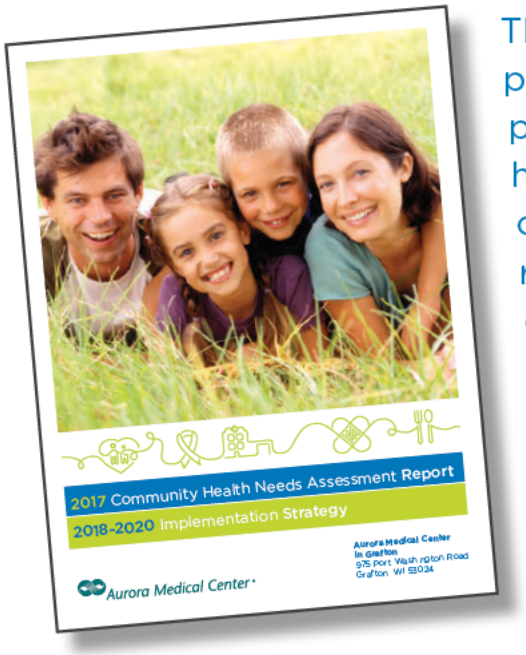
2018 – 2020

Implementation Strategy

As an affiliate of Aurora Health Care Inc., the leading not-for-profit healthcare provider in eastern Wisconsin, our purpose is to help people live well. We recognize our role in addressing concerns about the accessibility and affordability of health care in Ozaukee County. Further, we recognize that we are accountable to our patients and communities, and that our initiatives to support our communities must fit our role as a not-for-profit community hospital.



The implementation strategies presented here are the result of our process for assessing community health needs, obtaining input from community members and public health representatives, prioritizing needs, and consulting with our hospital staff and physician partners.

Our full Community Health Needs Assessment Report is available here: **www.aurora.org/commbenefits.**

Aurora Medical Center®

Aurora Medical Center in Grafton
975 Port Washington Road
Grafton, WI 53024

Our strategies are organized into three main categories in alignment with three core principles of community benefit:

Category	Community Benefit Core Principle
Priority #1	**Access and Coverage** *Increase access for persons in our community with disproportionate unmet health needs. In this section we outline our approach to link our community's most vulnerable residents with medical care.*
Priority #2	**Community Health Improvement Plan** *Build links between our clinical services and the local health department community health improvement plan (CHIP). In this priority we outline our approach to addressing behavioral health needs, a top finding in our needs assessment.*
Priority #3	**Build a seamless continuum of care** *Address the underlying causes of persistent health challenges in our community:* • *Chronic disease* • *Cancer* • *Safety* • *Social determinants of health*

In addition to alignment with community benefit principles, our implementation strategies illustrate the coordination between population health activities happening within our hospital or clinic walls and outreach activities designed to target the broader community.

Principal community health improvement tool: Community Partnerships

For any community health concern, it is widely recognized that a diverse team of engaged community partners is essential for implementing strategic community health improvement initiatives that make a difference. Therefore, we recognize the need to be a good community partner. Our implementation strategies strongly reinforce our role as a partner for community capacity-building to address unmet community health needs.

These implementation strategies do not constitute the entirety of the community benefits our hospital provides each year. An annual account of the community benefits we provide can be found by visiting **http://www.aurora.org/commbenefits.**

This Community Benefit Implementation Strategy was adopted by the Social Responsibility Committee of the Aurora Health Care Board of Directors on December 14, 2017.

Priority No. 1:
Access, a signature community benefit focus for Aurora Health Care

Target population
Uninsured residents of Ozaukee County

Principal partner
- **Aurora Health Care Medical Group (AHCMG)**
- **Aurora Healing and Advocacy Services (AHAS)**

Community partner
Advocates of Ozaukee
Since 1980, Advocates of Ozaukee has been providing services for those who may be experiencing domestic or sexual violence, including a 24-hour crisis line, temporary housing and food, advocacy and counseling, community education services, arrangements for education of school-age children, emergency transport to shelter, and referral and follow-up services. (www.advocatesofozaukee.com)

Impact goal
Increased access to care

Current findings
Access to health services ranked among the top five health issues for Ozaukee County. In 2016, 16% of the respondents delayed or did not seek medical care due to costs in the past 12 months; those who were in the bottom 40 percent household income bracket were more likely to report this. In addition, the number of individuals with an unmet medical need remained relatively the same at 11% (Source #1). The Healthy People 2020 target is to reduce the proportion of persons who are unable to obtain, or delay in receiving necessary medical care, to 4.2%. Key informants identified access to health care as a top five community health issue (Source #3).

