



2017-19 Community Health Improvement Plan



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Black River Area Chamber of Commerce
Black River Falls Emergency Medical Service
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Board Members, Senior Leaders,
Department Directors and Staff
Boys & Girls Club of the Greater Chippewa
Valley-Jackson County Center
City of Black River Falls
Co-op Credit Union
Footprints in Time Midwifery Services
Ho-Chunk Department of Health
(Provides public healthcare services for
Ho-Chunk Tribal members.)
Jackson County Department of Health
and Human Services Public Health,
Department of Aging, Behavioral
Health
Jackson County Board of Supervisors
Jackson County H.O.P.E. Court
Jackson County Interfaith Volunteer
Caregivers
Jackson County University of
Wisconsin-Extension
Jackson County Veterans Service
Krohn Clinic
Lunda Community Center
Melrose-Mindoro School District
Parkside Residence Senior Living
Together For Jackson County Kids
(A community based coalition
providing youth-adult partnerships,
promoting healthy lifestyle choices)
Western Technical College
Workforce Connections
(Administers employment and training
programs funded through a variety of
sources including the US Department
of Labor.)

The Community Health Improvement Plan was approved by the Black River Memorial Hospital Board of Directors. Copies are available on our website www.brmh.net or a printed version can be provided upon request.

ABOUT OUR COUNTY

Jackson County is a rural county located in West Central Wisconsin that consists of farmland and forestland dotted with six small towns and villages. The total population is 20,554, according to the U.S. Census Bureau estimate, with Black River Falls and a surrounding five-mile radius comprising the most densely populated area. Black River Falls is a city of 3,622. Jackson County's population has experienced little growth (.6%) since 2010.



Black River Memorial Hospital (BRMH) is located in Black River Falls, Wisconsin, the county seat for Jackson County. BRMH competes with several larger healthcare systems located within 75 miles. These facilities and systems include Mayo Clinic Health System, Gunderson Health System, Hospital Sisters Health System - Sacred Heart Hospital and Marshfield Clinic Health System. Black River Falls is also the site of the Family Health Center of Marshfield- Black River Falls Dental Center, a Federally Qualified Health Center.

About one-fourth of all Americans live in rural areas and providing healthcare to them can be a challenge financially and logistically. Only ten percent of the nation's physicians practice in rural areas and rural residents tend to have less income and are less likely to have employer-provided healthcare or prescription drug coverage than urban residents are. There are 618 Primary Care Health Professional Shortage Areas in Wisconsin as reported in a 2012 survey by the Wisconsin Area Health Education Center, 14 of which are in Jackson County. (These numbers do not include dental care and mental healthcare shortage areas). Another challenge for rural healthcare involves the primary healthcare services provided. Primary care physicians and general surgeons are trained to cover a vast number of conditions; however, no particular specialty area. As a result, patients may migrate to seek services and patients in an emergent situation may be transferred for additional care.

BRMH is a critical access hospital and has been a healthcare facility for the Jackson County area for nearly 50 years. Community members, business leaders, other healthcare facilities or agencies, governmental agencies, and city or county

representatives comprise the Board of Directors. Emergency and urgent care, rehabilitation, obstetrics, surgical services, respiratory care and home-based services are some of the key services offered. BRMH is one of the largest employers in the area and employs over 300 people including hospitalists, and collaborates with more than 40 primary care physicians and specialists in more than 20 specialties. Assisting area employers in attaining a healthier workforce, BRMH offers Business Health Services such as educational programs, health and wellness programs and pre-employment screenings.

BRMH offers a preceptorship program through the University of Wisconsin Medical School as well as job shadowing and co-op partnership opportunities to students in middle and high school.

Many of the hospital's patients are elderly with multiple chronic diseases. Many have incomes below poverty level; Medicare and Medicaid are the top payer sources of reimbursement, currently equal to 57.8% of the total payer mix revenue (not including home-based services). Access to care is a constant problem for some patients due to lack of income, lack of transportation and lack of healthcare coverage. Filling prescriptions is another challenge as there are no 24-hour pharmacies in Black River Falls.



