



SSMHealth.

2025-2027

Community Health Needs Implementation Strategy



SSM Health Monroe Hospital

515 22nd Ave. | Monroe, WI 53566

Message to Our Community

SSM Health Monroe Hospital is proud to deliver exceptional and compassionate care. The Franciscan Sisters of Mary - our foundresses - cherished the sacredness and dignity of each person they cared for. We continue this tradition and are inspired by their work each day.

The core values of SSM Health are compassion, respect, excellence, stewardship, and community. Our commitment to community can easily be seen with our strong partnerships with local organizations that also focus on providing services to those who are most marginalized.

Together, we have identified and developed plans to address high-priority community health needs through a Community Health Improvement Plan (CHIP). We are grateful for the continued collaboration.

Our new CHIP has come about thanks to the results of a comprehensive Community Health Needs Assessment (CHNA). Creating a CHNA is very important work, as it provides an opportunity for community voices to be heard and helps organizations like ours to find shared areas of focus.

SSM Health Monroe Hospital is committed to working with partners to address the community's health needs and improve the health of citizens. The priorities which SSM Health Monroe Hospital will address over the next three years are:

- 1. Mental Health*
- 2. Housing*

We will continue to nurture, develop productive relationships, and remain steadfast in our Mission to serve. Please visit ssmhealth.com to learn more about how we will continue to make a difference in Monroe and beyond.

Pax et bonum – Pace e bene – Peace and all good.



Jane Curran-Meuli

President - SSM Health Monroe Hospital



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About SSM Health and Monroe Hospital

Nationally recognized for quality and innovation, SSM Health is a Catholic, not-for-profit, fully integrated health system working to advance health equity and empower all people to achieve their full potential.

With care delivery sites in Illinois, Missouri, Oklahoma, and Wisconsin, SSM Health provides convenient access to high-quality community-based services as well as world-class academic medicine, clinical trials, and research studies. The organization's footprint includes hospitals, physician offices, outpatient and virtual care services, senior care, comprehensive home care and hospice services, a fully transparent pharmacy benefit company, a health insurance company, and an accountable care organization. As one of the largest employers in every community it serves, the organization's 40,000 team members and 13,900+ providers are dedicated to fulfilling SSM Health's Mission: "Through our exceptional health care services, we reveal the healing presence of God."

About SSM Health in Monroe

SSM Health Monroe Hospital and SSM Health Monroe Clinic Medical Group are part of a Catholic, not-for-profit health care network with one hospital and a multi-specialty physician practice with over 120 employed providers offering a broad range of health care services to meet the needs of the communities. It serves southern Wisconsin and northern Illinois. SSM Health in Monroe also includes 12 clinic locations, a 24-hour emergency department, a home care and hospice agency, walk-in and urgent care clinics, rural family medicine residency and emergency medicine fellowship programs, and primary and specialty care sites offering preventive, acute, and rehabilitative care.

Wisconsin locations: Albany, Brodhead, Monroe, Monroe Express Clinic, Monroe Hospice Home, New Glarus

Illinois locations: Durand, Freeport Clinic on Kiwanis Dr., Freeport Urgent Care, Freeport Eye Care, Freeport Clinic on Kunkle Blvd., Lena

Exceptional services and program highlights

- Recognized by the Wisconsin Department of Health Services with the "Big Shot" Award for their efforts to vaccinate 90% or more of their patients 2-years-old and under against diseases.
- Expanded robotic surgical services by adding the Da Vinci Xi robot, which is used to treat colorectal cancers, hernias, prostate cancers, gynecology cases, and mitral valve repairs.
- Launched an innovative inpatient dialysis program in 2023, streamlining processes and keeping patients close to home for dialysis care while in the hospital.

