



Community Health Needs Assessment 2026-2028 Implementation Plan

Mayo Clinic Health System in Osseo





Introduction

Mayo Clinic

Guided by our integrated Practice, Research and Education mission, Mayo Clinic is committed to innovating treatments and cures and providing compassionate care, expertise and answers to patients around the world.

We are focused on transforming healthcare, ensuring the best possible care is available to those in need and enabling more people to heal at home. Our researchers relentlessly pursue breakthroughs that yield earlier diagnoses and new cures, and we are educating the next generation of healthcare professionals, including allied health and the physician workforce.

In 2025, Mayo Clinic cared for patients from every U.S. state and 140 countries, reflecting a model of care that combines deep community roots with global expertise. Across the communities it serves, Mayo Clinic invests in prevention and education, while providing highly specialized care for serious, complex and rare conditions. Mayo Clinic encompasses three destination medical center campuses, as well as other clinics and hospitals, with locations in Arizona, Florida, Minnesota and Wisconsin. Further extending our reach, Mayo Clinic provided over a million digital outpatient appointments in 2025.

Mayo Clinic Health System

Mayo Clinic Health System (MCHS) provides quality healthcare to local communities by bringing the Mayo Clinic Model of Care closer to home. MCHS consists of 45 clinics, 16 hospitals and other facilities across multiple communities in Minnesota and Wisconsin. MCHS providers bring the knowledge and expertise of Mayo Clinic to these communities and surrounding areas to ensure our patients receive world-class healthcare. MCHS serves more than 600,000 patients each year and is recognized as one of the most successful community healthcare systems in the U.S.

MCHS is elevating and redefining community and rural healthcare. With more than 100 clinical specialties (medical and surgical services), patients have access to a full spectrum of healthcare options. To best meet the unique needs of the communities, patients receive quality healthcare at MCHS and have access to highly specialized care at Mayo Clinic's campus in Rochester, Minnesota.

The Bold. Forward. strategy centers on establishing MCHS as a category-of-one community health system by 2030. This strategic approach focuses on people and communities and is supported by three key pillars: Cure, Connect, and Transform. This framework aims to reimagine care in an evolving healthcare landscape, ensuring that diverse patient needs are met through advanced in-person services and innovative digital solutions.

Mayo Clinic Health System in Osseo

Mayo Clinic Health System—Oakridge in Osseo (MCHS in Osseo) is an 18-bed critical-access hospital located in Osseo, Wisconsin. Since 1964, the hospital has been dedicated to promoting health and meeting the healthcare needs of its patients.

MCHS in Osseo is part of the Northwest Wisconsin (NWWI) region of MCHS, which includes hospitals in Barron, Bloomer, Eau Claire, and Menomonie. MCHS in Osseo supports the community through inpatient and outpatient services, as well as health and wellness. Although MCHS in Osseo serves patients from several communities in northwestern Wisconsin, the majority are from Trempealeau County. For the purposes of Mayo Clinic Health System Oakridge in Osseo's CHNA, the community is defined as Trempealeau County.

In 2024, MCHS in Osseo contributed nearly \$50,000 in philanthropic donations to support programs including the American Cancer Society, Western Dairyland, the Osseo Community Foundation, the Tri-County Osseo Food Pantry, and local school districts.

Health education is also communicated through numerous blog postings, newsletter articles and informal presentations. Through online tracking and other measures, it was estimated that MCHS

reached an additional 5,000 residents by providing health information on topics affecting immediate health issues and offering helpful tips on general wellness in 2024.

The MCHS Community Health Needs Assessment (CHNA) process advances and strengthens our commitment to community health and wellness activities by focusing on high-priority community needs and bringing additional ones to light.

The primary input into the assessment and prioritization process was the [2024 COMPASS Now report for Trempealeau County](#). COMPASS Now is a joint effort of Great Rivers United Way, area healthcare organizations and county health departments to improve the quality of life for everyone in the community. Led by the COMPASS Now Steering Committee, the Compass Now 2024 study is focused on communities within a six-county region, including Buffalo, La Crosse, Monroe, Trempealeau, and Vernon counties in Wisconsin, and Houston County in Minnesota. In addition, written comments related to the previous CHNA would be considered; however, no written comments were received. This effort, led by the COMPASS Now Steering Committee, began with the goal of providing an updated assessment of community needs that can be used to inform community action strategies by stakeholders across the region.