Our strategy

For our patients
- Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
- Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes
- Provide discounted transportation for elderly and underserved patients using our facilities

MEASURES, number of:
- Non-emergent ED visits without a primary care physician; seen by an AHCMG primary care provider within 28 days
- Transportation vouchers provided

For our community
- Provide Aurora Medical Center in Grafton (AMCG) leader to:
  - Serve on Advocates of Ozaukee board
  - Provide AMCG volunteers and fundraising support

MEASURE:
- Process milestones

Priority No. 2:
Community Health Improvement Plan, focus on Behavioral Health

Target population
Residents of Ozaukee County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Behavioral Health Services (ABHS)
- Aurora Employee Assistance Program (EAP)

Community partners
- INVEST Coalition partners
  INVEST is a community-wide initiative working to sustain and improve the health of Ozaukee County residents through obesity reduction, improved mental health, the prevention of youth alcohol and tobacco use, and the elimination of illegal drug and heroin use.
- Local school districts – Grafton, Northern Ozaukee, Cedar Grove/ Belgium, Homestead, Cedarburg
- Washington Ozaukee Public Health Department

Impact goal
Increase linkages to appropriate care for behavioral health needs

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Ozaukee County. In 2016, 18% of Ozaukee County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder) in the past three years, comparable to 2014 (15%), but a significant increase from 2007 (11%) (Source #1). Mental health was identified as one of the top health issues in the county by key informants (Source #3). Six percent of adults in Ozaukee County reported feeling so overwhelmed in the past year that they considered suicide, an increase from 3% in 2014. This means approximately 4,140 adults in Ozaukee County may have considered suicide in the past year.

Twenty-eight percent of adults in Ozaukee County reported binge drinking in past month, a statistically significant increase from 2005 (19%), and higher compared to the state (22.1%) and the United States (16.0%) (Source #1). The rate of emergency department (ED) visits due to opiate poisonings (also known as opiate overdoses) was 10.3 per 100,000 population in 2014, higher than the 2013 rate of 8.0 per 100,000 population, but lower than the state average of 14.6 opiate poisonings per 100,000 population. Key informants and residents all identified drug use/abuse as one of the top health issues challenging the community (Sources #1, #3).

Our strategy
For our patients
- Provide ABHS referrals through tele-intake services in our ED and through inpatient tele-psychiatry consultations

MEASURE, number of:
- Individuals screened and referred

For our community
- Partner with local school districts to provide AMCG's EAP education on mental health and resources available within the community
- Support the INVEST subcommittee on mental health in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Ozaukee County:
  - Participate in Cultivate gap analysis project for Washington and Ozaukee counties, which will result in a better understanding of mental health service gaps and resources in the region
- Support INVEST subcommittees on underage drinking and tobacco cessation:
  - Advocate for policies that will reduce the access and availability of alcohol and tobacco products resulting in decreased risky environments
- Provide board leadership and sponsor both Linking Efforts Against Drugs (LEAD) and Champion programming at local schools to raise awareness on making healthy choices and alternatives to using drugs and alcohol

MEASURES:
- Process milestones for work with EAP in local schools
- Process milestones related to the implementation of the Cultivate program in the pilot cities of Port Washington and Saukeville
- Number of LEAD and Champion programs provided; number of students attending
- Process milestones of INVEST subcommittees

Priority No. 3:
Community benefit hospital focus on chronic disease

Target population
Residents of Ozaukee County

Principal partners
Aurora Health Care Medical Group (AHCMG)

Impact goal
- Increased awareness and control of chronic disease
- Decreased burden of hepatitis C across Aurora's population

Current findings
Chronic diseases ranked among the top five health issues for Ozaukee County. In 2016, 11% of adults reported heart disease or heart condition in the past three years, a statistical increase from 6% in 2005 (Source #1). The term "heart disease" refers to several types of heart conditions, such as coronary artery disease, angina, heart failure and arrhythmias. High blood pressure, high cholesterol and smoking are key risks for heart disease.[1]

Twenty-eight percent of adults reported high blood pressure – statistically similar to 24% in 2005 (Source #1).

