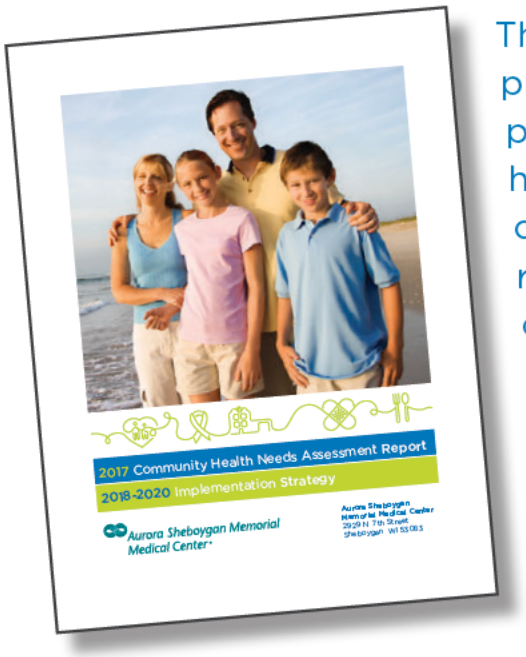
2018 – 2020

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 Sheboygan 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 Sheboygan Memorial Medical Center®

Aurora Sheboygan Memorial Medical Center
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Sheboygan, WI 53083

Our implementation strategies are organized into three main categories aligned 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* • *Women and children's health* • *Sexual assault and abuse response* • *Social determinants*

In addition to alignment with community benefit principles, our implementation strategies illustrate the coordination between population health activities within our hospital and 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 persons in Sheboygan County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partner
- Lakeshore Community Health Center (LCHC)
  A Federally Qualified Health Center that provides primary and preventive medical, oral and behavioral health services to uninsured and underinsured individuals in Sheboygan County and surrounding communities
- Anchor of Hope Health Center
  A non-profit organization working to engage men and women facing a pregnancy decision and provide education and support

Impact goal
Increase access to care

Current findings
Access to health services ranked among the top five health issues for Sheboygan County. In 2017, 16% of the respondents delayed or did not seek medical care due to costs in the past 12 months; those who were female were more likely to report this. In addition, the number of individuals with an unmet medical need remained relatively the same at 12%. 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%. Residents and key informants identified access to health care as a top five community health issue (Sources #1 and #3).

Our strategy

For our patients
- Provide appropriate follow-up with non-emergent patients using the emergency department (ED) for primary care
- Refer uninsured and self-pay patients using our ED for primary care to Lakeshore Community Health Center; develop tracking mechanism to determine number of referred persons who are seen at LCHC
- Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes
- Provide operating costs to maintain reliable transportation services for patients in Plymouth

MEASURES, number of:
- Non-emergent ED visits without a primary care physician; seen by an ACHMG primary care provider within 28 days
- Patients referred to LCHC
- Rides provided for patients in Plymouth

For our community
- Support Anchor of Hope Health Center through provision of lab testing
- Provide hospital tours for recent refugees or other community members with English as a second language to increase their comfort levels in accessing care. Tours cover an orientation to health services, including:
  - Registration process, forms required
  - Demonstration of Interpretation Services
  - ED process for patients and families
  - Visit a patient room demonstrating bed functionality, call lights, equipment, and family lounge
  - Women's Health, NICU delivery rooms, and bassinets

MEASURES, number of:
- Anchor of Hope patients tested; non-billed invoice amounts
- Tours provided; number of attendees

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

Target population
Residents of Sheboygan County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Pharmacies
- Aurora Behavioral Health Services (ABHS)

Community partners
- Healthy Sheboygan County 2020
- Sheboygan County Health and Human Services
- Mental Health America
- United Way
- Wisconsin Recovery Community Organization (WIRCO)
- Local school districts
- Wisconsin Safe and Healthy Schools (WISH) and State of WI
- Lakeshore Community Health Care

Impact goal
Increase linkages to appropriate care for behavioral health

Current findings
Mental health and alcohol and other drug use (behavioral health) were ranked among the top five health issues for Sheboygan County by both residents surveyed and key informants (Sources #1, #3). In 2017, 19% of Sheboygan 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 (20%) and 2008 (15%) (Source #1). Five percent of adults in Sheboygan County reported feeling so overwhelmed in the past year that they considered suicide, comparable to 2005 (4%.) This means approximately 3,560 adults in Sheboygan County may have considered suicide in the past year.

