

The Richland Hospital and Clinics' Community Health Improvement Plan



THE RICHLAND HOSPITAL
and Clinics

MESSAGE TO OUR COMMUNITY



The Richland Hospital and Clinics (TRHC) is proud to serve the residents of Richland County and surrounding communities with exceptional, compassionate care. Guided by our mission to improve health and well-being for all, we uphold our core values of respect, integrity, excellence, and community partnership in everything we do.

Our commitment to community health extends beyond the walls of our hospital. Over the past year, TRHC collaborated with local organizations, public health officials, and community members to conduct a comprehensive Community Health Needs Assessment. Through data analysis, interviews, and community forums, we identified the most pressing health challenges facing our region.

From this process, three key priorities emerged for the 2025–2027 Community Health Improvement Plan (CHIP):

- 1. Mental Health** – Expanding access to behavioral health services and reducing stigma.
- 2. Obesity Prevention and Treatment** – Promoting healthy lifestyles and improving access to weight management resources.
- 3. Substance Abuse** – Addressing prevention, treatment, and recovery support for individuals and families.

Moving forward, TRHC will strengthen partnerships, develop innovative programs, and provide high-quality, accessible care to address these priorities. Together with our community, we aim to create a healthier future for all.

To learn more about our initiatives or share your ideas, please visit www.richlandhospital.com or contact us directly. Your input is vital as we work collaboratively to improve health and well-being across Richland County.

Bruce Roesler
President and CEO
The Richland Hospital and Clinics

EXECUTIVE SUMMARY

BACKGROUND

The Affordable Care Act (ACA) requires all 501(c)(3) tax-exempt hospitals to conduct a Community Health Needs Assessment (CHNA) every three years and develop a Community Health Improvement Plan (CHIP) to address identified needs. These efforts ensure hospitals remain responsive to the health priorities of the communities they serve.

In 2025, The Richland Hospital & Clinics (TRHC) partnered with local agencies, nonprofits, school districts, and community members to complete a comprehensive CHNA for Richland County and surrounding areas. This assessment provided data-driven insights and community feedback to guide TRHC's strategic initiatives for improving health outcomes. The CHIP summarizes TRHC's action plan for 2025–2027.

Community Health Priorities

Based on the CHNA findings and stakeholder input, TRHC identified three key priorities:

- 1. Mental Health** – Expand access to behavioral health services and reduce stigma.
- 2. Obesity Prevention and Treatment** – Promote healthy lifestyles and improve access to weight management resources.
- 3. Substance Abuse** – Support prevention, treatment, and recovery programs for individuals and families.

STRATEGIES

To address these priorities, TRHC will implement the following strategies:

- **Mental Health:** Increase specialized mental health services at rural clinics, expand awareness and utilization of Senior Life Solutions, and promote stigma-reduction education through community campaigns and partnerships.
- **Obesity Prevention:** Sponsor and promote community events focused on physical activity and healthy eating, maintain the Get Fit program, and provide nutrition education through outreach and social media.
- **Substance Abuse:** Support local coalitions and nonprofits, maintain Medication-Assisted Treatment (MAT) provider access, and increase awareness through school partnerships and public campaigns.

In addition, we will expand specialty care access through initiatives like the Orion Project, new Eye Care Services including Optometry and Ophthalmology, and additional Orthopedic providers.

Specifically, the ORION project has helped to develop an enhanced level of Rheumatology services available through our family medicine doctors, through additional education, training, and equipment provided via the UW School of Medicine and Public Health.

The Richland Hospital & Clinics' Role in the CHNA and CHIP

WHY WE CONDUCT A CHNA

The CHNA is more than a compliance requirement- it is a vital tool for shaping TRHC's community benefit initiatives. By combining data analysis with community input, we ensure that our Community Health Improvement Plan (CHIP) strategies are evidence-based, targeted, and responsive to local priorities. This process strengthens partnerships with schools, public health agencies, nonprofits, and residents, fostering collaboration to improve health outcomes.

PRIMARY DATA

To capture the voice of the community, TRHC conducted surveys, focus groups, and a town hall meeting in early 2025.