DETERMINING HEALTH PRIORITIES

Black River Memorial Hospital conducted a Community Health Needs Assessment (CHNA) for the communities in and around Jackson County. This assessment provided information on the health status and health behaviors served by BRMH. Working with a variety of community partners and leaders, BRMH designed strategies to address the top health priorities identified. The Community Health Improvement Planning Committee (CHIP) conducted a survey and hosted community-wide forums in 2015 and 2016.

The CHNA was structured around the *County Health Rankings*, a publication of the Robert Wood Johnson Foundation and the UW Population Health Institute who ranks the 72 counties in Wisconsin. The rankings indicate overall health outcome measures and on health factors (behaviors, clinical care, social and economic and physical environment) that contribute to the overall health outcomes of a community. While Jackson County has many beneficial programs and community resources, the county faces significant challenges. Some of these challenges include a high rate of children in poverty and the need for increased behavioral health resources. Jackson County ranked 45th out of the 72 counties based on health outcomes. Under the ranking for quality of life, Jackson County ranked 65th out of 72, which reports a higher percentage of residents reporting poor physical and mental health days, and a higher rate of low birthweight births compared to most Wisconsin counties. Additionally, data was pulled from multiple sources and local data was used whenever possible. Data sources utilized for the CHNA and the Community Health Improvement Plan are listed in the resource section at the end of this document.

With collaborative efforts between BRMH, Jackson County Department of Health and Human Services and other area agencies, the future health of the population in our service area will be enhanced by the creation of a Community Health Improvement Network (CHIN). BRMH will work with community members, agencies and committees who are already spearheading efforts to positively affect health in Jackson County. Collaborating with area agencies will eliminate the duplication of efforts utilizing local resources in partnership with the hospital's own strategic plan.

**PRIORITY #1 – SUBSTANCE MISUSE: drug, alcohol & tobacco
(Access to Services)**

Goal: Reduce misuse of alcohol, tobacco and other drugs

Priorities:

- a) Prescription Opioid
- b) Alcohol
- c) Tobacco

Black River Memorial Hospital provides programs (shown in the following table) and collaborates with area agencies to educate youth and adults to reduce the use of tobacco products and misuse of over-the-counter and prescription drugs. Opioid use and alcohol overuse are areas that need further action and BRMH will work with area law enforcement, Jackson County Department of Health and Human Services, Together For Jackson County Kids and other agencies to create awareness of the hazards to improve the health outcomes of Jackson County citizens.

BRMH Program/Activity	Partnerships	Target Audience	Results
Poison Prevention	BRMH Volunteer Services, Partners of BRMH & Area Schools	Kindergarten Students	Partners present info on hazards and poisonous chemicals routinely found in homes
Teens Against Tobacco Use (TATU)	BRMH Respiratory, BRMH Partners, Jackson County Public Health	4 th grade youth	Train high school students to train younger peers on the hazards of smoking, E-Cigs and chewing tobacco. Poster contest used for community awareness
Truly Me	BRMH Volunteer Services, Partners of BRMH & Area Elementary Schools	3 rd Grade Students	Partners present education on drug and tobacco use prevention
Tobacco Awareness Program	BRMH Respiratory, Alma-Center-Humbird-Merrillan, Black River Falls & Melrose-Mindoro School Districts	School Age Youth	1-hour session each fall educating students on the hazards of smoking
Tobacco Cessation Program	BRMH Respiratory, Charter Schools in BRF School District	Freshman students at Black River Falls and Alma Center High Schools and Sophomore students at Melrose-	Work with students educating on the hazards of smoking and ways to quit