Additionally, within Aurora's care population are an estimated 8,000 people with undiagnosed hepatitis C, and over 37,000 in the state.[2]

Our strategy
For our patients
- Implement Care Management strategies to address high blood pressure (BP) within our clinic population by: scheduling the patient's 6-month hypertension follow-up visit before they leave the clinic; rechecking any BP 140/90 or higher; scheduling for a 1-2 week nurse visit if BP remains elevated; scheduling with provider if BP remains elevated at nurse visit
- As part of a system-wide population health strategy, identify and screen clinic patients at risk for hepatitis C; treat those who test positive

MEASURES:
- Improvements in Care Management scores: 86% of patients between ages 18 and 85, with diagnosed hypertension, under good control (publicly accessible at www.wchq.org)
- Hepatitis C data collected regionally as part of Aurora Health Care Greater Milwaukee North & Sheboygan service areas

For our community
- Provide free outreach blood pressure screenings at various community locations/events
  - Provide education on the effects of smoking and tobacco cessation materials at community events in conjunction with blood pressure screenings
- Provide stroke education presentations at a variety of community sites, facilitated by Stroke Coordinator
- Provide heart-health education presentations at a variety of community sites, facilitated by Chest Pain Coordinator

MEASURES, number of:
- BP screenings; individuals screened and evaluation data
- Individuals referred for follow-up
- Stroke presentations provided; attendees
- Heart health presentations provided; attendees

[1] *Centers for Disease Control and Prevention - Heart Disease. Available at https://www.cdc.gov/heartdisease/about.htm. Accessed April 21, 2017.*
[2] *American Medical Group Association: 2015 Institute for Quality Leadership – New Care Models for the New Healthcare Consumer. Available at https://www.amga.org/docs/Meetings/IQL/2015/AMGA_IQL_brochure.pdf. Accessed August 22, 2017.*

Priority No. 3:
Community benefit hospital focus on chronic disease: cancer

Target population
Residents of Ozaukee County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Cancer Services (ACS)

Community partners
- American Cancer Society
- Leukemia Lymphoma Society
- YMCA Livestrong
- Wisconsin Well Woman program
- Casa Guadalupe
- Kettle Moraine and Faith Family YMCA

Impact goal
Decreased burden for persons diagnosed with cancer in Ozaukee County

Current findings
The 2009-2013 cancer age-adjusted incidence rate in Ozaukee County was 480.4 per 100,000 population, higher compared to the state at 473.2 per 100,000. In Ozaukee County, the leading cancer mortality rates for males (per 100,000) are: lung and bronchus (44.7), colorectal (19.2) and prostate (23.2), of which only lung/bronchus is below the Healthy People 2020 benchmark. The leading cancer mortality rates for females (per 100,000) are: lung and bronchus (26.2), breast (24.4) and colorectal (13.5), with breast cancer mortality falling below the Healthy People 2020 benchmark (Source #2).

Our strategy
For our patients
- Conduct a low dose CT screening program for persons at high-risk for lung cancer identified in the electronic health record (55 years or older with significant smoking pack history)
  - Refer as appropriate for long-term follow-up and tobacco cessation
- Administer our distress tool to cancer patients; for a score of 4 or higher on a scale of 1-10, refer the patient as appropriate to our principal and community partners
- Host cancer support groups, open to the public

MEASURES, number of:
- Lung CT screenings provided; referrals
- Distress screenings completed; referrals
- Support groups held; attendees

For our community
- Provide clinical breast exam screenings in partnership with local community organizations, and free to all community members
- Partner with American Cancer Society to offer four *Look Good Feel Better* classes for community members with cancer
- Provide integrative therapies including Reiki, massage, and acupuncture
- Host Expressive Arts Studio in our Cancer Care Center to aid cancer survivors in self-expression, relaxation and personal growth, open to community members with cancer
- Provide our cancer experts to staff multiple cancer support/community outreach opportunities across/within AMCG service area

MEASURES, number of:
- Clinical Breast Exams
- *Look Good Feel Better* classes; attendees
- Volunteer hours provided for integrative therapies
- Individuals participating in Expressive Arts Studio
- Outreach events conducted; attendees

Priority No. 3:
Community benefit hospital focus on safety

Target population
Residents of Ozaukee County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Sports Health (ASH)
- Aurora Foundation
- Aurora Pharmacy

Community partners
- Aging and Disability Resource Center of Ozaukee County (ADRC)
- Ozaukee County school districts – Grafton, Northern Ozaukee, Port Washington, Cedar Grove/Belgium, Random Lake
- American Heart Association (AHA)
- EMS providers in municipalities of Grafton, Mequon, Cedarburg, Ozaukee County, Sheboygan, West Bend and Washington County

Impact goal
Increased injury prevention and improved response

Current findings
The 2014 Ozaukee County injury hospitalizations rate was 900.2 per 100,000, higher compared to the state (894.6 per 100,000) and exceeds the *Healthy People 2020* target. The top ranked cause of injury-related ED visits was falls, almost twice as high as the second ranked cause of "struck by or against object or person" (Source #2). For Ozaukee County residents aged 75 years and over, the age-adjusted rate of injury ED visits for falls was 6,332.9 per 100,000, higher than the second highest cause –"struck by/against an object/person" – at 370.8 per 100,000 population.[3]