Twenty-eight percent of adults in Sheboygan County reported binge drinking in past month, a level trend since 2005, but higher compared to the state (22.1%) and the US (16%) (Source #1). The rate of emergency department (ED) visits due to opiate poisonings (also known as opiate overdoses) was 14.4 per 100,000 population in 2014, lower than its 2013 rate of 21.1 per 100,000 population and slightly lower than the state average of 14.6 opiate poisonings per 100,000 population.[1] However, in 2015, the rate of ambulance-administered naloxone injections was 106.7 per 100,000 population, higher than the state rate of 67 administrations per 100,000 for the entire state.[2]

Our strategy
For our patients
- Provide ABHS referrals through tele-intake services in our ED and through inpatient tele-psychiatry consultations
- Provide intensive outpatient (IOP) care for patients with alcohol and other drug abuse (AODA) disorders
- Provide partial hospitalization for behavioral health patients
- Participate in the county-wide Zero Suicide initiative, predicated upon a commitment by healthcare leaders to:
  - make suicide a "never" event so that not one person dies alone and in despair
  - promote a just culture where caring, competent and confident staff are supported to continuously improve and learn together
  - keep patients actively engaged and supported to talk about suicide and despair and rediscover hope and finding ways to thrive
- Provide Medication-Assisted Treatment (MAT), which combines behavioral therapy and medications, to treat patients with opioid abuse disorders
- Provide Recovery Coaching through a WIRCO grant to establish hospital-based recovery coaches in our ED to work with patients presenting with addiction issues

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[1] *Wisconsin Interactive Statistics on Health, 2015. Available at https://www.dhs.wisconsin.gov/wish/injury-hosp/index.htm, and injury-related emergency department visits module, https://www.dhs.wisconsin.gov/wish/injury-ed/index.htm. Accessed February 25, 2016*

[2] *Wisconsin Department of Health Services, Division of Public Health. Select Opioid-Related Morbidity and Mortality Data for Wisconsin, November 2016. Prepared by the Prescription and Nonprescription Opioid Harm Prevention Program. January 2017.*

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

MEASURES, number of:

- Individuals served through tele-intake and tele-psych
- Individuals served through IOP AODA
- Individuals served through the Behavioral Health In-patient unit
- Individuals served through legal hold including Chapter 51.45
- Individuals screened through Zero Suicide initiative; follow-up calls provided
- Individuals served through MAT
- Implementation of Hospital-based Recovery Coaches model

For our community

- Partner with Healthy Sheboygan County 2020 Mental Health Committee to build broad-based community systems change and support for:
  - SBIRT (Screening, Brief Intervention, & Referral to Treatment) in schools based on results of a Community Health Needs Assessment Call-to-Action Day
  - Two drug take-back days per year to reduce the availability of opioids (street drugs) within the community
- To address suicide, provide *Question. Persuade. Refer.* (QPR) to train participants how to recognize the warning signs of suicide and how to question, persuade and refer someone to help
- Promote careers in behavioral health services by hosting Lakeland College Behavioral Health Student Intern program
- Sponsor Teaming Together for a Brighter Tomorrow to address binge drinking in Kiel and New Holstein school districts
- Support United Way's Providing Access to Healing (PATH) program for students, a school-based program designed to improve access to mental health services for children and youth who are unable to obtain care elsewhere in the community
- Support "There is Hope" walk for suicide awareness and prevention
- Support Mental Health America AODA Resource Fair
- Collaborate with WIRCO to initiate The Wisconsin Voices of Recovery Hospital-based Recovery Coaching model annually to provide a team of recovery coaches who operate on an on-call basis and respond to overdose patients presenting to local emergency departments

MEASURES, number of:

- Schools adopting SBIRT; students reached
- Take-back days held; pounds of drugs collected by the County
- QPR sessions provided; individuals trained
- Lakeland and other university behavioral health interns placed in our hospital for clinical experience
- Teaming Together programs held; students reached and families counseled
- PATH programs held; students reached
- There Is Hope Walk attendees and volunteers
- Mental Health resource fair attendees and volunteers
- Recovery Coaches paired with patients in the ED

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

Target population
Residents of Sheboygan County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Vince Lombardi Cancer Clinic

Community partners
- American Heart Association
- American Cancer Society
- Sheboygan County Cancer Care Fund
- Advance Care Planning Coalition

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

Current findings
Chronic diseases ranked among the top five health issues for Sheboygan County. Heart disease or heart condition in the past three years was reported by 11% of adults, and 29% of adults reported high blood pressure, a static trend since 2005 and higher that the *Healthy People 2020* goal of 26.9%. Respondents who were aged 65 years or older were more likely to report heart disease and high blood pressure.

