LA CROSSE COUNTY
COMMUNITY HEALTH
IMPROVEMENT PLAN
2016-2021
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ACKNOWLEDGEMENT

The community spoke and we listened. This document, developed in accordance with the standards of the Public Health Accreditation Board, includes engagement with the community who helped to shape the priorities, goals, and objectives. This is the community’s plan to be implemented by the Health Department, in conjunction with community partners. It is supported through our mission: to protect, promote and improve the health of all people to enhance the quality of life. The La Crosse County Health Department would like to thank the following individuals and organizations for participating in the planning sessions that led to the creation of the La Crosse County Community Health Improvement Plan (CHIP).

Jennifer Rombalski, Health Officer

CHIP Development Team

LA CROSSE COUNTY HEALTH DEPARTMENT STAFF:
*Christine Gillespie, Public Health Nursing Manager
Joseph Larson, Public Health Nurse
Jennifer Loging, Nutrition Manager
Abbie Loos, Nutrition Educator
Brenda Lutz-Hanson, Health Educator
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CHIP Community Leadership Team

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Christa Cupp, WI Division of Public Health
Christine Gillespie, La Crosse County Health Department
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Sarah Havens, Gundersen Health System
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Mary Kay Wolf, Great Rivers United Way
Pat Stevens, La Crosse County Convention & Visitors Bureau
Maomoua Vue, Hmong Community & La Crosse County Health Department

Community Partners Meetings

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Christa Cupp, Div. of Public Health-Western Region Office
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Ann Kappauf, New Horizons
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Catherine Kolkmeier, LMHSC
Catherine Lange, Mayo Clinic Health System
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*denotes leader or facilitator
**CHIP Work Groups**

**Mental Health**

- Sue Bennett, La Crosse County Health Department
- Mary Dahlby, La Crosse County Health Department
- Catherine Kolkmeier, La Crosse Medical Health Science Consortium
- Jason Larsen, La Crosse County Human Services
- *Joseph Larson, La Crosse County Health Department
- Jennifer Loging, La Crosse County Health Department
- Susan Lundsten, Gundersen Health System
- *Jen Rombalski, La Crosse County School District
- Paula Silha, La Crosse County Health Department
- Anneliese Skoda, La Crosse County Human Services
- Matt Strittmatter, La Crosse County Human Services
- Judi Zabel, La Crosse County Health Department

**Substance Abuse**

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- Al Bliss, La Crosse County Health Department
- Mary Dahlby, La Crosse County Health Department
- *Christine Gillespie, La Crosse County Health Department
- Cheryl Hancock, Coulee Council on Addictions
- Monica Kruse, La Crosse County Health & Human Services Board
- Joseph Larson, La Crosse County Health Department
- Susan Lundsten, Gundersen Health System
- Erin Malak, La Crosse County Human Services
- *Jen Rombalski, La Crosse County Health Department
- Sue Schreiner, La Crosse County Health Department
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- Anneliese Skoda, La Crosse County Human Services
- Judi Zabel, La Crosse County Health Department

**Social Determinants**

- *Christa Cupp, Division of Public Health Western Region Office
- Julie Dietz, La Crosse County Health Department
- Nate Fleming, Gundersen Health System
- *Christine Gillespie, La Crosse County Health Department
- Sarah Havens, Gundersen Health System
- Jennifer Kleven, Healthy Living Collaborative, Gundersen Health System Pediatrician
- Joseph Larson, La Crosse County Health Department
- *Jennifer Loging, La Crosse County Health Department
- Brenda Lutz-Hanson, La Crosse County Health Department
- Tom Miller, La Crosse Human Services (Economic Support)
- Diane Panzer, La Crosse County Health Department
- Jen Rombalski, La Crosse County Health Department
- Jenny Schroeder, La Crosse County Human Services
- Ruthann Schultz, YWCA
- Lindsey Schwarz-Nichols, La Crosse County Health Department
- Jim Steinhoff, La Crosse County Health Department

*denotes leader or facilitator
Plan Approval

This Community Health Improvement Plan was approved by the La Crosse County Health & Human Services Board on July 12, 2016. The plan is available to the public through our website www.lacrossecounty.org/health or upon request.