Fast facts

Location: 515 22nd Avenue, Monroe, WI 53566

Contact: 608-324-2000

Key statistics:*

Licensed beds: **95**

Licensed providers: **120+**

Employees: **1,000+**

Emergency department, urgent care & express clinic visits: **38,131**

Surgical cases: **3,842**

Inpatient admissions: **2,759**

Average daily census: **28**

Births: **461**

Clinic appointments: **316,709**

* Data from January 1, 2023 - December 31, 2023

Awards:

- Chartis Center for Rural Health Top 100 Rural & Community Hospital (2019-2023)
- Chartis Center for Rural Health Top 20 Rural & Community Hospitals (2021 and 2023)
- Healthgrades Outstanding Patient Experience Award (2019-2023)
- Healthgrades Patient Safety Excellence Award (2023)
- Centers for Medicare & Medicaid Services 5-Star Patient Experience Rating (8 times)



Through our exceptional health care services, we reveal the healing presence of God.

Executive Summary

Background

SSM Health Monroe Hospital is pleased to present the 2025-2027 Community Health Improvement Plan (CHIP) as a response to the 2024 Community Health Needs Assessment (CHNA) conducted from January-September 2024. The CHNA report provides an overview of the health needs and priorities associated with our service area with a goal of providing our community with a deeper understanding of current health needs, to help guide the hospital in its community benefit planning efforts and to develop an implementation strategy to address evaluated needs. The SSM Health Wisconsin Regional Board approved the 2024 CHNA on November 12, 2024.

The Affordable Care Act (ACA) requires 501(c)(3) tax-exempt hospitals to conduct a CHNA every three tax years and adopt a strategic implementation plan for addressing identified needs. The strategies adopted as part of the 2025-2027 Community Health Improvement Plan were carefully developed through the work of the Healthy Community Coalition of Green County, where SSM Health Monroe Hospital serves as a committee member and advisor. The SSM Health Wisconsin Regional Board approved this Community Health Improvement Plan on February 25th, 2025.

Priorities

In Green County, we identified housing and mental health as our top health priorities based on community feedback and data analysis. We will develop comprehensive strategies for each of these priorities, which will be outlined in detail later. By working collaboratively with local government, nonprofit organizations, and community stakeholders, we aim to implement effective solutions that will enhance the overall health and well-being of our community.

Strategies

The Healthy Community Coalition of Green County, in partnership with various community organizations and stakeholders, has formulated and shared strategies to address our two priority areas. While these strategies will be elaborated upon later in this plan, a preliminary overview of the objectives is provided below.

Housing

- ★ Enhance awareness of existing housing resources.
- ★ Enhance community awareness of how addressing the housing challenges that exist throughout the county can have a positive impact.
- ★ Increase the diversity of housing.
- ★ Increase availability of housing programs that support those who have historically had difficulties renting or owning a home.

Mental Health

- ★ Enhance awareness of existing mental health resources.
- ★ Decrease stigma around mental health.
- ★ Enhance access and reduce barriers to utilizing mental health services.
- ★ Build community resilience by promoting meaningful social relationships and connectedness especially among youth.

Community Assets

Respondents praised Green County's access to parks, trails, and green spaces as its best feature. Proximity to family and friends, community size, safety, and the rural lifestyle were also highly valued. Different demographic groups had similar top assets, with Spanish-speaking residents, people of color, and families with children under 18 particularly appreciating it as a good place to raise kids. Additional highlights included community events, good schools, and a welcoming community. Quotes from the community emphasized pride in the agricultural community, local farms, the appealing distance to larger cities, and the small-town vibe in Monroe with nice parks and a community-minded library.



How do these assets influence priority needs and implementation strategies?

- **Family-Friendly Initiatives:** With the community being seen as a great place to raise kids, especially by Spanish-speaking residents and families with children, there may be a need for more family-oriented services and activities. This could include expanding childcare services, improving local schools, and creating more family-friendly events.
- **Infrastructure and Accessibility:** The appreciation for the distance to larger cities indicates a need for improved transportation and infrastructure to make commuting easier while preserving the small-town feel. This could involve enhancing public transport, road networks, and easier connectivity.
- **Inclusive Resources:** Addressing the needs of diverse demographic groups, such as people of color and Spanish-speaking residents, involves implementing programs and services that are inclusive and culturally relevant. This might include multilingual resources, community centers, and targeted outreach programs.