		Mindoro	
Not on Tobacco (N-O-T)	BRMH, Together For Jackson County Kids	High school students	Helps teens stop smoking by identifying why they smoke, combating social pressures and setting life-long goals
Collaborative Programs/Activities	Partnerships	Target Audience	Results
Jackson County Tobacco Coalition	BRMH Respiratory, Together for Jackson County Kids, Ho-Chunk Nation, Jackson County Public Health, UW Extension	All ages	Community supported team to educate people on the hazards of using tobacco
Strengthening Families Program	BRMH Rehabilitation (some programs), Together for Jackson County Kids	Youth	Programming that provides evidence-based training to reduce problem behaviors, delinquency, and alcohol and drug abuse
Other Area Resources	Partnerships	Target Audience	Results
Anti-Drug Education	BRMH Marketing and Business Development, BRF Police Department	Youth	Teach youth the hazards of illegal substances
Good Drugs Gone Bad	Together For Jackson County Kids	Youth at Black River Falls and Alma Center Schools	Train Peer Educators at High School to present to 7 th graders to raise awareness of the dangers of over-the-counter and prescription drug abuse
Communities Mobilizing for Change on Alcohol (CMCA)	Together For Jackson County Kids	Youth & Adults	Focus is on reducing underage drinking in Jackson County by providing activities for youth, families and the community at large
Protecting You Protecting Me (PYPM)	Black River Falls Police Department	5 th Grade Students	Educate youth with an evidence-based curriculum designed to prevent injuries and death due to drugs and alcohol

New Initiatives	Results/Measurement
<p>Create a Community Health Improvement Network (CHIN). To avoid duplication of efforts and to more efficiently utilize resources, the CHIN will provide a collaborative, cohesive understanding and approach to improving the overall health of residents in our service area</p>	<p>Community Health Improvement Network will be established and meet semi-annually to review and update the Community Health Improvement Plan</p>
<p>Collect baseline data and develop a process to track the number of patients whose primary diagnosis is an opioid related Emergency Department or Urgent Care visit</p> <p>Baseline data will be collected and a target will be established by the end of the second quarter in 2017</p>	<p>Decrease the number of patients using the Emergency Department or Urgent Care for opioid related conditions</p>
<p>Establish and/or participate in community education programs to increase awareness and prevention of prescription opioid misuse</p> <p>Partner with area law enforcement and Jackson County Health and Human Services to establish a community wide data collection system</p>	<p>Decrease the number of patients using the Emergency Department or Urgent Care for opioid related conditions</p>
<p>Develop a hospital clinical care protocol for acute opioid detoxification. Train staff with new protocol by June 30, 2017</p>	<p>Decrease the number of patients requiring transfer for acute narcotic detoxification</p>
<p>Strengthen outpatient follow-up care component in discharge planning process for all detoxification patients</p>	<p>Increase percentage of detox patients who will either be seen by an outpatient counselor prior to discharge or have an appointment for outpatient treatment at the time of discharge</p>

**PRIORITY #2 – BEHAVIORAL/MENTAL HEALTH
(access to services)**

Goal: To Improve Access to Services for Behavioral/Mental Health Patients

Priorities:

- a) Improve referral rate to area resources for patients who present with mental/behavioral health issues.
- b) Participate in community education efforts focused on coping skills.

Mental health issues are prevalent in Jackson County as well as throughout the state and nation. Mental health providers are limited in Jackson County however; steps have been

made to increase the provider/patient ratio. In collaboration with the Jackson County Dept of Health and Human Services and Together for Jackson County Kids, BRMH will design and implement research-informed communication efforts designed to reduce the stigma surrounding mental illness. Utilizing social media, print, radio and other mediums, promotion of positive messages supporting the effectiveness of mental health care will encourage those who may be most vulnerable seek the help they need. The table below provides programs and services currently available to Jackson County citizens.

BRMH Programs/Activities	Partnerships	Target Audience	Results
Grief Support, Circle of Life, Veterans Memorial Service, Evergreen Memorial Service	BRMH Hospice and Homecare, Jackson County Interfaith Volunteer Caregivers.	All Ages	Support family and friends who have lost a loved one
BRMH Patient and Family Services Department staff provide 24/7 mental health screening	BRMH Patient and Family Services	All Ages	All patients with mental health issues are assessed and provided with a follow-up care plan for outpatient treatment
Collaborative Programs/Activities	Partnerships	Target Audience	Results
Mindfulness-Based Stress Reduction Training	UW Extension, BRMH, BRF School District, Together For Jackson County Kids, Jackson County Aging & Disability Resource Center, Krohn Clinic, Ho-Chunk Nation, Jackson County Interfaith Volunteer Caregivers	Teens	Teach coping skills and stress reduction to reduce suicide rates
Other Area Resources	Partnerships	Target Audience	Results
Outpatient Behavioral Health Clinic	Jackson County Department of Health and Human Services	Adults	Provide counseling, case coordination & AODA counseling
Counseling Services	Stein Counseling, Northwest Journey and Krohn Clinic	All Ages	Provide behavioral health counseling
Caregiver Support Group	UW Extension, Jackson County Public Health, Jackson County Interfaith Volunteer Caregivers	Primarily Adults & Seniors	Offer Powerful Tools for Caregivers workshop series to offer support to caregivers