The 2009-2013 cancer age-adjusted incidence rate in Sheboygan County was 484.1 per 100,000 population, higher compared to the state at 473.2 per 100,000. The leading cancer mortality rates for males (per 100,000) were: lung and bronchus (56.6), colorectal (20.2) and prostate (20.2), of which lung/bronchus and colorectal are below the *Healthy People 2020* benchmark. The leading cancer mortality rates for females (per 100,000) were: lung and bronchus (36.9), breast (20.9) and colorectal (12.9), with breast cancer mortality falling below the *Healthy People 2020* benchmark (Source #2).

Additionally, within Aurora's care population are an estimated 8,000 people with undiagnosed hepatitis C, and over 37,000 in the state.[3]

Our strategy
For our patients
- Provide Geriatric/ED Nurse Case Manager to support the needs of our growing geriatric population by assessing how individuals manage their activities of daily living and offer options of services that could improve a person's support upon discharge
- Provide palliative care and advance care planning utilizing Goals of Care:
  - Home visits by a nurse practitioner or chaplain
  - Dementia care
- 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
- As part of a system-wide population health strategy, identify and screen patients at risk for hepatitis C; treat those who test positive

MEASURES, number of:
- Individuals served through Geriatric/ED Nurse Case Manager
- Palliative Care home visits
- Lung CT screenings provided; referrals
- Hepatitis C data collected regionally as part of Aurora Health Care Greater Milwaukee North & Sheboygan service area

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[3] *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 continued:
Community benefit hospital focus on chronic disease

For our community

- Provide stroke education and blood pressure (BP) screenings. As part of Stroke Awareness month (May), provide stroke education materials to 40 local businesses and work with grocery stores and pharmacies to include stroke education material in 500 shopping bags
  - Attend at least four other events to actively take blood pressures and educate participants on symptoms of stroke
- In collaboration with Advance Care Planning Coalition, provide community palliative care/advance care education on various topics including:
  - Advance Care Planning and completion support
  - Memorial services
  - Grief support
- Provide cancer programs and support groups, including:
  - *Look Good Feel Better*
  - Prostate Cancer support group
  - Touched by Cancer support group
  - I Love Someone with Cancer support group
  - Breast Cancer Support Group

MEASURES, number of:

- Business and shopping bags provided with stroke education materials
- Events at which BP screenings were held; number of individuals screened
- Community palliative care/advance care planning education sessions provided; topics and attendees
- Individuals attending community cancer programs and support groups

Priority No. 3:
Community benefit hospital focus on women and children's health

Target population
Residents of Sheboygan Countyy

Principal partners
Aurora Health Care Medical Group (AHCMG)

Community partners
- United Way Community Partnership for Children
- Family Connections
- Family Resource Center
- Local police and fire departments
- Fairview Elementary School, Plymouth
- Sheboygan County Division of Public Health

Impact goal
Increase the health and safety of women and children including: referrals to needed services and increased rates of physical activity and good nutrition habits

Rationale
According to *Healthy People 2020*, "Improving the well-being of mothers, infants, and children is an important public health goal for the United States. Their well-being determines the health of the next generation and can help predict future public health challenges for families, communities, and the health care system."[4]

Our strategy
For our patients
- In partnership with United Way, Family Connections and the Family Resource Center, sponsor the Welcome Baby Program, in which nursing staff conduct an assessment for all first-time and NICU moms to determine if they could benefit from a visit by a Resource Specialist and further referral to home visits from Parents as Teachers

MEASURES, number of:
- Welcome Baby assessments completed

For our community
- Provide free community classes including:
  - Labor, Birth & Beyond
  - Bringing Home Baby
  - Big Kid New Baby
  - Teenage Pregnancy
  - Breastfeeding
  - EMMI Post-partum Depression
- Host *Footprints on our Heart* program, a memorial service for families who have experienced the loss of a baby through miscarriage, stillbirth, or neonatal death. Also hold a memorial service at a group cemetery
- Provide upon request, infant car seat checks and installations free of charge to all members of the community
- Host a Community Car Seat safety inspection event
- In coordination with local police and fire departments, provide free bike helmet fit tests
- Provide *KidShape in the Classroom* program for two first grade classes at Fairview Elementary School. This six-week program focuses on creating lifelong healthy habits for the entire family. The weekly lessons will be offered during class time and will be interactive, focusing on nutrition and physical activity. The parents and entire family will be engaged through completion of weekly at-home activities
- Attend Women's Health Expo, resource fair. Provide upon request, information on women's health issues and sexual assault and abuse response services

MEASURES, number of:
- Classes provided; attendees
- Individuals attending *Footprints on our Heart* program
- Car seats checked
- Number of attendees at the Car Seat event
- Bike helmets sized and provided
- Number of *KidShape in the Classroom* sessions provided; number of children, family members participating and evaluations
- Individuals attending Women's Health Expo

