQuest Foundation, Milwaukee Health Care Partnership, the Medical College of Wisconsin, Wisconsin Dental Association, Wisconsin Dental Hygienists' Association, Wisconsin Primary Health Care Association, Gunderson Health System, Advocate Aurora Health, Ascension Wisconsin, Sixteenth Street Community Health Center, UW Health, North Lakes Community Health Center, Wisconsin Chapter of the American Academy of Pediatrics and the Wisconsin Department of Health Services.

PRIORITY: MENTAL AND BEHAVIORAL HEALTH

Behavioral health encompasses both mental health and substance abuse, and continues to be noted as one of the greatest health problems for Fox Valley residents. While there are many factors impacting a child's mental and behavioral health, notable issues for the tri-county area's pediatric population include bullying, access to behavioral health services and suicide.

GOAL

INCREASE ACCESS TO MENTAL AND BEHAVIORAL HEALTH CARE.

OBJECTIVES

Three strategic areas of focus and action to reach our goal include:

1. Improve early detection and prevention
2. Seek innovative solutions that increase access
3. Reduce stigma

ACTIONS AND IMPLEMENTATION

To achieve our objectives, Children's will continue to implement the following strategies in alignment and partnership with our community.

CATALPA HEALTH

In collaboration with two other health systems, Theda Care and Ascension, Children's provides strategic investment and engaged leadership to improve access to mental health services as well as connections to community-based organizations, resources and assets across the Fox Valley region.

Anticipated impact: care access and quality.

Catalpa Health improves children and families' mental health and wellness by providing the right care at the right time and close to home. Catalpa reduces wait times for mental health evaluations, increases the number of mental health providers and decreases no-show rates for clients (when leaving inpatient care).

Learn more: catalpahealth.org



CATALPA HEALTH

In partnership with Ascension and ThedaCare, Children's Wisconsin launched Catalpa Health in 2013 to meet a serious need for mental health and wellness services in the community. In 2018, Catalpa served more than 9,000 patients and has expanded its community reach to three clinic sites, 50 school-based programs, and a partnership with the Boys and Girls Club in Oshkosh.

When Catalpa launched in 2013, the average wait for mental health access in the Fox Valley was 60 days. Now, kids and families need to wait only an average of three days to get services.

CHILD PSYCHIATRY CONSULTATION PROGRAM (CPCP)

There is a critical shortage of child psychiatrists in Wisconsin and nationwide. To help fill the provider gap the Medical College of Wisconsin, in conjunction with Children's offers CPCP, an on-call mental and behavioral health consultation service for enrolled primary care providers. Child psychiatrists, a psychologist and resource coordinators provide ongoing education and consultation to primary care providers on behavioral health issues. This helps primary care providers treat kids with mental health issues in their medical homes so that kids can more quickly get the treatment they need.

Anticipated impact: early detection, access to care. We will continue to expand the number of enrolled providers and clinics using CPCP to improve child access to high quality behavioral health care services.

Learn more: chw.org/medical-care/psychiatry-and-behavioral-medicine/for-medical-professionals/psych-consult-site

SCHOOL AND FAMILY E-LEARNING COURSES AND RESOURCES: HEALTHY MINDS, ACT NOW!, IT'S UR CHOICE

Children's fun and engaging e-learning programs inspire students and their families to lead healthier lives, both physically and emotionally. Offered at no cost to schools across Wisconsin, these programs meet national health education standards and were developed using evidence-based research and community input. Topics include bullying prevention, substance use and

mindfulness. Resources are designed to serve children in grades K3 - 8, offering interactive and educational materials for teachers, counselors, students and families, and truly impacting the culture of health across school communities.

Anticipated impact: prevention, reduced stigma. These e-learning resources can improve student and staff knowledge, empower students and families, improve school climate, reduce behavioral difficulties and stressors, increase positive behaviors, and reduce office referrals and school suspension, all of which can positively influence attendance and academic performance.

Learn more: healthykidslearnmore.com

NORTHEAST WISCONSIN (N.E.W.) MENTAL HEALTH CONNECTION

N.E.W. Mental Health Connection is a backbone agency leading a collaboration of community stakeholders to create and continuously improve mental health care for Outagamie, Calumet and Winnebago counties. Within this collective impact model, Children's staff sit on the board of directors, as well as the steering committee for the Qualitative Study on Teen Suicide Related Behaviors.

Anticipated impact: screening, access to care. This program aims to increase the number of adolescents screened for depression, reduce the rate of depression in youth ages 12 - 18, and reduce the number of high school students attempting suicide.