About Our Community

La Crosse County was created in 1851 from previously unorganized territory, and is named for the Native American game "lacrosse." Located in southwest Wisconsin, the county seat is the city of La Crosse. La Crosse County is the largest populated county on Wisconsin's western border. The geography is diverse and includes prairies, bluffs, forests, lakes, and rivers. County residents share an appreciation for the beauty of their natural surroundings and the abundance of resources offered throughout the area. La Crosse County is bordered by Trempealeau and Jackson counties to the north, Monroe County to the west, Vernon County to the south, and Houston County, Minnesota to the west.

La Crosse is home to several health care institutions, which provide medical services to the region. Gundersen Health System and Mayo Clinic Health System – Franciscan Healthcare serve the health needs of both La Crosse County residents as well as many people from surrounding areas including Iowa and Minnesota.

La Crosse is also known for its excellent post-secondary education. The University of Wisconsin La Crosse, Viterbo University, Western Technical College, and Globe University all provide a variety of educational opportunities.

La Crosse County has a population of approximately 114,638. There are 18 different local governments, including towns, villages, and cities. Median household income is $50,769. Our population is predominately white (91.8%), Asian (4.6%) and African American (1.5%). In 2015, La Crosse County was ranked 15th in overall health comes within the State of Wisconsin.

La Crosse County Health Department (LCHD) structure includes Administration, Environmental Health, Health Education, Laboratory, Nutrition, Public Health Nursing and Vector Control. Visit our website at https://lacrossecounty.org/health for information on services provided.
How did we get here?
The community health improvement process is a comprehensive approach to both assessing community health and developing and implementing action plans to improve community health through community partnership engagement. The CHIP process includes two distinct yet connected components:

1. The Community Health Assessment (CHA) process engages community members and partners to collect and analyze health-related data and information from a variety of sources. The findings of the CHA inform community members and partners in prioritizing health concerns. The La Crosse County CHA is available at:
   http://www.lacrossecounty.org/health/docs/Administration/HD%20Reports/CHA-Full%20Plan.pdf

2. The purpose of this document, Community Health Improvement Plan (CHIP), is to describe how La Crosse County Health Department and the community it serves will work together to improve the health of the population in La Crosse County.

Collaboration
The La Crosse County CHIP was developed by the La Crosse County Health Department (LCHD) CHIP Development Team in collaboration with community members and partners through a series of meetings over a four month time period. These meetings were largely informed by the results of our CHA and followed the Wisconsin Association of Local Health Departments and Boards (WALHDAB), “The Wisconsin Guidebook on Improving the Health of Local Communities”. Key elements include:

- Identifying strategic issues based on the CHA
- Prioritizing the issues
- Identifying goals
- Identifying assets and resources
- Developing strategies to achieve goals
- Writing SMART objectives with performance measures to monitor progress

Priority Areas
Three priority focus areas were identified through this process:

- Mental Health
- Substance Abuse
- Social Determinants
 Priority Area #1 – Mental Health

GOAL: To improve mental health for La Crosse County residents.

PERFORMANCE MEASURES How We Will Know We are Making a Difference

OBJECTIVE

By December 31, 2021, measure and reduce stigma of suicide and mental illness in La Crosse County.

INDICATORS OR MEASURES (LIST SOURCE)

*Indicators are the data trends. They are not intended to be measures of success.

- Average number of mentally unhealthy days reported in past 30 days (age-adjusted). (County Health Rankings)
- Percentage of adults reporting more than 14 days of poor mental health per month. (County Health Rankings)
- Overall mental health rating. (COMPASS)
- Calls for resources related to mental health or mental illness. (211 Call Data)
- Community Stigma Measure (To be developed)

ALIGNMENT

LCHD CHA

Mental health was rated as the highest concern in the La Crosse County Health Department Community Health Assessment which included data from the COMPASS NOW 2015 survey, key informant interviews, community forums, and community leader rankings.

Healthiest Wisconsin 2020

Mental Health Objective 2: By 2020, reduce disparities in suicide and mental health disorders for disproportionately affected populations, including those of differing races, ethnicities, sexual identities and orientations, gender identities, educational or economic status.

Healthy People 2020

(MHMD-1) Reduce the suicide rate (MHMD-9) Increase the proportion of adults with mental health disorders who receive treatment. (MHMD-10) Increase the proportion of persons with co-occurring substance abuse and mental health disorders who receive treatment for both disorders.