QPR, Question, Persuade, Refer	Together For Jackson County Kids, Black River Falls School District	Adults & Youth	Program teaches how to recognize the warning signs of suicide and how to intervene to save lives thus reducing suicide in Jackson County
TABO, Teens Against Bullying Others	Together For Jackson County Kids, UW Extension	Youth	Peer educators teach tolerance and methods to deal with bullying in schools and in the community. Has expanded to include BRF High School and Alma Center-Humbird-Merrillan High Schools
Raising Kids Who Can Cope	Together For Jackson County Kids, UW Extension	Adults	This series builds skills, knowledge and awareness in adults to play a role in young people's lives
TCY, Taking Care of You	UW Extension, Jackson County Department of Health & Human Services Behavioral Health Unit, Together For Jackson County Kids	All community members	A research based 4-week program offering strategies to deal with stress, managing life's challenges for better overall health
SOLAAS, Suicide Loss Support Group – Sharing Our Loss After A Suicide	Together For Jackson County Kids, UW Extension, Jackson County Department of Health & Human Services, Krohn Clinic	All community members	Targeting survivors who have lost a loved one to suicide providing coping techniques and grief support
Children's Hospital of Wisconsin – Black River Falls Center	Jackson County Department of Social Services	Families and Children	Community Services Program that offers education and counseling for families who are in need of support providing a safe environment for children
"Teen Talk"	Bolton Refuge House Jackson County Outreach. Group meets on Tuesdays	Teens	A 14-week, curriculum based program to define and educate teens on healthy relationships. Meets 3:30-5:00 p.m.
Women's Serenity Group	Bolton Refuge House Jackson County Outreach. Group meets on Tuesdays, 11 a.m. – 12:00 p.m.		Offers a social atmosphere to women who may or may not be alone, to provide group support in all walks of life

New Initiatives	Results/Measurement
Create a Community Health Improvement Network (CHIN). To avoid duplication of efforts and to more efficiently utilize resources, the CHIN will provide a collaborative, cohesive understanding and approach to improving the overall health of residents in our service area	Community Health Improvement Network will be established and meet semi-annually to review and update the Community Health Improvement Plan. A website dashboard will be developed to track progress
Collaborate with Together for Jackson County Kids, area school districts and law enforcement to create a streamlined referral and assessment tool for behavioral/mental health which will increase patient access to services.	Continue evidence-based resiliency/coping skills curriculum within local school districts
Strengthen outpatient follow-up care component in discharge planning process for all behavioral/mental health patients by collaborating with local behavioral/mental health providers	Increase percentage of behavioral/mental health patients who will either be seen by an outpatient counselor prior to discharge or have an appointment for outpatient treatment at the time of discharge
Implement staff education on effective care approaches for acute behavioral/mental health patients	Integrate education into the annual staff diversity training
Develop a safe and effective protocol for the care of behavioral/mental health patients when transfer is not possible	A plan will be established to ensure patient safety and support systems are in place prior to discharge
Evaluate the feasibility of telemedicine for the treatment of local behavioral/mental health needs	

PRIORITY #3 – CHRONIC DISEASE MANAGEMENT AND PREVENTION

Goal: To Provide Education and Programming to Enhance the Health and Well Being of the Citizens of Jackson County.

Priorities:

- a) Heart and Lung Disease
- b) Cancer – Lung, Breast and Other
- c) Diabetes
- d) Obesity / Physical Activity / Nutrition

Despite the many programs provided by BRMH and in collaboration with area agencies, (see the table below), the health of the Jackson County area is not improving as quickly as hoped. The adult obesity rate for the county in 2016 is at 33% compared to 30% in 2013. Fortunately, Jackson County residents reported fewer poor physical health days in 2016 (3.8 days) compared to 2013 (4.4 days). In addition, in 2016, only 23% of citizens reported being physically inactive compared to 25% in 2013. Efforts that are more

vigorous will be implemented through the Diabetes Education and Support Group, educating self-care and prevention techniques. In addition, BRMH will conduct a countywide campaign utilizing the B-WELLthy resources developed in the past year.