BEHAVIORAL HEALTH ADVOCACY

Children's is committed to ensuring children get the mental and behavioral health care they need and works with policymakers to improve access, coverage and care. The issues we have supported include the following:

- Improving access to school-based mental health care across the state by reducing barriers and increasing funding
- Funding for bullying prevention programming to help students develop skills to combat bullying and build interpersonal communication skills
- Funding to support the Child Psychiatry Consultation Program (CPCP), which helps connect providers across Wisconsin to pediatric mental and behavioral health experts to provide enhanced care and resources to their patients
- Efforts to recognize the importance and effectiveness of trauma-informed care for children and families
- Initiatives to improve mental and behavioral health care for kids in out-of-home care, as well as policies to offer alternative family treatment courts for parents with issues related to mental illness or substance abuse
- Federal efforts to expand funding for behavioral telehealth care, like the CPCP
- Funding to increase the pediatric mental and behavioral health care workforce to ensure we have adequate providers specially trained to care for kids

COMMUNITY COLLABORATIONS

Key strategic partners for improving mental and behavioral health include: philanthropic partners, Wisconsin Department of Public Instruction, area schools and school districts, Department of Health Services, the Medical College of Wisconsin, prevention and out-of-home care placing programs, primary care and family care providers, and residential and day treatment programs.



PRIORITY: OVERWEIGHT AND OBESITY

Physical activity plays an important role in children's health and wellness, from preventing obesity and chronic diseases to setting the stage for lifelong healthy habits. Twenty key informants — nearly one third — ranked physical activity as a top-five health priority for the Fox Valley. Notable issues to address overweight and obesity in the Fox Valley include making sure children are regularly active, reducing excess screen time, and consuming vegetables more regularly.

GOAL

REDUCE THE RATE OF OBESITY FOR CHILDREN LIVING IN THE FOX VALLEY.



HEALTHY HEARTS CLINIC

At our Neenah Clinic, the Healthy Hearts program serves kids and teens with concerns of hypertension, obesity or a family history of early heart disease. A team of experts, including a registered dietitian and behavioral psychologist, help meet the individual health needs of each child in the program. Treatment plans have a strong focus on healthy living, nutrition and physical activity.

OBJECTIVES

1. Educate families on the importance of nutrition and physical activity
2. Promote a culture of health across populations

ACTIONS AND IMPLEMENTATION

To achieve our objectives, Children's will continue to implement the following strategies in alignment and partnership with our community.

MISSION: HEALTHY KIDS (school and family e-learning courses and resources)

Mission: Healthy Kids, a partnership of Kohl's Cares® and Children's Wisconsin, raises awareness about the impact of nutrition and physical activity on children's physical development, ability to learn and emotional well-being.

Anticipated impact: education, school culture.

School engagement in Healthy Schools Challenges, family engagement in Healthy Families Challenges, school applications for Wisconsin School Health Award.

Learn more: healthykidslearnmore.com

LIVEWELL FOX VALLEY

LiveWell Fox Valley (LWFFV) is a community health initiative with a mission of partnering to advance a culture of health and well-being for all in the Fox Valley. LWFFV is the result of a one-year re-visioning process for Weight of the Fox Valley in 2018 - 19. LWFFV has a greater focus on overall well-being and a more concentrated focus on changing policy, systems and the environment, as well as shifting culture to support health. Continuing with a population-wide approach, while also incorporating special emphasis

on children, families and our most vulnerable populations, will help to ensure that all community members have the opportunity to live longer, better, healthier and happier lives.

Anticipated impact: prevention, community culture. Local governments, the private sector, nonprofit leaders and community members working together will improve individual health and well-being, enhance productivity, reduce health care costs, and recognize the Fox Valley as a desirable place to live.

Learn more: weightofthefoxvalley.org



OVERWEIGHT AND OBESITY ADVOCACY

Children’s supports policy efforts aimed at addressing determinants of health, including improving access to healthy and affordable food and safe and supportive environments for outdoor physical activity. We have supported the Farm-to-School program, which brings local foods to schools and encourages hands-on learning activities with nutritious, fresh foods, as well as efforts to enhance nutrition and physical education requirements in Wisconsin schools. We have also advocated for efforts to improve access to healthy and affordable food options, particularly for households with lower incomes or those living in food deserts. Children’s recognizes the importance of the SNAP/FoodShare program for Wisconsin kids and families to ensure access to healthy foods.