- **Survey Participation:** Over 250 responses were collected, representing hospital staff, health professionals, parents/caregivers, and other community members.
- **Top Concerns Identified:**
 - Mental health services (diagnosis, placement, provider availability) – 19.2%
 - Substance abuse (drugs, alcohol, vaping) – 18.0%
 - Obesity prevention and treatment – 13.8%
- **Additional Issues:** Housing, childcare, and access to specialty care were also noted.
- **Root Causes:** Limited access to mental health services, lack of exercise, poor nutrition, and insufficient health education were cited as major contributors to poor health.

This feedback directly informed the CHIP priorities and highlighted barriers such as provider shortages, transportation challenges, and affordability.

SECONDARY DATA

TRHC analyzed publicly available health indicators from sources such as the Robert Wood Johnson County Health Rankings, Wisconsin Vital Statistics, and the American Community Survey.

These data points validate community feedback and guide evidence-based strategies in the CHIP.

CONNECTING CHNA TO CHIP

The insights gained through primary and secondary data collection directly shape the 2025–2027 Community Health Improvement Plan, which focuses on three priority areas:

- 1. Mental Health** – Expanding access to behavioral health services and reducing stigma.
- 2. Obesity Prevention and Treatment** – Promoting healthy lifestyles and improving access to weight management resources.
- 3. Substance Abuse** – Supporting prevention, treatment, and recovery programs for individuals and families.

Each CHIP strategy is designed to address these priorities through measurable goals, community partnerships, and resource allocation. By aligning our efforts with the data and feedback collected during the CHNA, TRHC ensures that our initiatives are impactful, sustainable, and responsive to the evolving needs of Richland County.



OUR PROGRESS SINCE 2023

The Richland Hospital and Clinics (TRHC) launched the 2023–2025 Community Health Improvement Plan (CHIP) following the 2022 Community Health Needs Assessment (CHNA). This plan focused on three priority areas:

- **Mental Health (M)**
- **Substance Abuse Treatment and Prevention (S)**
- **Overweight/Obesity Treatment and Prevention (O)**

BELOW IS A SUMMARY OF PROGRESS MADE TOWARD THESE GOALS

MENTAL HEALTH

Goal: Expand access to mental health services and reduce stigma.

Progress Highlights:

- **Service Expansion:**
 - Completed pro forma for mental health services at Rural Health Clinics (2023).
 - Telehealth mental health visits explored (2024).
 - Maintained collaboration with Dr. Cullen and began planning for psychiatric NP/physician consultants.
- **Senior Life Solutions (SLS):**
 - Increased average daily census from 8 to 10 participants, improving access for seniors.
- **Community Education & Awareness:**
 - Sponsored two SafeTALK suicide prevention education events annually.
 - Updated suicide risk protocol and trained staff under new DNV accreditation standards.
 - Launched quarterly “Patients First” newsletter featuring mental health resources.
 - Expanded translation of key documents into Spanish and increased social media outreach.

SUBSTANCE ABUSE

Goal: Increase resources and education for prevention and treatment.

Progress Highlights:

- **Access to Treatment:**
 - Maintained four Medication-Assisted Treatment (MAT) certified providers (up from one in 2021).
- **Community Engagement:**
 - Promoted Narcotics Anonymous and Alcoholics Anonymous resources through ED materials and website.
 - Supported Partners 4 Prevention campaigns (NARCAN training, Drug Take Back Day, Alcohol Awareness Month).
 - Sponsored school-based prevention programs and post-prom events to reduce youth exposure to substance use.

- **Education & Outreach:**

- Consistent social media messaging and sponsorship of community events.
- Quarterly newsletter featuring substance abuse prevention resources.

OBESITY PREVENTION & TREATMENT

Goal: Promote healthy eating and physical activity for staff and community.

Progress Highlights:

- **Employee Wellness:**

- Increased participation in hospital-sponsored fitness and nutrition events by 10%.
- Continued “Let Food Be Your Medicine” program; survey data shows increased adoption of healthy cooking practices.

- **Community Initiatives:**

- Sponsored annual Spring Sprout 5K Walk/Run and other fitness events.
- Supported summer athletic programs in local school districts.
- Promoted Get Fit Program for weight management through lifestyle counseling and medication support.
- Expanded outreach via social media, radio appearances, and National Nutrition Month campaigns.

LOOKING AHEAD

These efforts have strengthened TRHC’s role as a community health leader. As we transition to the 2025–2027 CHIP, we will build on these successes and address emerging priorities, including access to specialty services.