OBJECTIVE: By December 31, 2021, measure and reduce stigma of suicide and mental illness in La Crosse County.

BACKGROUND ON STRATEGY

Source: Substance Abuse and Mental Health Services Administration (SAMHSA) Prevention of Substance Abuse and Mental Illness

Evidence Base or Promising Practice (List link/source): Evidence Based (http://www.samhsa.gov/prevention)

Policy Change (Y/N) and list policy/link to policy): Yes; New policy to be developed to measure and address stigma within the community and/or Health Department employees.

Contributing factors and causes (include behavioral risk factors, environmental, social-economic factors, health status disparities, health equity and health risk population): Limited access to treatment and preventative services as well as prohibitive costs disproportionately affect populations with lower socio-economic status (La Crosse County Health Department, Community Health Assessment – Mental health and Social Determinants)
<table>
<thead>
<tr>
<th>Activities:</th>
<th>Target Date</th>
<th>Resources Required</th>
<th>Lead Person/Organization</th>
<th>Anticipated Product or Result</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>1. Identify and meet with leaders of existing coalitions and campaigns (i.e. Mental Health Coalition and Campaign to Change Direction) to determine alignment with CHIP goal.</td>
<td>06/30/2017</td>
<td>La Crosse County Health Department (LCHD) staff time, Community Partners, WISE Toolkit</td>
<td>LCHD with Community Partners</td>
<td>Determine alignment and gaps between chip goals and existing programs</td>
<td>Connect with behavioral health change maker grant project</td>
</tr>
<tr>
<td>2a. Develop a tool to assess the level of stigma within the community.</td>
<td>12/31/2017</td>
<td>Consultants LCHD Staff, Community Partners, including Campaign to Change Direction</td>
<td>LCHD</td>
<td>Stigma assessment tool developed</td>
<td>Tool should assess projection of and receipt of stigma</td>
</tr>
<tr>
<td>2b. Implement assessment tool.</td>
<td>12/31/2018</td>
<td>Consultants, LCHD Staff, Community Partners</td>
<td>LCHD</td>
<td>Raw data</td>
<td></td>
</tr>
<tr>
<td>2c. Compile and analyze results.</td>
<td>12/31/2019</td>
<td>Consultants, LCHD Staff, Community Partners</td>
<td>LCHD</td>
<td>Baseline data</td>
<td>Consider publication</td>
</tr>
<tr>
<td>2d. Identify gap areas.</td>
<td>12/31/2019</td>
<td>LCHD staff time, WISE Toolkit, Community Partners</td>
<td>LCHD</td>
<td>Focus Area/s Identified</td>
<td></td>
</tr>
<tr>
<td>3. Develop and implement a strategy to reduce stigma.</td>
<td>12/31/2020</td>
<td>LCHD and Community Partners</td>
<td>LCHD with Community Partners</td>
<td>Strategy</td>
<td>Evaluation of strategy to occur with next community health assessment</td>
</tr>
<tr>
<td>4a. Identify and implement a tool to measure baseline stigma in LCHD employees.</td>
<td>12/31/2017</td>
<td>LCHD Staff Time, Stigma Assessment Questionnaire</td>
<td>LCHD</td>
<td>Tool and baseline data</td>
<td></td>
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### ACTION PLAN

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<th>Activities:</th>
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<th>Lead Person/Organization</th>
<th>Anticipated Product or Result</th>
<th>Comments</th>
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<tbody>
<tr>
<td>4b. Identify and implement training or interventions aimed at increasing stigma awareness within LCHD employees.</td>
<td>06/30/2019</td>
<td>LCHD Staff time, WISE Toolkit</td>
<td>LCHD</td>
<td>Training/Education</td>
<td></td>
</tr>
<tr>
<td>4c. Measure stigma awareness in LCHD staff following intervention.</td>
<td>6/30/2020</td>
<td>LCHD Staff time, Stigma Assessment Questionnaire</td>
<td>LCHD</td>
<td>Data</td>
<td>3 assessments</td>
</tr>
<tr>
<td>4d. Follow up on stigma awareness assessment to identify additional needs.</td>
<td>12/31/2021</td>
<td>LCHD Staff Time</td>
<td>LCHD</td>
<td>Identification of additional training needed and resources/tools</td>
<td></td>
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</table>
Priority Area #2 – Substance Abuse

GOAL: To reduce substance abuse in La Crosse County.