Prioritized Health Needs

After completing an extensive analysis of the Trempealeau County Community Health Assessment data and County Health Rankings—and in alignment with our expertise and resource capacity—Mayo Clinic Health System has identified three top health priorities for strategic action.

These top three health priorities are:

- 1. Mental Health**
- 2. Substance Misuse**
- 3. Access to Healthcare, Food, Housing**

Community Health Implementation Plan Overview

Priority 1 Summary: Mental Health

CURRENT SITUATION AND DATA

Trempealeau County faces notable mental health challenges, with 72% of residents expressing moderate or high concern about mental health in their community. Nearly half of youth—47%, reported experiencing significant anxiety within the past year, reflecting growing strain on young people. Access to care is also limited, as the county has a mental health provider ratio of 3,410 to 1. Residents also reported an average of 4.5 mentally unhealthy days per month, underscoring the ongoing impact of mental health stressors across the population.

DESIRED IMPACT

Strengthen community mental health by expanding education, supporting partner organizations, and increasing access to resources, while continuing programs that build social connection and collaboration. Engaging staff in coalitions and partnerships will further enhance the community's capacity to promote mental well being and achieve sustained, coordinated impact.

STRATEGIES



Expand access to mental health services and resources



Foster wellbeing, connectivity and resilience across the life span

MENTAL HEALTH

This focus area encompasses the services and support required to manage our thoughts, actions, and emotions as we navigate life. Mental health is crucial for personal well-being, nurturing family and interpersonal relationships, and making

meaningful contributions to society. Conditions affecting mental health include, but are not limited to, depression, anxiety, and post-traumatic stress disorder.

Strategy 1: Expand access to mental health services and resources

ACTION	INPUTS	ANTICIPATED OUTCOMES
<p>Provide financial support and subject-matter experts for community-based services that meet people where they are and offer tailored support.</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Western Dairyland • Trempealeau County Health and Human Services • School districts <p>Resources:</p> <ul style="list-style-type: none"> • Financial 	<p>Annually, 2 subject matter experts provide community-based education</p> <p>80% of funded partners report that their ability to serve their clients has increased due to our support</p>
<p>Create outreach educational materials and promote awareness of mental health resources, programs and services for public distribution.</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Not applicable <p>Resources:</p> <ul style="list-style-type: none"> • Staff time 	<p>Create baseline in year 1 and in year 2-3, increase the availability of educational materials for mental wellness</p>

Strategy 2: Foster wellbeing, connectivity and resilience across the lifespan

ACTION	INPUTS	ANTICIPATED OUTCOMES
Ensure leaders and staff have active roles in community coalitions, partnerships and board membership	Collaboration: <ul style="list-style-type: none">• Osseo Chamber of Commerce• Trempealeau County CHA/CHIP workgroup Resources: <ul style="list-style-type: none">• Staff time	Increase staff participation in partnership/coalition meetings

Priority 2 Summary: Substance Misuse

CURRENT SITUATION AND DATA

In Trempealeau County, substance use remains a significant community concern, with 69% of residents reporting they are moderately or very concerned about alcohol use. Among youth, 41% of eleventh graders indicated using alcohol or another drug within the past year, highlighting early exposure and risk. Alcohol-related harm is also reflected in local crash data, where 42% of car crash deaths involved alcohol, underscoring the ongoing impact of substance misuse on community safety and well-being.

STRATEGIES



Promote prevention and early intervention initiatives for youth



Support policy, education, and community awareness strategies to decrease Substance Misuse

DESIRED IMPACT

To strengthen community knowledge and understanding of substance misuse, expand collaboration across partners, enhance safe medication practices, improve outcomes for individuals participating in prevention and recovery programs, and increase meaningful engagement with residents through coordinated outreach and warm handoff services.

SUBSTANCE MISUSE

Substance misuse refers to the harmful or hazardous use of psychoactive substances, including alcohol and illicit drugs. It involves using these substances in a way that negatively

impacts one's health, well-being, or daily functioning. Substance misuse can lead to addiction, health problems, and other serious issues.