Green County Healthy Community Coalition

Green County Public Health

SSM Health Monroe Hospital

Green County Human Services

UW Extension Green County

Better Brodhead

Reach Green Early Head Start

Green County Family YMCA

New Glarus School District

Kuhn North America

United Way of Green County

Green County Child Advocacy Center

**Aging and Disability Resource Center of Green
County**

Colony Brands

Green County Development Corporation

Southwest Wisconsin Community Action Program

Monticello School District

City of Monroe

City of Brodhead

Village of New Glarus

Village of Belleville

The Growing Tree

Corrine's Little Explorer

Green County Sheriff's Office

Monroe Police Department

Brodhead Police Department

Fowler Dental Clinic

Monroe School District

Bank of New Glarus

Green County Board of Health

Green County Literacy Council

Sexual Assault Recovery Program

National Alliance on Mental Illness (NAMI)

Green County

Blackhawk Technical College

Family Promise

UW Health Belleville

Miramont Behavioral Health

Stephenson County Healthy Community Coalition

Freeport Health Network

Stephenson County Public Health

SSM Health Monroe Hospital

Freeport School District

Freeport Ministerial Alliance

United Way of Northern Illinois

University of Illinois-Extension

Boys and Girls Club of Stephenson County

Rosecrance Freeport

Voices of Stephenson County

Stephenson County Administrator

UIC-University Illinois College

Freeport Police Department

Mayor of Freeport

Boys and Girls Club of Stephenson County

Greater Freeport Partnership

Farm Bureau

FACC-Freeport Area Church Cooperative

Highland Community College

Stephenson County Board

Stephenson County Sherriff's Office

Our Progress Since 2018

SSM Health became the primary healthcare sponsor of the Jacob's SWAG Foundation "Got Your Back" app to support mental health access and suicide prevention across our service area.

SSM Health partnered with a variety of agencies to host the Latina Health Fair (Feria de Salud), featuring a mobile vaccination unit, health screenings, and engaging activities for children. We were delighted to have 380 people attend!

In 2023, the Green County Healthy Community Coalition convened a housing summit to address the community's primary housing concerns. The event focused on strategies to attract developers and explored project ideas, evaluating both successful initiatives and lessons learned from less successful efforts. We are continually exploring and developing strategies to address the housing challenges within our communities.

In 2018, SSM Health Monroe Hospital acquired several residential properties near the hospital campus before constructing the new hospital and clinic. When SSM took over in 2018, these properties were included in the acquisition. Originally procured for strategic value, some of the 12 properties are beyond the Monroe Hospital campus limits and have been donated for community benefit programs. These donated properties will go to Habitat for Humanity and the Green County Development Corporation.



The Barbershop Transformation & Wellness Center is a safe space for Black men, women, and children, offering community services and traditional hair care. Initiated by the Freeport Ministers Fellowship Alliance and SSM Health Monroe Hospital, it aims to build trust, promote healthier lifestyles, and improve health outcomes. The center provides health resources, blood pressure screenings, and professional healthcare speakers, now including services for women and children with the addition of a cosmetology suite.

Other Community Health Initiatives

Basket of Hope

The Basket of Hope program by SSM Health, in collaboration with local food banks, aims to support food-insecure patients, especially new mothers, by providing them with essential food supplies upon discharge from the hospital. The program includes follow-up by community health workers to ensure patients connect with long-term community resources. Initially launched in 2020, the initiative screens patients for food insecurity and offers vouchers for shelf-stable food from an on-site food closet, helping patients continue their recovery at home.

Food Security

SSM Health has recently introduced the Sync for Social Needs program in our hospitals. This initiative aims to establish digital standards that help screen patients and connect them with community food assistance through electronic health records. Inspired by a recent conference on hunger, nutrition, and health, which highlighted food insecurity and other health issues, SSM Health supports efforts to tackle food insecurity and firmly believes that "food is medicine."