PERFORMANCE MEASURES  How We Will Know We are Making a Difference

OBJECTIVE

By December 31, 2021, reduce substance abuse by increasing awareness of, and assuring access to, comprehensive services in La Crosse County.

INDICATORS OR MEASURES (LIST SOURCE)

*Indicators are the data trends. They are not intended to be measures of success.

- Percentage of adults reporting binge or heavy drinking. (County Health Rankings)
- Percentage of persons aged 12 years and older who needed alcohol treatment and/or illicit drug treatment that reported that they received specialty treatment for abuse or dependence in the past year. (Healthy People)
- State and local rankings of youth and adult behaviors related to unhealthy and risky alcohol and other drug use. (Wisconsin Department of Health Services, Behavioral Risk Factor Survey, Youth Risk Behavior Survey)
- Calls for resources related to substance abuse. (211 Call Data)

ALIGNMENT

<table>
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<tr>
<th>LCHD CHA</th>
<th>Healthiest Wisconsin 2020</th>
<th>Healthy People 2020</th>
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<tbody>
<tr>
<td>Substance abuse was rated as the second highest concern in the La Crosse County Health Department Community Health Assessment which included data from the COMPASS NOW 2015 survey, key informant interviews, community forums, and community leader rankings.</td>
<td>Alcohol and Other Drug Use Objective 1: By 2020, reduce unhealthy and risky alcohol and other drug use by changing attitudes, knowledge, and policies, and by supporting services for prevention, screening, intervention, treatment and recovery.</td>
<td>(SA-8) Increase the proportion of persons who need alcohol and/or illicit drug treatment and received specialty treatment for abuse or dependence in the last year. (SA-13) Reduce past-month use of illicit substances. (SA-14) Reduce the proportion of persons engaging in binge drinking of alcoholic beverages.</td>
</tr>
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</table>

BACKGROUND ON STRATEGY

Source: National Institute on Drug Abuse

Evidence Base or Promising Practice (List link/source): Evidence Based - Research-based prevention programs focus on intervening early in a child’s development to strengthen protective factors (self-control, parental monitoring, academic competence, anti-drug use policies, strong neighborhood attachment) before problem behaviors develop (National Institute on Drug Abuse)

Policy Change (Y/N) and list policy/link to policy): Y, Heroin Task Force is lead on policy and education changes

Contributing factors and causes (include behavioral risk factors, environmental, social-economic factors, health status disparities, health equity and health risk population): early aggressive behavior/individual, lack of parental
supervision/family, substance abuse/peers, drug availability/school, poverty/community (National Institute on Drug Abuse)

<table>
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<tr>
<th>Activities:</th>
<th>Target Date</th>
<th>Resources Required</th>
<th>Lead Person/Organization</th>
<th>Anticipated Product or Result</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue leadership and participation with the Heroin and Other Illicit Drug Task Force to provide education regarding available services.</td>
<td>Ongoing</td>
<td>La Crosse County Health Department (LCHD) Staff Time, Community Partners</td>
<td>LCHD, Heroin and Other Illicit Drug Task Force leadership</td>
<td>Education programs and policies, awareness campaign</td>
<td></td>
</tr>
<tr>
<td>2. Develop a community navigator system to connect people with resources. (For detailed action plan, see Social Determinants section of the LCHD CHIP).</td>
<td>12/31/2021</td>
<td>LCHD Staff Time, Community Partners, Grant Funding</td>
<td>LCHD with Community Partners</td>
<td>A systems change through development of a neighborhood web of supports (web)</td>
<td></td>
</tr>
<tr>
<td>3. Continue active participation in groups / coalitions focusing on prevention and strengthening protective factors.</td>
<td>Ongoing</td>
<td>LCHD Staff Time, Community Partners</td>
<td>LCHD with Community Partners</td>
<td>Education programs and policies, awareness campaign</td>
<td>Foster community environment for prevention &amp; support</td>
</tr>
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## Priority Area #3 – Social Determinants

