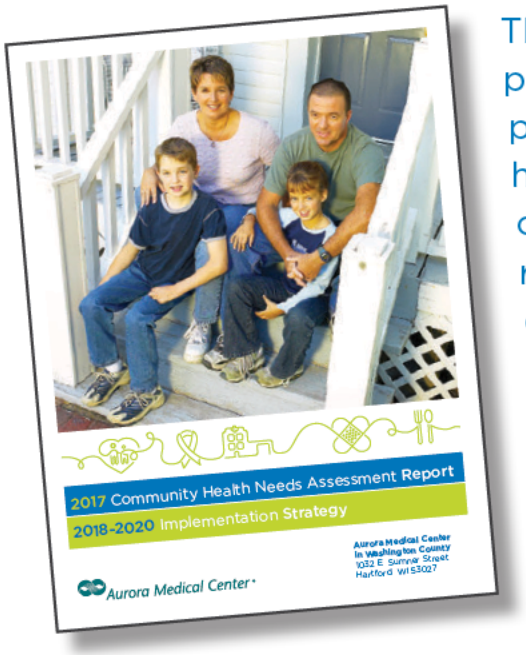
2018 – 2020

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 Washington 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 Washington County
1032 E. Sumner Street
Hartford, WI 53027

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* • *Physical activity and nutrition* • *Youth injury prevention* • *Sexual assault* • *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 Washington County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- **Albrecht Free Clinic (AFC)**
  The Albrecht Free Clinic, a non-profit 501(c)(3) organization, aims to ensure that Washington County residents have access to basic medical care. Since 1996, AFC has served as a safety net for those who are uninsured and underinsured. The clinic also cares for a growing number of patients who have chronic conditions such as heart disease, diabetes, asthma, lower back pain, dental decay and infection.
- **Medical Center Foundation of Hartford**
  Since 1977, the Medical Center Foundation of Hartford has had a rich history of helping individuals in Hartford and surrounding communities.

Impact goal
Increased access to care

Current findings
In 2016, 23% of respondents delayed or did not seek medical care due to costs in the past 12 months, up significantly from 15% in 2011. The number of individuals with an unmet medical need remained relatively the same at 15%; those who were in the bottom 40 percent household income bracket were more likely to report this (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%. Residents identified access to health care as a top five community health issue (Source #1).

Our strategy

For our patients
- Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
- Refer uninsured and self-pay patients using our ED for primary and dental care to Albrecht Free Clinic (AFC)
- Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes

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

For our community
- Accept vouchers from Albrecht Free Clinic for ancillary services (lab, radiology and physical therapy) and specialty care
- In partnership with the Medical Center Foundation of Hartford, provide discounted transportation for elderly and underserved patients using our facilities

MEASURES, number of:
- Ancillary service vouchers accepted, by type
- Transportation vouchers provided

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

Target population
Residents of Washington County

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

Community partners
- National Alliance on Mental Illness (NAMI)
- Well Washington County
- Washington Ozaukee Public Health Department

Impact goal
Increase linkages to appropriate care for behavioral health

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Washington County. In 2016, 16% of Washington 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 (18%) but a significant increase from 11% in 2005 (Source #1). Mental health was identified as one of the top health issues in the county by key stakeholders (Source #3). Three percent of adults in Washington County reported feeling so overwhelmed in the past year that they considered suicide, comparable to 2014 and 2005 (4% and 3% respectively). This means approximately 3,090 adults in Washington County may have considered suicide in the past year.

Thirty-four percent of adults in Washington County reported binge drinking in past month, a statistically significant increase from 2005 (21%), and higher compared to the state (22.1%) (Source #1). The rate of emergency department (ED) visits due to opiate poisonings (also known as opiate overdoses) was 12.8 per 100,000 population in 2014, higher than the 2013 rate of 8.3 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
- Provide support to NAMI Signature programs (Family-to-Family or Peer-to-Peer) by providing guest speakers or financial sponsorship
- Support Well Washington County in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Washington 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
- To address suicide, provide *Question. Persuade. Refer.* (QPR) training program at our Hartford Clinic for Aurora staff, their family and friends. QPR trains participants how to recognize the warning signs of suicide and how to question, persuade and refer someone to help.

MEASURES:
- Process milestones for support of NAMI Signature programs
- Process milestones related to the implementation of the Cultivate program in the pilot city of West Bend
- Number of QPR sessions provided; individuals trained

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

Target population
Residents of Washington County

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

Community partners
- Aging and Disability Resource Center (ADRC)
- Casa Guadalupe Education Center
- Kettle Moraine YMCA
- Hartford Senior Center

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 Washington County. In 2016, 13% of adults reported diabetes in the past three years, a statistical increase from 6% in 2005 and higher than the state (8.0%) and national (9.5%) rates (Source #1). Diabetes may lead to serious health complications including heart disease, blindness, kidney failure and lower-extremity amputations; it is the seventh leading cause of death in the US.[2]

Additionally, within Aurora's care population are an estimated 8,000 people with undiagnosed hepatitis C, and over 37,000 in the state.[1]

Our strategy
For our patients
- Provide two evidence-based *Healthy Living with Diabetes* programs per year to cover understanding diabetes, getting the right healthcare, monitoring blood glucose, learning about food and diabetes, adding activity to one's life, understanding medications and living with diabetes
- 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:
- Number of attendees for *Healthy Living with Diabetes* sessions
- Hepatitis C data collected regionally as part of Aurora Health Care Greater Milwaukee North & Sheboygan service areas

For our community
- Partner with Casa Guadalupe to provide evidence-based curriculum to serve the needs of Hispanic individuals and families residing in Washington County, including:
  - Heart health
  - Diabetes
  - Bone health
  - Mental health
  - Family nutrition