COMMUNITY COLLABORATIONS

Key strategic partners for improving healthy lifestyles include: Wisconsin Department of Children and Families, Wisconsin Department of Public Instruction, area schools and school districts, Kohl’s Cares®, Ascension Health, Advocate Aurora Health, ThedaCare, United Way Fox Cities, Oshkosh Area United Way, Mosaic Family Health, Lawrence University, University of Wisconsin-Oshkosh, YMCA of the Fox Cities and Oshkosh YMCA, American Heart Association, and public health departments within Calumet, Outagamie and Winnebago counties.

DEVELOPING STRATEGIES

Many efforts to improve community health take time for planning and integration. Though we're not yet able to designate a specific set of targets or outcomes, the following are important tactics in development across our health system.

Community partnerships

Community partnerships are key to Children's overall strategy. We will continue to improve our collaboration with our community partners, advancing their capacity, sharing best practices and data, and regularly seeking their feedback so we can continue to engage effectively and meaningfully for the community we serve.

Determinants of health screening

Children's has been actively engaged in shared learning with Milwaukee Health Care Partnership and other health care providers around the best practices and opportunities for implementing system-wide screening for determinants of health. With an understanding that unmet basic needs can be barriers for a child to reach their full health potential, we will continue to learn and scale our screening and response to a child and family's social needs.

Commitment to inclusion, diversity and equity

Children's is accelerating our commitment to inclusion, diversity and equity, which includes adding a dedicated office to support this work. Our vision is that everyone at Children's will commit to inclusion, diversity and equity in every interaction to strengthen our culture, communities and the experiences of the families we serve. Our strategic objectives are focused on culture, workforce, health equity and community.

Care coordination

Children's has an opportunity to continue to grow and learn in the area of care coordination and co-managing families to support chronic conditions and social needs. Learning from the community, family and health care

leaders, Children's will actively engage in implementing and expanding our knowledge and infrastructure to support care coordination.

Data and infrastructure

To ensure Children's commitment to these improvement strategies, we will continue to seek opportunities to increase our ability to monitor outcomes in new and expanded ways.

Children's vision measures

In 2019, Children's board and senior leadership team adopted strategic vision measures. The vision measures bring definition, focus and opportunity to Children's vision of Wisconsin's kids being the healthiest kids in the nation. Over the next few years, Children's will continue to identify indicators and understanding of the vision measures.



STRATEGIES THAT CROSS MULTIPLE PRIORITIES

Some of our strategies cut across the priority areas. These partnerships and collaborative initiatives also play an important role in improving children's health.

Children's Community Health Plan

Created by Children's Wisconsin, this insurance offering serves more than 130,000 children and adults who are covered by BadgerCare Plus, ensuring that more families get access to high-quality health care. Children's Community Health Plan facilitates a variety of health promotion initiatives for families, including a Healthy Moms Healthy Babies prenatal care program, asthma outreach, out-of-home care and healthy shopping education.

Learn more:

childrenscommunityhealthplan.org

Advocacy

Children's is committed to advocating on behalf of children and families across Wisconsin. Through federal, state and local advocacy efforts, Children's focuses on public policies that improve the health status of children. Advocating for policy has a significant impact on our communities beyond just those served by Children's. Along with valuable partner organizations, Children's advocates for several policies related to the identified priorities and other important topics to improve the health and well-being of Wisconsin kids and families. In particular, Children's recognizes the importance of having a strong Medicaid/CHIP program as



key for both short- and long-term child health outcomes. Children's also offers opportunities to take grassroots action to contact lawmakers through our Children's Advocacy Network. Advocates take action on important health and well-being topics to help raise our collective voices on behalf of kids and families. Additionally, Children's participates in lobby days alongside our association partners in both Madison and Washington, D.C., to advocate on our shared policy priorities to improve children's health and well-being. These events offer our patient families, leaders, staff and community members opportunities to stay informed and engaged in important child health policy conversations.

Conclusion

While this report does not encompass all of Children's Wisconsin's health initiatives, it demonstrates the current and emerging strategies that we continue to use to address our community's most critical needs: mental and behavioral health, chronic disease prevention and management, and overweight and obesity prevention. These are significant health priorities that require long-term work and strong partnerships, but we are making progress, and we won't give up until Wisconsin kids are the healthiest in the nation.

Acknowledgements

Children's Wisconsin acknowledges the subject matter experts and leaders of each implementation area who shaped the content in each section and continue to move this work forward. The Community Health Needs Assessment and Implementation Strategy Advisory Group was also instrumental in prioritizing community health needs in alignment with Children's strategy.

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