Stepping On

Stepping On is a 7-week falls prevention program designed for older adults, with one 2-hour session each week. Conducted by trained facilitators, the program helps participants build physical strength and balance, understand fall risks, and create personalized action plans to prevent falls. Proven to reduce falls by 31%, it combines participants' life experiences with expert advice from physical therapists, pharmacists, and other professionals.

Safe Sitter

Safe Sitter classes teach students safety skills to handle emergencies, childcare skills to manage behavior and understand child development, first aid and rescue skills like CPR, and life and business skills for job success.



The Health Needs of Our Community

In our evaluation of Green County's health needs, we identified housing and mental health as top priorities based on thorough primary data collection. This process involved gathering input from a wide range of community members through surveys, focus groups, and interviews, ensuring diverse perspectives were represented. We analyzed this data to understand the most prominent health concerns and resource gaps in our community.

What we found was that 54% of Green County survey respondents listed access to affordable housing as a top community need. Respondents identified several barriers, including high housing costs, insufficient housing availability, and a lack of related resources and support services. As well, 58% of Green County survey respondents listed mental health conditions as a top health issue. Several barriers to accessing mental health services include the long waiting periods, often extending to several months, and the knowledge of resources in the area.

By focusing on housing and mental health, we aim to address critical issues affecting our residents' well-being and develop targeted strategies to improve overall health outcomes in Green County.



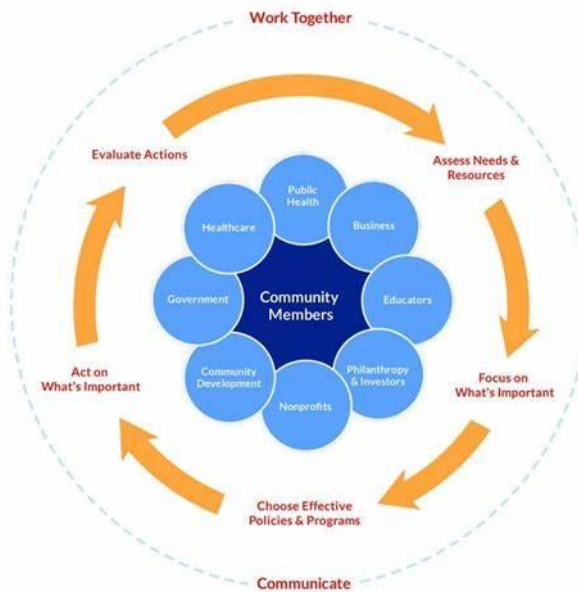
54% of Green County survey respondents listed access to affordable housing as a top community need.



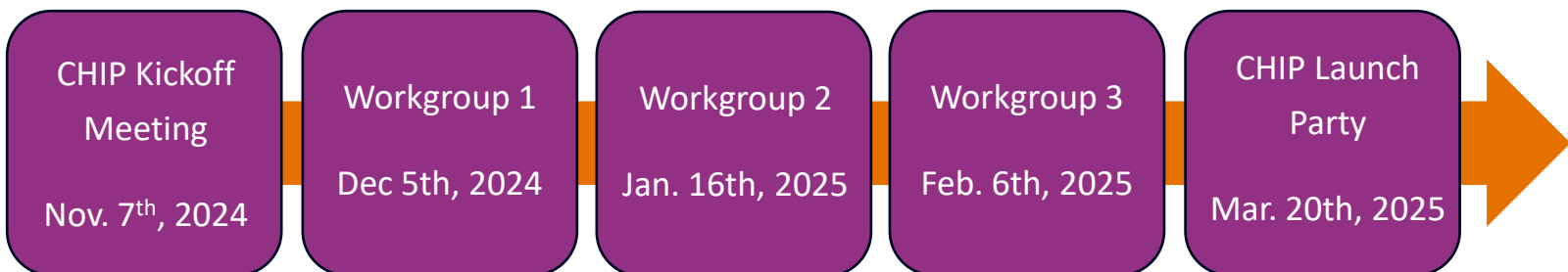
58% of Green County survey respondents listed mental health conditions as a top health issue.