With Jackson County's aging population, dementia and Alzheimer's incidence is increasing. As of the 2010 Census, 16.2% of the population of Jackson County is aged 65 and older with an estimated 13% affected by Alzheimer's or other dementia. BRMH will collaborate with area resources to continue efforts to support families and caregivers for those afflicted with these diseases.

BRMH Program/Activity	Partnerships	Target Audience	Anticipated Result
Diabetes Education and Support Group (DESG)	BRMH Nutrition Services, BRMH Partners	Adults with diabetes	Enhance the quality of life for people with diabetes through education, social interaction and emotional support
B-WELLthy Program	BRMH Nutrition Services	All ages	Healthy eating & weight management education for staff and the community including "Whole Body" Physical/Mental/Spiritual training
Alzheimer's Support Group	BRMH	Adult caregivers and those with early onset dementia	Support families and caregivers for those afflicted with Alzheimer's and dementia
WELCOA (Wellness Council of America)	BRMH Rehabilitation Department, BRMH Wellness Team	Adults	Provides programming for evidence-based workplace wellness strategies
Exercise Programming Sunrise Yoga, Senior Yoga, Chair Yoga, Senior Stay Fit	BRMH Rehabilitation Department, The Lunda Community Center	Seniors	Provide exercise opportunities for seniors to enable them to stay fit
Exercise/Nutrition Programming	BRMH, Lutheran Social Services, The Connection	Adults with cognitive and physical disabilities	Exercise and nutrition education for adults with disabilities
Lung Cancer Screening Campaign	BRMH Respiratory Department, Krohn Clinic	Adults	Online tool to help assess the need for further intervention/treatment

Better Breathers Club	BRMH Respiratory Department	Adults	Provides quarterly programming for individuals with COPD or other breathing issues
Pulmonary Rehabilitation Program	BRMH Respiratory Department	Adults	One-on-one sessions, two times/week, up to 8 weeks. Provided on an outpatient basis to improve overall quality of life and prevent recurrent hospitalization
Breast Surgical Procedures	BRMH Surgical Services, Krohn Clinic	Adult Women	Provide surgical services and treatment to patients upon diagnosis of breast cancer
Health Risk Assessments	BRMH Infection Prevention Employee Health Nurse / BRMH Business Development and area employers	Adults	Provide health risk assessments to area businesses to enable a healthier workforce
Transition Care Nurse Program	BRMH Patient and Family Services	Adults	Program eases the transition from a hospital stay back to the patient's home. Provides better health outcomes and helps to prevent readmissions
In-Home Fall Risk Assessments for "High Risk" Patients	BRMH Rehabilitation Department	Adults	BRMH provides staff to assess a patients home and assists in recommendations to allow a safer environment for the patient to help prevent re-admission
Collaborative Programs/Activities	Partnerships	Target Audience	Results
Jackson County Diabetes Alliance	BRMH Nutrition Services, Krohn Clinic, Ho-Chunk Nation Health Department and Jackson County Public Health	Adults with diabetes	Organize Annual Diabetes Fair
Harvest of the Month	BRMH, Jackson In Action Coalition	All ages	Prepare and present samples of nutritious foods for healthier living
Jackson in Action (JIA)	BRMH Rehabilitation Department, Jackson County Department of Public Health, Ho-Chunk Nation	All ages	Promotes healthy lifestyles for children, their families and the greater community