PRIORITY HEALTH ISSUES

Based on our 2025 CHNA report results, three community health priorities are identified below. Despite progress since the 2021 and 2023 plans, the steering committee found the top three priorities to remain unchanged though the order of priority was different:

- **Mental Health Services**
- **Obesity Prevention and Treatment** (Nutrition and Fitness)
- **Substance Abuse/Misuse Treatment and Prevention**

Review and discussion of the 2025 CHNA results with the Executive Management Team resulted in the addition of a fourth priority area:

- **Chronic Disease Management**

TRHC's Director of Community Relations and Marketing oversees the CHIP.

The following pages outline the goals, measurements, and descriptions addressing each of the health priorities in this action plan.



Addressing Mental Health

During the community discussions held in 2025, participants shared that there remains a stigma around mental health issues, a deficit in mental health services available and a lack of knowledge about existing resources available that can improve mental health in the greater Richland County area.

INCREASE MENTAL HEALTH SERVICES

Goal: Continue to work toward offering specialized mental health services at the Rural Health Clinics (RHC); expand services at TRHC in Richland Center

Measures:

- In 2026: Begin offering specialized mental health services at the Muscoda Health Center
- Continuing support of the existing collaboration with Dr. Cullen
- In 2027: Explore opportunities to add a psychiatric NP and/or physician as consultants to primary care providers

Description: The clinic leadership team will assess the viability and need for additional mental health services in our service area

Goal: Improve access to information about existing local mental health resources.

Measures:

- Mental health support messaging on TRHC social platforms will be consistently shared year -round
- Consistent sponsorship of events hosted by non-profits addressing the mental health needs of the greater Richland County area
- Support regional and community partnerships aimed at improving mental health agencies and organizations

Goal: To continue to grow the Senior Life Solutions (SLS) program to provide maximum access and increase the reliance and coping skills of the senior population

Measures: Participation will consistently show an average daily census (ADC) of 16 (increased from 12 in 2025).

Description: TRHC's Senior Life Solutions (SLS) program offers intensive outpatient group counseling tailored for people over sixty-five who are coping with anxiety and depression, especially those challenges that arise with aging. After growing the program to the maximum number of patients for the existing mental health team, TRHC's goal is to support the continued level and vibrancy of the program.

REDUCE STIGMA SURROUNDING MENTAL HEALTH ISSUES THROUGH INCREASED EDUCATION.

Goal: Allocate existing sponsorship funding in the marketing department to support SafeTALK and other evidence-based educational curricula such as Make It OK and Sources of Strength to improve the mental health of the community.

Measures:

- TRHC will conduct public awareness campaigns to educate the community about mental health and available resources.
- TRHC will train staff in mental health stigma, focusing on support for family, friends, and coworkers
- TRHC will promote stigma elimination education and messaging.

Description: In cooperation with SLS, the TRHC Suicide Prevention Task Force, the TRHC Wellness Committee, and community partners such as the school districts and public health, the marketing department will ensure funding to continue providing education to TRHC staff and community members on mental health issues, reducing mental health stigma and increasing suicide prevention awareness.





Addressing Overweight and Obesity Treatment and Prevention

Adult obesity is the percentage of the adult population (age 20 and older) that reports a body mass index (BMI) greater than or equal to 30 kg/m². Childhood obesity is defined as having a BMI above the 95th percentile for age and gender.

KEEP PROVIDING WAYS FOR TRHC STAFF AND FAMILIES TO STAY ACTIVE AND EAT HEALTHY.

Goal: During 2026, 2027 and 2028 continue the strategy of encouraging staff and families to participate in at least two hospital-promoted events that encourage physical activity and health eating, improving rates of participation by 10% over 2025 participation rates.

Measures:

- TRHC will sponsor at least one activity-based event and promote one to two annually.
- The TRHC Wellness Committee Facebook Group for staff will continue to promote regular health, eating and exercise education.

Description: Maintain or increase attendance and promotion of events that encourage increased physical activity for staff and their families.

ENCOURAGE INCREASED PHYSICAL ACTIVITY AND HEALTHY EATING THROUGHOUT THE GREATER RICHLAND COUNTY COMMUNITIES SERVED BY TRHC.