MEASURES:
- Number of educational sessions and type; attendees
- Evaluation data

[1] *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.*
[2] *Centers for Disease Control and Prevention. - Diabetes Public Health Resources. Available at http://www.cdc.gov/basics/diabetes.html. Accessed April 21, 2017.)*

Priority No. 3:
Community benefit hospital focus on physical activity and nutrition

Target population
Adults and youth of Washington County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Rehabilitation Services
- Well Washington County (WWC)

Community partners
- Kettle Moraine YMCA
- Local school discricts – West Bend, Kewaskum, Kettle Moraine Lutheran, Slinger

Impact goal
Increased rates of physical activity and good nutrition habits

Current findings
Physical activity and nutrition ranked among the top five health issues for Washington County. In 2016, 45% of adults in Washington County reported engaging in recommended moderate or vigorous activity, a downward trend since 52% in 2008. Sixty-one percent of the children in Washington County engaged in physical activity for 60 minutes at least five days out of the week. Seventy-one percent of adults in Washington County reported eating the recommended fruit servings, while 34% of adults reported eating the recommended vegetable servings; Washington County adults' fruit and vegetable consumption steadily improved since 2005 (Source #1). Key informants identified physical activity and nutrition as a top five health issue (Source #3).

Our strategy
For our patients
- Offer a discounted, medically-based and supervised community exercise program targeting chronic disease processes including, but not limited to, diabetes, phase III cardiac/pulmonary rehab and Parkinson's disease

MEASURE:
- Number of participants in exercise program

For our community
- Partner with local school districts to provide Hop into Health Care summer school course for second through sixth grades. Curriculum includes four weeks of educational classes including:
  - Healthy eating
  - Gardening
  - Exercise
  - Screen time and sleep
  - Youth first aid
  - Health careers
- Support WWC Eat and Move Well subcommittee through collaboration on the development and implementation of effective nutrition and physical activity strategies

MEASURES:
- Number of children participating in Hop into Health Care; evaluations
- Process milestones in collaboration with WWC Eat and Move Well subcommittee

Priority No. 3:
Community benefit hospital focus on youth injury prevention

Target population
Student athletes, their coaches and parents in Washington County

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

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

Impact goal
Improved youth concussion prevention, identification, and intervention

Rationale
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.[3,4] 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 that such a person "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."[5]

Our strategy

For our community
- Partner with area school systems to offer free pre-season baseline concussion screenings
- Partner with ACHMG staff for a consistent approach to post-concussion injury management including post-concussion testing and Return to Learn/ Return to Play guidance
- Provide licensed athletic trainer and physician support for athletic events to deliver first aid, provide medical support and field and equipment inspection
- Provide non-concussion injury and illness care including assessment, treatment, rehabilitation, Return to Play decision-making, and communication between the physician, coach and family
- Provide administration services to establish athletic event venue emergency plans, manage site medical supplies, maintain electronic medical records, and analyze and report on injury trends
- Provide free education to students, parents and at public events in Washington County on topics including concussions, injury prevention and safety, nutrition and hydration, and fitness and training assistance

MEASURES, number of:
- Baseline concussion screenings provided
- Student athletes treated for a concussion (with previous concussion baseline screening)
- Athletic event hours supported
- Educational sessions provided; attendees

[3] *Youth Sports Concussion Safety Laws: Wisconsin. Available at http://www momsteam.com/wisconsin/youth-sports-concussion-safety-laws-wisconsin. Accessed August 18, 2017.*

[4] *Wisconsin State Legistature, 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.*

[5] *Wisconsin State Legistature, 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 sexual assault

Target population
Residents of Washington County

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

Community partners
- Local law enforcement
- FRIENDS, Inc.
  FRIENDS, Inc. empowers and provides safety to those affected by domestic and sexual violence through support services and prevention education in Washington County.
- Local school districts

Impact goal
Increased access to care for sexual assault

Current findings
The rate of rape for Washington County was 10.5 reports per 100,000 persons, lower than Wisconsin's overall rate of 24.3 per 100,000 in 2016.[6] However, 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 based on the Federal Rules of Evidence
- Referrals as appropriate to medical, clinical, counseling and advocacy services
- In partnership with FRIENDS, Inc., provide access to an advocate for all SANE patients

MEASURE, number of:
- Individuals served and referrals provided

For our community
- Provide community education/prevention/outreach trainings
- In partnership with FRIENDS, Inc., provide bystander intervention trainings at local high schools

MEASURES, number of:
- Events conducted or supported
- Attendees

[6] *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 – employment

Target population

High school students in Washington County

Principal partner

Aurora Health Care Medical Group (AHCMG)

Community partners

- Local high schools – West Bend, Kewaskum, Kettle Moraine Lutheran, Slinger
- Washington County Workforce Alliance

Impact goal

Increased opportunity for stable employment

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 such as socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care.[8]

Our strategy

For our community

- Offer Certified Nursing Assistant (CNA) Apprenticeship Program to local high school students, providing funding for two students to become CNAs and then be hired as apprentices to our Medical-Surgical Specialty Unit
- In partnership with West Bend High School, offer Youth Apprenticeship Program to hire one CNA apprentice who will receive high school and college credit by participating
- Provide job shadowing opportunities for local high school students
- Provide $500 scholarships to area high school seniors who are seeking careers in health care
- Support the Washington County Workforce Alliance in providing a sustainable pipeline of appropriately trained and work-ready individuals to support the needs of business and industry in Washington County

MEASURES, number of:

- Positions provided
- Students job shadowing
- Scholarships awarded
- Process milestones in support of Washington County Workforce Alliance

[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.*