Strategy 1: Promote prevention and early intervention initiatives for youth

ACTION	INPUTS	ANTICIPATED OUTCOMES
Ensure leaders and staff have active roles in community and school-based alcohol and other drug abuse initiatives	Collaboration: <ul style="list-style-type: none"> • School Districts • National Night Out • Trempealeau County CHA/CHIP workgroup Resources: <ul style="list-style-type: none"> • Staff time 	Increase staff participation in partnership/coalition meetings
Deliver educational presentations to parents and community groups about recognizing early signs of substance misuse	Collaboration: <ul style="list-style-type: none"> • School Districts Resources: <ul style="list-style-type: none"> • Staff time 	70% of attendees report increased understanding of substance misuse related objectives
Offer outreach at the Day Resource Center and other community hubs to connect unhoused people with recovery support and treatment access.	Collaboration: <ul style="list-style-type: none"> • Eau Claire Day Resource Center • Western Dairyland Community Action Agency Resources: <ul style="list-style-type: none"> • Staff time 	Within 3 years, engage 200 individuals through outreach, with warm hand-off services within Mayo

Strategy 2: Support policy, education, and community awareness strategies to decrease Substance Misuse

ACTION	INPUTS	ANTICIPATED OUTCOMES
<p>Provide public education campaigns, with the assistance of pharmacy staff, about safe medication use, proper disposal, and overdose prevention</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Trempealeau County DHS <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time 	<p>Increase in Mayo’s participation in disposable opioid bags</p>
<p>Provide support and assistance to external organizations that address substance misuse</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Western Dairyland Community Action Agency • Trempealeau County DHS <p>Resources:</p> <ul style="list-style-type: none"> • Financial • Staff Time 	<p>At least 70% of participants enrolled in funded programs demonstrate improvement in one or more indicators related to substance use</p>

Priority 3 Summary: Access to Healthcare, Food, Housing

CURRENT SITUATION AND DATA

Many residents in Trempealeau County face obstacles in accessing essential healthcare services, with 38% reporting at least one barrier to receiving care. Also, a significant portion of the population relies on the emergency room as their usual source of care—24% of adults and 32% of children—indicating limited access to primary or preventive services. Insurance gaps also contribute to these challenges, as 9% of adults and 7% of children are uninsured. Economic strain further affects community wellbeing, with 52% of respondents expressing moderate or high concern about poverty in the area.

STRATEGIES



Improve access and reduce barriers to health care services



Reduce barriers that prevent residents from achieving wellness and long-term self-sufficiency



Increase equitable access to basic needs

DESIRED IMPACT

To improve access to essential health and social services, strengthen community awareness and navigation of available resources, enhance residents' stability and self-sufficiency, and build sustained cross-sector partnerships that support long-term wellbeing and reduce avoidable healthcare utilization.

ACCESS TO HEALTHCARE, FOOD, HOUSING

Equitable access to basic needs such as healthcare, food, and housing is crucial for a community’s overall well-being and development. It ensures that all members can receive preventive care, treatment for illnesses, and mental health

support, leading to a healthier population and improved quality of life. Access to these basic needs also promotes economic stability, ensuring people can work, children can attend school, and families can thrive, contributing to economic growth.

Strategy 1: Improve access and reduce barriers to health care services

ACTION	INPUTS	ANTICIPATED OUTCOMES
<p>Establish a resident-run clinic between the Family Medicine Residency Clinic and the Day Resource Center to provide on-site health assessments, basic wound care, primary care and social service navigation</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Eau Claire Day Resource Center <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time 	<ul style="list-style-type: none"> • By the end of year one, the resident-run clinic will provide at least 60 health encounters for people experiencing homelessness or housing insecurity • At least 75% of clients served will report that the clinic made it easier to access healthcare • Reduce non-urgent emergency department visits among Day Resource Center clients by 10% within 24 months
<p>Create and offer Primary Care On Demand training for community members</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Senior Centers • Public Libraries • Day Resource Center • Business community (employers) <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time 	<ul style="list-style-type: none"> • Increased awareness of Primary Care on Demand • By year 2, will have developed a tangible item for people to have on hand to help navigate PCOD