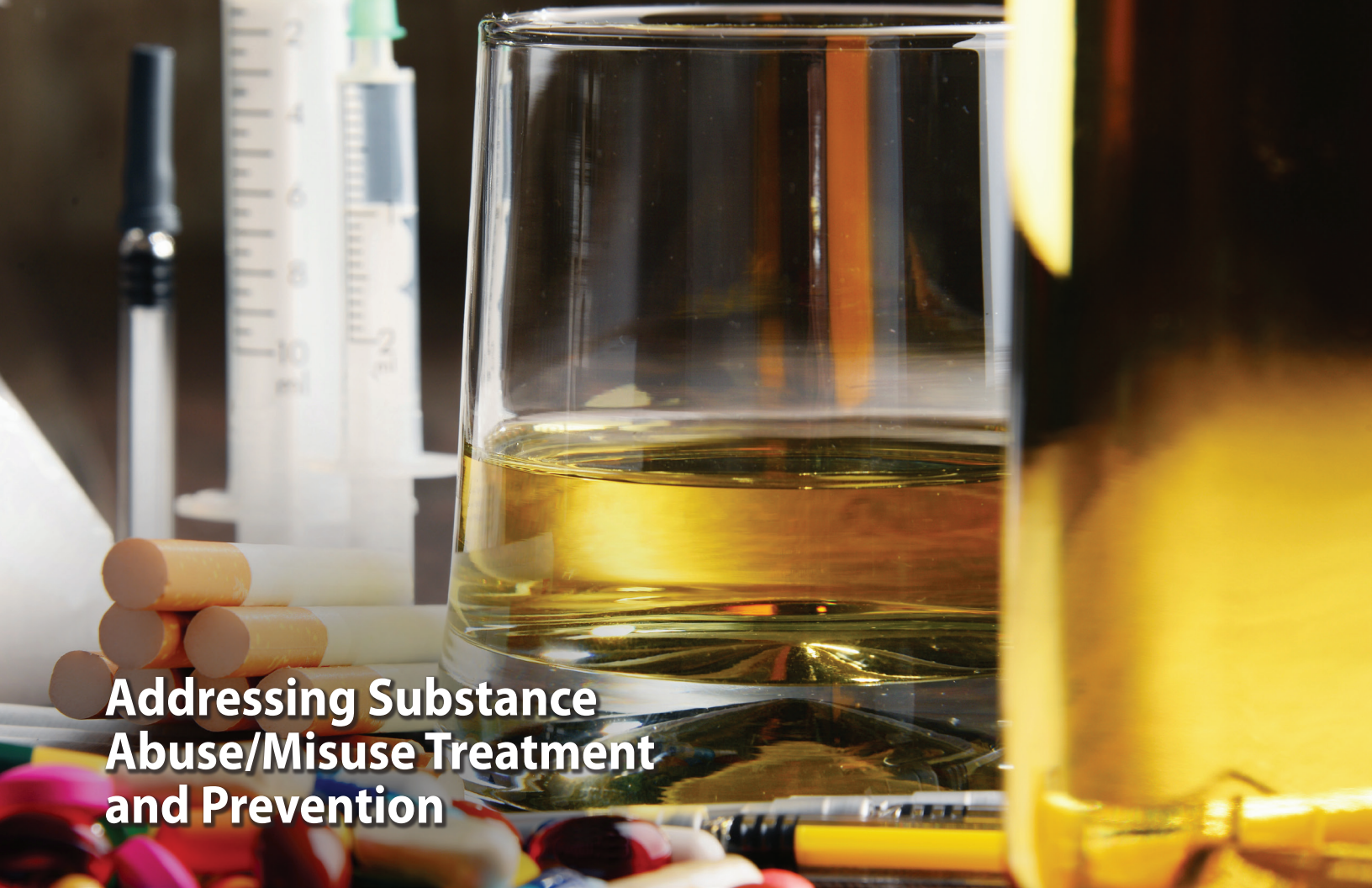
Goal: Improve awareness about available opportunities to be physically active or to learn about healthy eating habits.

Measures: Promote frequent information and opportunities to the public regarding health and fitness-related activities via provider visits, event hosting or sponsorship, and promotion.

- TRHC subject matter experts promote attaining and maintaining a healthy active lifestyle
- Annual National Nutrition Month press, promotion, and event
- Consistent sponsorship of events hosted by non-profits addressing the health needs of the greater Richland County area.
- Maintain and further promote the Get Fit Program offered through Richland Hospital Clinic
- TRHC organizes and sponsors quarterly food drives, emphasizing the types of healthy foods to donate.
- Part of TRHC's advertising and sponsorship funds will be allocated to support this purpose.