In 2012, Wisconsin governor Scott Walker signed into law Assembly Bill 259, which created statutes relating to concussions and other head injuries sustained during youth athletic activities.[4,5] This law requires that any "person who is suspected of sustaining a concussion or head injury in a youth athletic activity shall be removed from the youth athletic activity immediately" and "may not participate in a youth athletic activity until he or she is evaluated by a health care provider who has been trained in the evaluation and management of concussion and head injuries."[6]

Our strategy
For our community
- Support the *Stepping On* program in partnership with the ADRC by providing guest lectures on Rehab and Pharmacy for four sessions. *Stepping On* is a high-level, evidence-based program proven to reduce falls and build confidence in older people, and is open free of charge to the community.
- Develop fall-prevention follow-up program in partnership with local EMS and ADRC
- Partner with area school systems to offer free pre-season baseline concussion screenings
- Partner with AHCMG staff for a consistent approach to post-concussion injury management
- Provide licensed athletic trainer and physician support for high school athletic events
- Provide equipment and continuing education at Grafton High School to support AHA Heartsaver Basic Life Support (CPR/BLS) train-the-trainer classes with instructors from our hospital. Includes:
  - Adult manikins
  - Automated external defibrillators
  - Books and tip sheets
  - Evaluations
- Provide each 911 public service answering point (PSAP) with continuing education on the training and software needed to deliver EMS pre-arrival, step-by-step instructions to a caller, allowing early access to care before first responders arrive
  - Maintain the online platform allowing first responders to access the video training sessions at any time

MEASURES, number of:
- *Stepping On* sessions provided; attendees
- Milestones reached for development of fall-prevention program
- Baseline concussion screenings
- Student athletes treated for a concussion (with previous concussion baseline screening)
- Athletic event hours supported
- Heartsaver continuing education hours provided
- EMS continuing education hours

3 Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed July 5, 2017.
4 Youth Sports Concussion Safety Laws: Wisconsin. Available at http://www.momsteam.com/wisconsin/youth-sports-concussion-safety-laws-wisconsin. Accessed August 18, 2017.
5 Wisconsin State Legislature, Assembly Substitute Amendment 1, to 2011 Assembly Bill 259. Available at https://docs.legis.wisconsin.gov/2011/related/acts/172.pdf. Accessed August 18, 2017.
6 Wisconsin State Legislature, Assembly Substitute Amendment 1, to 2011 Assembly Bill 259. Available at https://docs.legis.wisconsin.gov/2011/related/acts/172.pdf. Accessed August 18, 2017.

Priority No. 3:
Community benefit hospital focus on social determinants of health

Target population
High school students in Ozaukee County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
Local high schools: West Bend, Kewaskum, Kettle Moraine Lutheran, Slinger

Impact goal
Increased opportunity for stable employment for graduating students and individuals with disabilities

Rationale
Social determinants of health are the structural elements and conditions in which people are born, grow, live, work and age.[7] They include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care.[8] A steady job in favorable working conditions means more than just a paycheck. Employment can also provide the income, health insurance and other benefits, and stability necessary for good health.[9]

Our strategy
For our community
- Provide job shadowing opportunities and tours for local students
- Offer Certified Nursing Assistant (CNA) Apprenticeship Program to local high school students, providing funding for four students to become CNAs and then be hired as apprentices to the Medical-Surgical Specialty Unit
- Through the Partners in Education Program, provide programming and content experts to local schools in Ozaukee County about careers in health care
- Provide volunteer opportunities to students with cognitive and physical disabilities
- Partner with Portal Industries to offer job training for individuals with cognitive and physical disabilities

MEASURES, number of:
- Students job shadowing and touring; students who report that they intend to pursue careers in health care
- CNA positions provided
- Presentations provided; student attendees
- Volunteer opportunities provided
- Positions offered through Portal Industries

[7] *HealthyPeople.gov, Social Determinants of Health. Available at https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health. Accessed June 28, 2017.*

[8] *The Henry J. Kaiser Family Foundation, Beyond Health Care: The Role of Social Determinants in Promoting Health and Health Equity. Available at http://www.kff.org/disparities-policy/issue-brief/beyond-health-care-the-role-of-social-determinants-in-promoting-health-and-health-equity/. Accessed June 28, 2017.*

[9] *Robert Wood Johnson Foundation, How Does Employment, or Unemployment, Affect Health? Available at http://www.rwjf.org/en/library/research/2012/12/how-does-employment--or-unemployment--affect-health-.html. Accessed June 28, 2017.*