Strategy 2: Reduce barriers that prevent residents from achieving wellness and long-term self-sufficiency

ACTION	INPUTS	ANTICIPATED OUTCOMES
Participate in community health events to support vulnerable populations	Collaboration: <ul style="list-style-type: none"> • Western Dairyland Community Action Agency • School Districts • Food pantries Resources: <ul style="list-style-type: none"> • Staff Time 	Within 2 years, at least 75% of attendees at health events report increased awareness of available health and social resources
Partner with local organizations and the Health Equity Coordinator to provide transportation vouchers or volunteer ride programs for medical appointments	Collaboration: <ul style="list-style-type: none"> • Carepool Resources: <ul style="list-style-type: none"> • Staff Time 	80% of patients receiving transportation support successfully complete their medical appointments
Advocate policy changes at the county or state level that increase access to affordable housing and address other barriers	Collaboration: <ul style="list-style-type: none"> • Eau Claire Chamber of Commerce • Trempealeau County DHS Resources: <ul style="list-style-type: none"> • Staff Time 	Develop sustained partnerships with at least five cross-sector stakeholders (public health, housing, social services, and local government) to advance housing initiatives
Engage with the Center for Health Equity and Community Engagement Research to explore ways to use the Mobile Clinic	Collaboration: <ul style="list-style-type: none"> • Not applicable Resources: <ul style="list-style-type: none"> • Staff Time 	Create a feasibility plan for use of the mobile clinic.
Fund organizations with early intervention or prevention programs (case management)	Collaboration: <ul style="list-style-type: none"> • Western Dairyland • JONAH • Eau Claire Tenant Landlord Resource Center Resources: <ul style="list-style-type: none"> • Financial • Staff Time 	At least 70% of participants enrolled in funded programs demonstrate improvement in one or more social or health stability indicator

Strategy 3: Increase equitable access to basic needs

ACTION	INPUTS	ANTICIPATED OUTCOMES
<p>Identify high-need areas and implement targeted interventions addressing housing, food, and transportation barriers. Partner with local organizations and the Health Equity Coordinator to help access resources.</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Not applicable <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time 	<p>At least 50% of participants will be connected to one or more social services (housing, mental health, addiction recovery, or insurance enrollment)</p>
<p>Engage staff internally to support local efforts in reducing food insecurity</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Feed My People Food Bank • Tri-County Food Pantry • Local Churches • School Districts <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time 	<p>After 3 years, at least 300 staff members have participated in one food insecurity activity</p>
<p>Provide support and assistance to external organizations that address basic needs and access to care</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Day Resource Center • School Districts • Local Churches • Trempealeau County DHS <p>Resources:</p> <ul style="list-style-type: none"> • Financial • Staff Time 	<p>At least 70% of participants enrolled in funded programs demonstrate improvement in one or more health stability indicators related to access to care or basic needs</p>
<p>Support efforts to grow the Community Health Worker program</p>	<p>Collaboration:</p> <ul style="list-style-type: none"> • Not applicable <p>Resources:</p> <ul style="list-style-type: none"> • Staff Time • Financial 	<p>Develop and sustain care coordination and community resource collaborations</p>



Summary of health needs not addressed

Additional health needs identified in the 2025 Community Health Needs Assessment, such as: dental health, income/employment, and aging and disability, will be addressed by Mayo Clinic Health System in Osseo as organizational capacity and resources permit, or by community agencies and organizations whose missions, expertise and resources are more appropriately aligned to respond to those specific priorities.



Additional Mayo Clinic resources that benefit community health

BUILDING A HEALTHIER WORLD

At Mayo Clinic, we think big and act boldly to improve the health of communities and accelerate equality and diversity in healthcare. We share our knowledge globally, impact policy and partner with others to create lasting — and much-needed — change for a healthier world.

IMPROVING HEALTH EQUITY

We partner with community organizations to [end health disparities](#) through educational programs, personalized healthcare and community-engaged research. We're accelerating recruitment of diverse investigators and clinical

trial participants to eliminate bias in medicine and science and ensure more cures for all. We're strengthening our pipelines for healthcare professionals and leadership development. We're also using our [Mayo Clinic Platform](#) to make innovative care accessible for all.