Description: TRHC and our community partners play an integral role in providing education to all members of our community regarding how to combat overweight and obesity. This effort includes education on active lifestyles, options in the area, and healthy eating.





Addressing Substance Abuse/Misuse Treatment and Prevention

Substance abuse and addiction include all excessive use of substances including alcohol, tobacco, prescription drugs, e-cigarettes/vaping devices, opioids, and other drugs that are harmful. In the discussions during CHNA development, participants noted that additional resources need to be supported.

INCREASE AND SUPPORT MAINTAINING AND CREATING MORE ACCESS TO RESOURCES FOR THOSE BATTLING SUBSTANCE ABUSE/MISUSE.

Goal: Assist in providing information about Narcotics Anonymous and Alcoholics Anonymous to those who would benefit from it.

Measures: Provide information about the programs through materials dissemination in the hospital's Emergency Department, in the primary care clinics, and on the TRHC website

- TRHC supports all programs of Partners 4 Prevention through sponsorship, participation by staff at coalition meetings and events, news sharing and via social media platforms.
- TRHC supports all other non-profit organizations whose efforts positively affect substance use treatment and prevention in the greater Richland County area.
- TRHC will share support messaging on TRHC social media platforms year-round.

Description: Both Narcotics Anonymous (NA) and Alcoholics Anonymous (AA) have been organized and active in the greater Richland County area for several years. Groups consist of individuals encouraging one another to follow a 12-step process to reflect the concept of addiction disease. Both provide a recovery process and support group for people who are quitting substance abuse.

Goal: Maintain a stable roster of providers who are Medication Assisted Treatment (MAT) certified; currently 2 providers are certified.

Measures: MAT-certified providers will maintain a balanced practice providing access to patients seeking family medicine and treatment of substance use disorders (SUDs).

Description: Primary medical facilities provide a safe place for individuals with SUDs to engage in treatment without the stigma attached. In addition, the primary care setting presents providers with an opportunity to better identify, assess, intervene, and support patients with SUDs. This is an effort to address the growing concern of drug addiction, including overdoses, in the greater Richland County area.

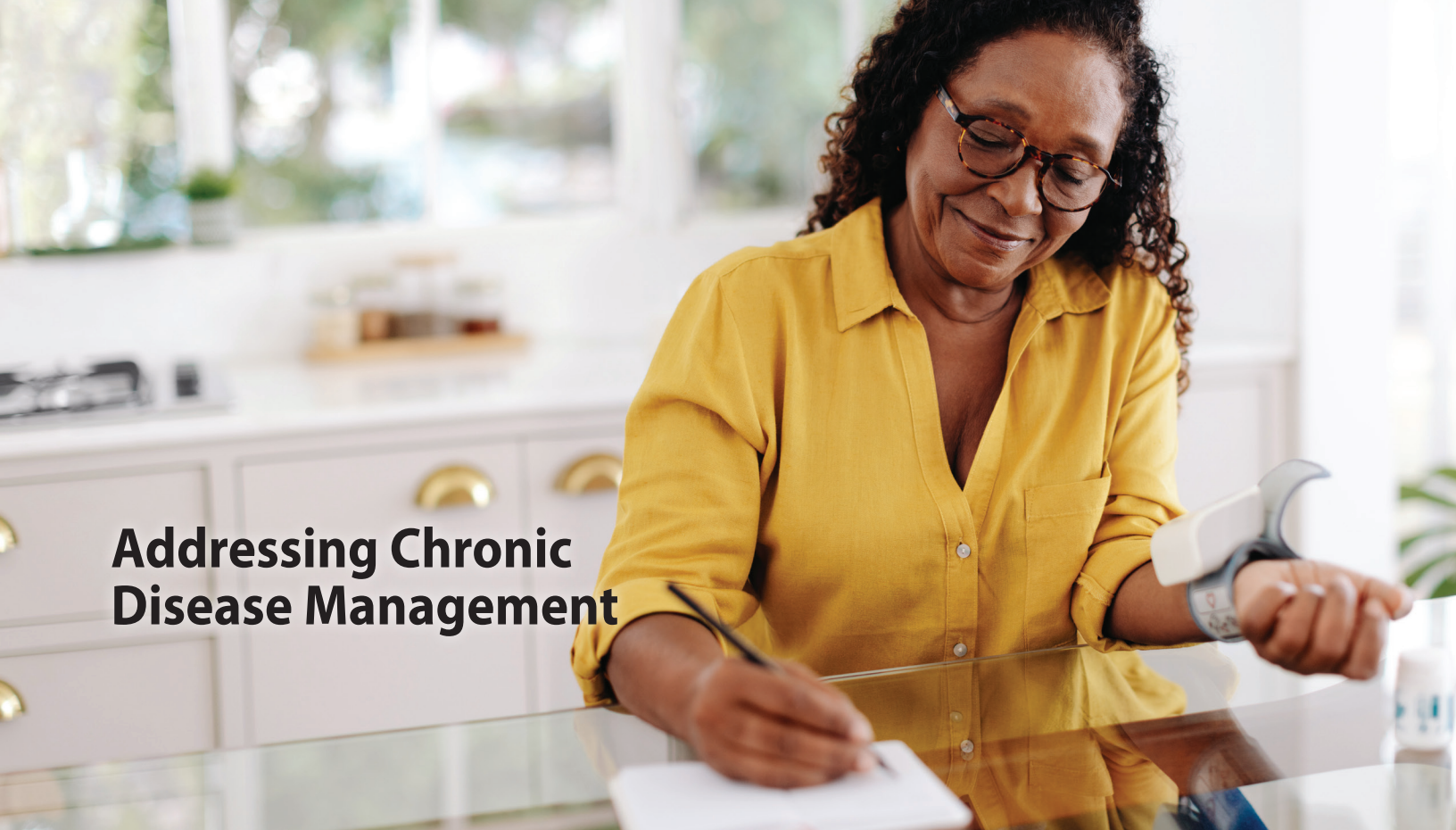
Goal: Increase awareness of issues surrounding substance abuse/misuse, especially by youth and help create an environment of collaboration for increased change.