[4] *HealthyPeople.gov, Maternal, Infant, and Child Health. Available at https://www.healthypeople.gov/2020/topics-objectives/topic/maternal-infant-and-child-health. Accessed September 7, 2017.*

Priority No. 3:
Community benefit hospital focus on sexual assault

Target population
Residents of Sheboygan County

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

Community partners
- Local law enforcement
- Sheboygan County Human Trafficking Team (SCHTT)
- Safe Harbor
  Which provides prevention education, crisis intervention and ongoing outreach services to empower individuals, families and the community to live lives free of domestic abuse and sexual assault

Impact goal
Increased access to care for sexual assault

Current findings
The rate of rape for Sheboygan County was 25.2 reports per 100,000 persons, higher than Wisconsin's overall rate of 24.3 per 100,000 in 2012.[5] Sexual assault and rape are underreported and the definition of sexual assault varies across different agencies; therefore, the number and rate may vary depending on the source.

Our strategy
For our patients
Consistent within Aurora's system-wide Sexual Assault Nurse Examiner (SANE) program and AHAS, provide:
- 24/7 trauma-informed and victim-sensitive services, including forensic evidence collection and SDFI®-TeleMedicine forensic photodocumentation system based on the Federal Rules of Evidence
- Referrals as appropriate to medical, clinical, counseling and advocacy services
- Introduce a Safe Mom Safe Baby (SMSB) program, a case-management service provided to pregnant or recently delivered women experiencing intimate partner violence

MEASURES, number of:
- Individuals served and referrals provided
- Women served through SMSB; women provided with intensive support
- Women reporting improved safety behaviors
- Babies born to women participating in SMSB who reach full term and a healthy birth weight

For our community
- Conduct community trainings on how to care for and work with victims of crime using trauma-informed care techniques, including:
  - Sexual Assault Response Teams (SART) training for law enforcement
  - Abuser Training
  - Department of Justice SANE training
- Support the Tri-county (Sheboygan, Ozaukee, Washington) Child Advocacy Center in Saukville to provide care to children who are suspected to have experienced domestic/sexual abuse
- In conjuction with SCHTT, develop community-wide action plan to address the issues of human trafficking and sexual assault among all populations of Sheboygan County
- Support Safe Harbor to provide services and advocates to victims of sexual/domestic violence who have been treated at Aurora Sheboygan Memorial Medical Center

MEASURES, number of:
- Number of community trainings; attendees
- Number of children served through Child Advocacy Center
- Process milestones related to plan to address human trafficking/sexual assault in all populations
- Process milestones related to support of Safe Harbor

[5] *Wisconsin Department of Justice, Crime in Wisconsin 2012, September 2013. Available at https://wilenet.org/html/justice-programs/programs/justice-stats/library/crime-and-arrest/2012-crime-in-wi.pdf. Accessed February 22, 2016*

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

Target population
- Vulnerable congestive heart failure patients
- Residents of Sheboygan County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- Local high schools
- Lakeshore Health Care Alliance
- Lakeshore Technical College
- Sheboygan County Chamber of Commerce Workforce Summit
- The Commons
- Meals on Wheels
- Salvation Army
- Sheboygan County Interfaith Organization (SCIO) Farmers Market

Impact goal
Increased opportunity for stable employment, nutritious food

Rationale
Social determinants of health are the structural elements and conditions in which people are born, grow, live, work and age.[6] They include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to resources such as health care and healthy foods.[7]

Our strategy
For our patients
- Provide Meals on Wheels program for our vulnerable congestive heart failure patients for 30 days post-discharge to assure availability of nutritious meals

MEASURES, number of:

Meals on Wheels provided; readmission rates

For our community
- To increase opportunities to learn about and secure employment in the healthcare field, provide:
  - Three Career Experience sessions per year in collaboration with Lakeshore Health Care Alliance, enabling local high school students to hear presentations from up to six different clinical departments
  - Job-shadowing experience between four and 24 hours in length for high school students who have completed a Career Experience and college students
  - 17 scholarships for students pursuing degrees related to healthcare
  - Clinical site experiences for local technical schools and universities
  - Participate in the science, technology, engineering and math (STEM) conference at UW-Sheboygan
- Provide meals for Salvation Army day care
- Support for SCIO Farmers Markets in Sheboygan and Plymouth

MEASURES, number of:
- Students participating in Career Experience
- Students shadowing
- Scholarships provided; dollar amount
- Students completing clinical rotations
- Individuals attending Workforce Summit
- Individuals attending STEM conference
- Meals provided to Salvation Army
- Process milestones related to support of SCIO Farmers Market

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

[7] *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.*