**GOAL:** To create social and physical environments that promote good health for all.

### PERFORMANCE MEASURES  How We Will Know We are Making a Difference

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>INDICATORS OR MEASURES (LIST SOURCE)</th>
</tr>
</thead>
</table>
| By December 31, 2021, assure that a system exists that connects people in need to available resources in La Crosse County. | *Indicators are the data trends. They are not intended to be measures of success.*  
Percent of adults 18 years and over who report not receiving sufficient social-emotional support (BRFSS)  
Community perception of health, safety, education, quality of life, and economic aspects as well as access to care (COMPASS)  
Calls for resources related to social determinants. (211 Call Data) |

### ALIGNMENT

<table>
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<tr>
<th>LCHD CHA</th>
<th>Healthiest Wisconsin 2020</th>
<th>Healthy People 2020</th>
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<tr>
<td>Social Determinants was rated as the third highest concern in the La Crosse County Health Department Community Health Assessment which included data from the COMPASS NOW 2015 survey, key informant interviews, community forums, and community leader rankings.</td>
<td>Health Literacy Objective 2: By 2020, increase effective communication so that individuals, organizations, and communities can access, understand, share, and act on health information and services.</td>
<td>(AHS-6.1) Reduce the proportion of persons who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines.</td>
</tr>
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</table>

### OBJECTIVE: By December 31, 2021, assure that a system exists that connects people in need to available resources.

### BACKGROUND ON STRATEGY


**Evidence Base or Promising Practice (List link/source):** Promising Practice - Community Hub Model

**Policy Change (Y/N) and list policy/link to policy:** Yes, Policies to be determined as implementation of system change occurs

**Contributing factors and causes (include behavioral risk factors, environmental, social-economic factors, health status disparities, and health equity and health risk population):** Those with lower socioeconomic status experience disproportionate health disparities that may stem from unequal access to resources. (LCHD CHA – Access to Care and Social Determinants)
<table>
<thead>
<tr>
<th>Activities:</th>
<th>Target Date</th>
<th>Resources Required</th>
<th>Lead Person/Organization</th>
<th>Anticipated Product or Result</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>1. Actively participate in community conversations regarding current and proposed systems.</td>
<td>12/31/2016</td>
<td>La Crosse County Health Department (LCHD) Staff Time, Community Partners</td>
<td>LCHD with Community Partners</td>
<td>Action plan</td>
<td>Conversations currently underway with community partners</td>
</tr>
<tr>
<td>2. Assist in development of an enhanced or new system.</td>
<td>12/31/2017</td>
<td>LCHD Staff Time, Community Partners, Funding For Project Staff And Supplies</td>
<td>LCHD with Community Partners</td>
<td>A systems change through development of a neighborhood web of supports (web)</td>
<td></td>
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<tr>
<td>3. Participate in grant application(s) to support a pilot project of the enhanced or new system.</td>
<td>12/31/2017</td>
<td>LCHD Staff Time, Community Partners</td>
<td>LCHD with Community Partners</td>
<td>Funding secured</td>
<td></td>
</tr>
<tr>
<td>4. Offer direct and/or in-kind resources to the pilot project of the enhanced or new system.</td>
<td>12/31/2018</td>
<td>LCHD staff time</td>
<td>LCHD</td>
<td>Pilot to implementation</td>
<td></td>
</tr>
<tr>
<td>5. Offer direct and/or in-kind resources to sustain the system.</td>
<td>12/31/2021</td>
<td>LCHD staff time</td>
<td>LCHD</td>
<td>System sustained</td>
<td></td>
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Implementation

The implementation of goals, objectives and activities as outlined in this document for each priority area will be coordinated and tracked by the La Crosse County Health Department using the Community Health Improvement Plan Program Tracking Tool. Progress will be monitored and reported quarterly to the La Crosse County Health & Human Services Board and annually through our annual report.

Record of Change

The La Crosse Community Health Improvement Plan is not a stagnant plan but a plan that can change to meet the needs of the community. Therefore it is important that records of these changes are kept in order to monitor the evolution of this plan. All changes to this plan will be approved by the La Crosse County Health Department CHIP Team. Changes to this Community Health Improvement Plan will be recorded below.

<table>
<thead>
<tr>
<th>Description of Change</th>
<th>Page</th>
<th>Date</th>
<th>Rationale</th>
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LA CROSSE COUNTY
HEALTH DEPARTMENT
300 4th St N
La Crosse WI 54601
(608)785-9872

Visit our website at:
http://www.lacrossecounty.org/health