Measures: Provide financial support and increased awareness for non-profit organizations supporting this goal in the greater Richland County area.

- School district-hosted events aimed at increasing awareness or as alternatives to events that expose youth to substance abuse/misuse.
- Collaboration with Partners 4 Prevention on multiple campaigns including NARCAN training and availability, National Night Out, Alcohol Awareness Month education, Tobacco/Vaping Cessation, Drug Take Back Day, etc.
- Support Richland County Children and Family Advocacy Council's (RCCFAC) efforts in decreasing substance use and development of healthy family dynamics.
- Consistent sponsorship of events hosted by non-profits addressing substance use/misuse in the greater Richland County area.

Description: TRHC will influence change in community education regarding substance use and abuse through increased education, and promotion and financial support of endorsed events.



A woman with curly hair, wearing glasses and a bright yellow button-down shirt, is seated at a glass-topped table. She is smiling and looking down at a notepad in her left hand, while her right hand holds a pen over the paper. On her left wrist, she wears a white medical device, possibly a blood pressure cuff or a glucose monitor. The background is a bright, out-of-focus kitchen with white cabinets and a window showing greenery outside.

Addressing Chronic Disease Management

Chronic disease management is an essential component of healthcare for individuals with long-term health conditions. Community feedback from residents, community leaders and providers indicated that 5.7% of the 252 respondents indicated that 5.7% felt this to be an ongoing problem. Two of the more highly prioritized concerns, Obesity Prevention and Treatment and Substance Abuse and Misuse, closely correlate with the development of chronic diseases such as COPD, CHF, heart disease and cancer.

Goal: Improve patient-provider communication and adherence to chronic disease management plans.

Measures:

- Grow the Chronic Care Management program begun in 2025 sufficient to add a second RN in 2026.
- A technology-based solution to identify potential missed opportunities for screening and prevention of chronic disease is employed by 2028.
- Expand the scope of the Orion Initiative beyond rheumatology to respond to the needs for additional specialty care and/or access to the latest clinical approaches and procedures in our rural area.

Description: The Chronic Care Management (CCM) program is relatively new to TRHC, with its beginning in May 2025. It is a Medicare program that provides ongoing support and care for individuals with multiple conditions. Its aim is to improve health outcomes, prevent complications and reduce healthcare costs for patients with chronic diseases. Patient identification for this program is much more efficient with a technology-based solution, as may be possible with participation in the Wisconsin High Value Network. This tool can also be used to identify other patients for preventive services such as screening mammography, and colonoscopy.



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The Richland Hospital, Inc.
333 East Second Street
Richland Center, WI 53581
RichlandHospital.com