Jackson County Farmers Market (JCFM)	BRMH Community Relations Coordinator, Jackson County Department of Health & Human Services, Together For Jackson County Kids, WIC, UW Extension	All ages	Encourages healthy eating by providing fresh produce to those most vulnerable to food insecurity
Falls Coalition Stepping On-Fall Prevention	BRMH Rehabilitation Department, Partners of BRMH, Jackson County Aging & Disability Resource Center, Ho-Chunk Nation, BRF Emergency Medical Service, Lunda Community Center	Seniors	Programming aimed at preventing falls, gaining mobility and maintaining good health
Summer Athletic Enhancement Program	BRMH Rehabilitation Department, BRF School District, Krohn Clinic, Marshfield Clinic	7 th to 12 th grade students	Summer exercise program helping students stay fit between athletic seasons
Living Well with Chronic Conditions Workshops	Jackson County Department of Health and Human Services Aging Unit, Jackson County Interfaith Volunteer Caregivers, BRMH	All Ages	Evidence-based workshops presented twice a year by trained educators geared toward helping those with chronic health conditions to live a productive healthy life despite having a chronic health condition
Laces to Leaders	Boys and Girls Club, Jackson In Action, BRMH Rehabilitation Department	3 rd – 5 th Grade Girls	10 week program at Boys & Girls Club - March 14th to May 18th. Develop leadership skills, build self-confidence
Other Area Resources	Partnerships	Target Audience	Results
The Boys and Girls Club of the Greater Chippewa Valley – Jackson County Center	BRMH Administration	Youth & teens	Provide healthy nutrition and activity programs

New Initiatives	Results/Measurement
Create a Community Health Improvement Network (CHIN). To avoid duplication of efforts and to more efficiently utilize resources, the CHIN will provide a	Community Health Improvement Network will be established and meet semi-annually to review and update the Community Health Improvement Plan

collaborative, cohesive understanding and approach to improving the overall health of residents in our service area	
Increase the percentage of Emergency Department/Urgent Care patients who are connected to and scheduled with a primary care provider upon discharge	Increase percentage of Emergency Department/Urgent Care patients who indicate they have a Primary Care Provider established
Collaborate with community partners to create a cancer support/education group for those diagnosed with cancer or are cancer survivors	A cancer support group will be developed and active by December 2019 to help lower cancer deaths. In addition, ongoing support will be provided such as meeting space, food, educators and facilitators
BRMH will serve as a role model in the community by focusing efforts on chronic disease prevention and maintenance among the staff through yearly Health Risk Assessments	Track the year-to-year improvement of outcomes of employees who participate in the employer provided health insurance plan. Increase the average Health Risk Assessment score for BRMH
In collaboration with area agencies, BRMH will work toward reducing the percentage of adults who are obese in Jackson County	Reduce adult obesity in Jackson County from 33% to 31% by December 2019 as ranked by the County Health Rankings & Roadmaps
Increase resources by 2019, for caregivers and patients experiencing chronic disease, in collaboration with area organizations	Expand access to current hospital based chronic disease prevention and maintenance programs such as pulmonary rehabilitation, community fall prevention programs and the living well with chronic disease program
Collaborate with Jackson County Department of Public Health on the Living Well with Chronic Disease program	Sessions continue in 2017
Utilize BRMH staff and providers to develop a chronic disease management and prevention educational series for the community	Track educational session attendance. Request feedback from attendees to acquire and develop additional educational programming opportunities

RESOURCES

- *Jackson County Outcomes Overall Snapshot, 2016 County Health Rankings, a Robert Wood Johnson Foundation Program*
- *Community Health Needs Assessment Survey, Conducted in 2015*
- *Community Health Needs Assessment Forums, Conducted in 2015 and 2016*
- Jackson County Department of Health and Human Services
- *Wisconsin Interactive Statistics on Health. Public Health Profiles, Wisconsin Department of Health Services QuickFacts, United States Census Bureau*
- *Wisconsin Information System for Education Data Dashboard (WISEdash) 2014-15,*
- Wisconsin Department of Public Instruction

- University of Wisconsin Population Health Institute, School of Medicine and Public Health
- *America's Health Rankings Senior Report 2016, A call to action for individuals and their communities*, United Health Foundation
- *Diabetes and obesity – a global epidemic*, as cited from the Centers for Disease Control and Prevention, by the April 18, 2016 edition of Modern Healthcare Magazine
- *Alzheimer's Association 2016 Alzheimer's Disease Facts and Figures*, National Center for Health Statistics, 2016
- *Enroll America*, Wisconsin county-level data measurements on uninsured populations