Through our extensive research and education efforts, Mayo Clinic brings the breadth and depth of its expertise in all specialties of medical practice to all communities we serve. Since much of our research takes place in and around our locations, our local communities oftentimes are the first to benefit from practice improvements developed from new discoveries.

OVERARCHING MAYO CLINIC RESOURCES THAT BENEFIT LOCAL HEALTH NEEDS INCLUDE:

Biomedical Research at Mayo Clinic

[Mayo Clinic research programs](#) encompass thousands of active and new studies to improve the prevention and treatment of disease. Research teams at Mayo Clinic comprise experts from multiple disciplines and Mayo Clinic sites. Mayo Clinic brings our unique expertise and integrated, multidisciplinary approach to medicine to benefit community health. For more information, visit [Research at Mayo Clinic](#).

Mayo Clinic Robert D. and Patricia E. Kern Center for the Science of Health Care Delivery

The Kern Center for the Science of Health Care Delivery analyzes and coordinates resources to improve care delivery models and increase value for patients. Advanced care models are applied to our local communities first.

For more information, visit the [Kern Center for the Science of Health Care Delivery](#).

CENTER FOR CLINICAL AND TRANSLATIONAL SCIENCE (CCaTS)

Mayo Clinic's CCaTS works to speed up the translation of research results into therapies, tools and patient care practices that improve community health. CCaTS makes connections, finds best practices, bridges gaps, and engages the community in medical research and education expertise. For more information visit: <http://www.mayo.edu/ctsa/> and <http://www.mayo.edu/ctsa/community>.

[Explore more about our community engagement.](#)

JOINT COMMISSION REQUIREMENTS

The Joint Commission (TJC) is an independent, not-for-profit organization that “improve health care for the public, in collaboration with other stakeholders, by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.”¹²

These new requirements have been identified to reduce health care disparities in ambulatory health, behavioral health and human services, critical access hospitals and accreditation programs. They include:

Standard LD.04.03.08:	REDUCING HEALTH CARE DISPARITIES FOR THE [ORGANIZATION’S] [PATIENTS] IS A QUALITY AND SAFETY PRIORITY.
Requirement EP 1:	<p>The [organization] designates a person(s) to lead activities to reduce health care disparities for the [organization’s] [patients].</p> <p>Note: Leading the [organization’s] activities to reduce health care disparities may be an individual’s primary role or part of a broader set of responsibilities</p>
Requirement EP 2:	<p>The [organization] assesses the [patient’s] health-related social needs and provides information about community resources and support services.</p> <p>Note: [Organizations] determine which health-related social needs to include in the [patient] assessment. Examples of a [patient’s] health-related social needs may include the following:</p> <ul style="list-style-type: none"> • Access to transportation • Difficulty paying for prescriptions or medical bills • Education and literacy • Food insecurity • Housing insecurity
Requirement EP 3:	<p>The [organization] identifies healthcare disparities in its [patient] population by stratifying quality and safety data using the sociodemographic characteristics of the [organization’s] [patients].</p> <p>The [organization] identifies healthcare disparities in its [patient] population by stratifying quality and safety data using the sociodemographic characteristics of the [organization’s] [patients].</p> <p>Note 1: [Organizations] may focus on areas with known disparities identified in the scientific literature (for example, [Hospital/Critical Access Hospital: organ transplantation, maternal care, diabetes management; Ambulatory Health Care: kidney disease, maternal care, diabetes management; Behavioral Health Care: treatment for substance abuse disorder, restraint use, suicide rates]) or select measures that affect all [patients] (for example, experience of care and communication).</p> <p>Note 2: [Organizations] determine which sociodemographic characteristics to use for stratification analyses. Examples of sociodemographic characteristics may include the following:</p> <ul style="list-style-type: none"> • Age • Gender • Preferred language • Race and ethnicity
Requirement EP 4:	<p>The [organization] develops a written action plan that describes how it will address at least one of the health care disparities identified in its [patient] population.</p>
Requirement EP 5:	<p>The [organization] acts when it does not achieve or sustain the goal(s) in its action plan to reduce health care disparities.</p>
Requirement EP 6:	<p>At least annually, the [organization] informs key stakeholders, including leaders, licensed practitioners, and staff, about its progress</p>

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