Strategic Implementation Plan

1. **Data Collection:** Surveys, focus groups, interviews, and secondary data analysis to identify health needs.
2. **Health Priorities:** Prioritize identified health issues (e.g., housing and mental health).
3. **Goals and Objectives:** Set clear, actionable goals and objectives.
4. **Strategy Development:** Collaborate with stakeholders to create strategies and allocate resources.
5. **Implementation Plan:** Develop an action plan with timelines, responsibilities, and performance metrics.
6. **Community Engagement:** Keep the community informed and involved, ensuring transparency.



Our CHIP process involved conducting three sessions aimed at developing objectives and strategies to address our two health priorities: housing and mental health. Our workgroups comprised diverse members and agencies from the Green County Healthy Community Coalition. Within each group, we utilized the expertise and experience of various organizations to formulate our initiatives and strategies. Our goal is to tackle the issues surrounding these health priorities and collaborate as a community to meet, resolve, and support the needs of our communities. These strategies will be detailed later in the report.





Housing Objective 1

Objective: Enhance awareness of existing housing resources.

Individual Level Strategies

- Assign a dedicated agency person to create and maintain a comprehensive database of resources with the support of the housing workgroup.

Community Level Strategies

- Develop a Bilingual Resource Guide that is both a digital and physical document ensuring health literacy.
- Create a public platform, such as a website or app, to share resources with the community.

Organizational Level Strategies

- Disseminate our housing resources to SSM Health social workers and case managers while concurrently collaborating with our marketing team to effectively promote and publicize these efforts.



Housing Objective 2

Objective: Enhance community awareness of how addressing the housing challenges that exist throughout the county can have a positive impact on all members of the community.

Community Level Strategies

- Create and launch a public awareness campaign to highlight the community-wide impact of the lack of affordable housing, identifying opportunities for in-person education.
- Identify and share success stories and examples of the positive impact of housing initiatives on individuals in the community.
- Host a housing summit with community partners.



Housing Objective 3

Objective: Increase the diversity of housing options available throughout the community.

Community Level Strategies

- Annual Conferences/Summits
 - Host annual builders/housing conferences with tracks focused on multiple housing options.
- Promote energy incentives by having housing ambassadors like local businesses and community leaders who reach out to local government.

Organizational Level Strategies

- Advocate and support place-based investing efforts.

Policy Level Strategies

- Encourage multiple use zoning options at the county level.





Mental Health Objective 1

Objective: Enhance awareness of existing mental health resources.

Organizational Level Strategies

- Support and promote the Care for the Caregiver program to assist our caregivers and staff in managing adverse events they may encounter at work.

Community Level Strategies

- Conduct a comprehensive review of current mental health community resource guides and work collaboratively with partners to make them easier to access and use.
- Develop and implement a marketing campaign to promote the updated website and resource guides to target groups and broadly throughout the community.
- Encourage and support translation of current community resource guides into Spanish.
- Promote and support the Jacob SWAG Foundation and the Got Your Back app.

Stephenson County Strategies

- Depression Awareness Education
 - Community Connection & Social Isolation.
 - Stigma reduction by continuing to educate and promote resources.
- Mental Health Training
 - Offer community training two times a year.



Mental Health Objective 2

Objective: Decrease stigma around mental health.

Community level Strategies

- Identify and share recommendations for partner organizations to use stigma reduction messages and enhance accessibility to all members of the community.
- Develop and implement a marketing campaign to promote updated materials to target groups and broadly throughout the community.
- Encourage and support translation of key mental health resources into Spanish.
- Reach out to local businesses to explore opportunities to work together to share information about mental health resources with their customers.



Mental Health Objective 3

Objective: Enhance access and reduce barriers to utilizing mental health services.

Individual Level Strategies

- Collect more information to better understand the challenges people in Green County face when trying to access mental health services.

