

## **Mayo Clinic Health System – Northwest Wisconsin (NWWI) Action Plan HSHS / Prevea Closure**

According to 2022 statistics, HSHS Sacred Heart recorded the following patient care activities:

- 2022 Average daily census was 96 patients with 4.6 OB, Total Inpatient Days 35,029
- 2022 Surgical Operations: Inpatient 1,105, Outpatient 1,855
- 2022 Emergency Department visits: 12,945
- 2022 Non-Emergency Visits: 64,401
- 2022 Deliveries: 770

St. Joseph's Hospital is much smaller in volume and census.

### **Mayo Clinic Health System (MCHS) NWWI ACTIONS:**

- NWWI Hospital Incident Command System (HICS) was activated on 1/23/2024.
  - ✓ HICS meetings occur twice daily with Section teams meeting separately.
  - ✓ Teams led by physician, nursing, and administrative leaders are set up to develop and implement plans to manage increased capacity, move to an operational structure and identify capacity triggers that would re-initiate a HICS response.
    - Teams are working throughout MCHS to leverage all resources, maximize capacity and grow responsibly.
    - The Human Resources team is actively engaged in recruitment for strategic areas.
    - A thorough assessment is underway regarding each NWWI hospital's current and projected patient care needs, short and long range plans, and ability to provide the facilities, beds and supportive services that will be required when acting on requests for additional privileges in light of this fluid situation, coupled with the fact that the NWWI Eau Claire hospital is at capacity.
- Areas of Focus and Tactics:
  - ✓ Hospital
    - Increase Capacity for additional patients, including those with serious and complex conditions, throughout the NWWI region, especially at our Critical Access Hospital locations.
      - Advanced Care at Home (ACH): Double current patient capacity.
    - Incremental needs for Space/Staff/Supplies are being finalized.
    - Optimization of our Discharge Unit to facilitate patient flow and throughput.
    - ED/Urgent Care planning is ongoing and leverages plans implemented during COVID surges.
  - ✓ Obstetrics
    - Evaluation of allied health staffing needs to absorb more vaginal deliveries and c-section deliveries.
  - ✓ Surgical Services
    - Assessing the ability to increase surgical services capacity.
    - Optimizing all surgical locations in NWWI.
  - ✓ Oncology
    - Working directly with HSHS, who shared that they have several patients in active treatment.
    - Anticipating a portion of patients will transfer to MCHS NWWI.
    - Recruitment plans are ongoing to ensure that staffing is in place.
  - ✓ Inpatient Psychiatry/Behavioral Health
    - Anticipating needs for additional inpatient psychiatry beds.
    - Adult Inpatient Psychiatry/Psychology expansion in the planning stages. We are actively recruiting psychiatrists to staff these expanded beds.

- ✓ Outpatient Practice
  - Access teams are establishing a separate phone line to address new patient concerns and direct their care accordingly.
  - Primary Care is leveraging Primary Care On Demand to address less acute issues virtually.
  - Developing a physician-led review process to prioritize appointment requests based on care needs.
  - Expanding the Transitional Care Clinic which is a dedicated clinic to support patients post discharge to prevent readmission. Considering how this clinic could support non-paneled patients discharged from ED.
- ✓ Dialysis
  - Partnering with Fresenius to identify dialysis chairs across the region.
- ✓ Wound Care
  - Partnering with Prevea to transfer a portion of patients in active treatment to our program.
- ✓ HR/Staffing
  - Applications have increased markedly for open allied health positions and processes to hire allied health staff have been accelerated. Approximately 900 allied health applicants.
  - We are working through rapid hiring cycles to align skilled workers to areas of matching need in our organization throughout the region.
- ✓ Education
  - Partnering to support third year Prevea Family Medicine residents so they can complete their Residency Program in Eau Claire.
  - Partnering with CVTC and UWEC to support additional clinical rotations.

**Conclusion:**

Mayo Clinic Health System is committed to serving our patients and our communities in northwest Wisconsin to the best of our abilities. We will continue to proudly serve existing patients of Mayo Clinic Health System while we look to expand capacity. Despite all the efforts listed above, it is highly unlikely that Mayo Clinic Health System will have the adequate capacity to provide all services to the entire Chippewa Valley.

**Additional Areas of Concern:**

- Access to Post Acute Care Needs
  - ✓ Access to skilled nursing home beds (closure of close to 200 regional skilled nursing home beds)
  - ✓ Access to Home Health programs
  - ✓ Access to Hospice programs
- Access to inpatient dialysis programs
- Access to alcohol and chemical dependency programs
- Access to patient transportation services
  - ✓ Transporting patients between healthcare settings