Community Level Strategies

- Based on identified challenges, advocate for changes that will help reduce barriers to utilizing mental health services.

Organizational Level Strategies

- Encourage and support the Virtual Behavioral Health Integration (VBHI) program to enhance access to care for our patients.

Policy Level Strategies

- Investigate mental health policies to discover improved methods for providing access to services and enhancing awareness and education.



Mental Health Objective 4

Objective: Build community resilience by promoting meaningful social relationships and connectedness, especially among youth.

Individual Level Strategies

- Advocate for additional activities in the community that provide opportunities for youth to connect with each other in safe and supportive environments.
- Advocate for additional activities for adults that provide opportunities for adults to connect with each other in safe and supportive environments.





















Community Level Strategies

- Identify current activities within the community that provide opportunities for youth to connect with each other in safe and supportive environments.
- Identify current activities within the community that provide opportunities for adults to connect with each other in safe and supportive environments.
- Develop and implement a social media marketing campaign to promote youth opportunities to middle and high school students.
- Develop and implement a marketing campaign to promote adult opportunities.

Stephenson County Strategies

- Offer Group Therapy for Adults and Children
 - Partner with other agencies to provide group therapy and networking sessions.

Strategy Crosswalk

Objectives	Green County Community Health Improvement Plan (CHIP)	State Health Improvement Plan (SHIP)	Healthy People 2030
Enhance awareness of existing housing resources.			
Raise community awareness about the positive impact of addressing county-wide housing challenges.			
Increase the diversity of housing options available throughout the community.			
Expand housing programs for community members who historically face difficulties renting or owning homes.			
Enhance awareness of existing mental health resources.			
Decrease stigma around mental health.			
Enhance access and reduce barriers to utilizing mental health services.			
Build community resilience by promoting meaningful social relationships and connectedness, especially among youth.			



SSMHealth.

2025-2027

Appendices

SSM Health Monroe Hospital

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Appendix A: CHIP Processes

COMMUNITY HEALTH IMPROVEMENT PLAN PROCESS



LEVELS OF PARTNERSHIP

Steering Committee	Who: Action team co-chairs with additional key partners What: Provide oversight of CHIP implementation When: Convene at least quarterly			
Work Group Co-Chairs	Who: Public Health & Healthcare staff or community partners with expertise What: Responsible for convening work groups When: Meets every 1-2 months	Work Group 1 	Work Group 2 	Work Group 3
Work Group Members	Who: Partners interested in areas What: Responsible for developing and implementing plan strategies When: Meets every 1-2 months			
Newsletter Listserv	Who: Anyone interested in staying up-to-date What: Will receive the Green County Healthy Community Coalition newsletter When: Updated at least quarterly			
Sponsor or Donor	Who: Individuals, organizations, or foundations What: Provide financial or in-kind support to partners implementing strategies When: Throughout implementation			
Public Health & Healthcare	Who: Staff from Green County Public Health (GCPH) and SSM Health Monroe What: Provide backbone support for GCHCC When: Throughout implementation			

KEY: GCPH Staff SSM Health Monroe Community Partners

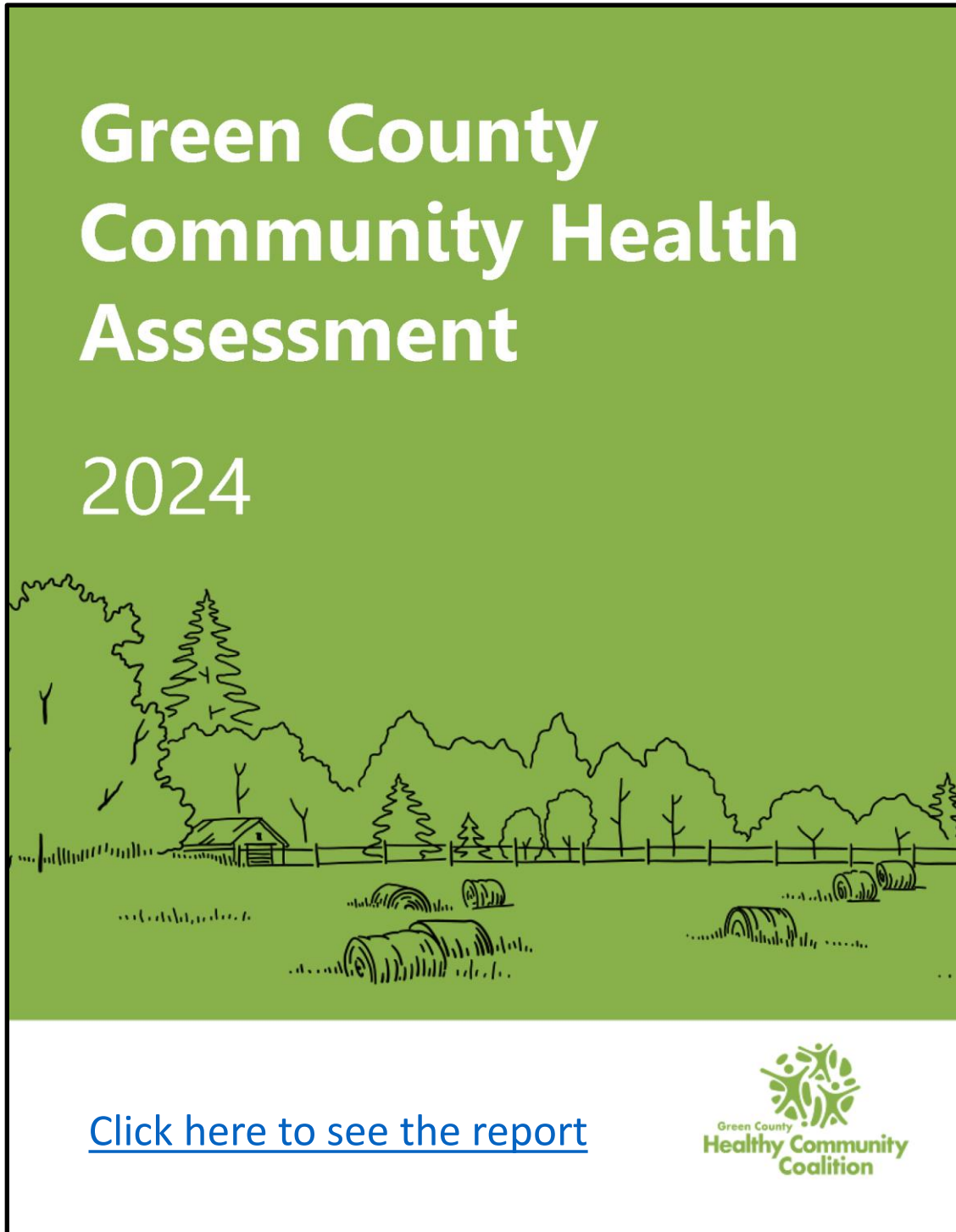
IMPORTANT THINGS TO CONSIDER

- While there are many things we could do to help achieve the objective, we need to focus on **prioritizing for impact**
- What is the **best first step** to help us achieve the objective?
- Should we **target strategies** to certain groups that are impacted more than others?
- Is the strategy something that is **within our control or influence**?
- What do we realistically have the capacity to accomplish?
- **Who will lead** the implementation of the strategy?

DISCUSS NEXT STEPS FOR IMPLEMENTATION AND EVALUATION


- **HOW** do we want to work moving forward?
- **WHEN** do we want to meet next?
- What do we want to **ACCOMPLISH** at our next meeting?
- How **FREQUENTLY** do we want to meet?
- How will we **COMMUNICATE** in between meetings?
- What **SUPPORT** do we need from GCHCC moving forward?
- **WHO** is missing (and who will reach out to them)?

Appendix B: CHA Report



Green County Community Health Assessment 2024

[Click here to see the report](#)



Green County
Healthy Community
Coalition

