2019 – 2021

Implementation Strategy

As an affiliate of Advocate Aurora Health, the leading not-for-profit healthcare provider in eastern Wisconsin and Illinois, our purpose is to help people live well. We recognize our role in addressing concerns about the accessibility and affordability of health care in Winnebago 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 Oshkosh
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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:* • *Cancer* • *Sexual assault* • *Obesity*

In addition to alignment with community benefit principles, our implementation strategies illustrate the coordination between population health activities 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 Aurora Health Care Community Board on November 19, 2018.

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

Target population
Uninsured residents of Winnebago County

Principal partner
- Aurora Health Care Medical Group (AHCMG)

Community partners
- Partnership Community Health Center
- St. Francis Community Free Clinic

Impact goal
Increased access to care

Current findings
In 2018, 6% of adults in Winnebago County experienced unmet medical care and 8% experienced unmet dental care. Also in 2018, 89% of Winnebago County residents had a primary care physician in 2018, higher than the Wisconsin average of 81.4%, but lower than the Healthy People 2020 goal of 95.0%.

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
- Establish new agreements for primary care options: Our hospital had a longstanding collaborative and reciprocal partnership with the UW-Oshkosh Living Healthy Community Clinic to care for patients with disproportionate unmet health needs (DUHN). The clinic's closure as of December 28, 2017 left us with both a challenge and opportunity to identify, explore and evaluate new FQHC/free clinic partners during 2018. In 2019 our plan is to formalize reciprocal partnerships to assure ongoing community-based primary care access points to help underserved populations establish a health home:
  - Research prospective new partnership with a community free clinic or FQHC to assure appropriate linkages for un- and under-insured patients seeking primary care services in our hospital ED
  - Develop and establish a collaborative relationship
  - Refer uninsured and self-pay patients using our ED for primary care to FQHC/free clinic

MEASURES:
- Number of non-emergent ED visits without a primary care physician; seen by an AHCMG primary care provider within 28 days
- Progress milestones related to development of free clinic/FQHC partner
- Number of patients referred to FQHC/free clinic

For our community
- Develop agreement with new free clinic/FQHC partner to provide specialty care to patients

MEASURES:
- Specialty care services provided

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

Target population
Residents of Winnebago County

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

Community partners
- **Winnebago County Heroin Task Force**
- **Winnebago County Health Department**

Impact goal
Increased linkages to appropriate screening and care for behavioral health

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked within the top five health issues as identified by both residents and key informants. According to the 2017 County Health Rankings, Winnebago County adults reported an average of 3.4 mentally unhealthy days in the past 30 days. Additionally, in 2016, there were 30 suicides in Winnebago County at a rate of 17.7 per 100,000, higher than the Wisconsin rate of 14.9 per 100,000 population (Source #2).

Our strategy
For our patients
- Provide ABHS social worker in our ED to assess and appropriately expedite patient referrals for behavioral health services
- Provide behavioral health referrals through telepsychiatric program

MEASURES, number of:
- Patients screened

For our community
- In collaboration with the Winnebago County Health Department, evaluate options for activities focused on primary prevention of alcohol abuse, with a focus on the middle school age population and patients filling new prescriptions
- In collaboration with AHCMG and community partners, develop new services to address mental health issues, especially addiction prevention and treatment strategies

MEASURES:
- Milestones related to selection of alcohol abuse prevention strategy

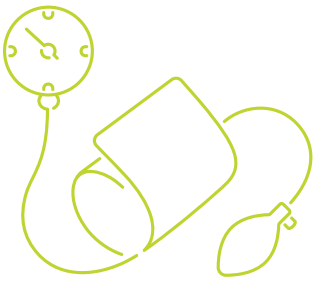
Priority No. 3:
Community benefit hospital focus on chronic disease: cancer and hepatitis C

Target population
Residents of Winnebago County

Principal partner
- **Aurora Health Care Medical Group (AHCMG)**

Community partner
- **American Cancer Society**

Impact goal
Increased opportunity for cancer screening and support



Current findings
The 2010-2014 cancer age-adjusted incidence rate in Winnebago County was 471.7 per 100,000 population, higher compared to the state at 452 per 100,000 (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.[1]

Our strategy
For our patients
- Provide nurse navigator to work with all cancer patients to develop a survivorship plan
- Hold ongoing annual survivorship activities for our cancer patients and their caregivers to provide information about cancer support resources and to address quality of life issues during and after cancer treatment
- 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:
- Survivorship plans developed
- Attendees
- Hepatitis C data collected regionally as part of Aurora Health Care Oshkosh & Fond du Lac service area

For our community
- Provide cancer screenings and educational sessions at a variety of community venues and events

MEASURES, number of:
- Screenings provided
- Individuals screened
- Individuals educated

[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.*

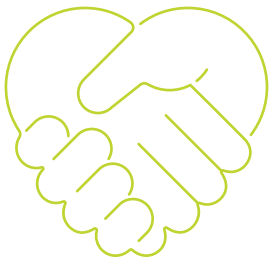
Priority No. 3:
Community benefit hospital focus on sexual assault

Target population
Residents of Winnebago County

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

Community partner
- Local law enforcement

Impact goal
Increased access to care for survivors of sexual assault



Current findings
Sexual violence is defined as sexual activity when consent is not obtained or not given freely.[2] The rate of rape for Winnebago County was 12.3 reports per 100,000 persons, lower than Wisconsin's overall rate of 24.5 per 100,000 in 2016.[3] 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 with Aurora's system-wide Sexual Assuault Nurse Examinier (SANE) program and AHAS, provide:
- 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
- Refer as appropriate to medical, clinical, counseling and advocacy services

MEASURES, number of:
- Individual served
- Referrals provided

For our community
- Provide community education/prevention/outreach trainings

MEASURES, number of:
- Trainings provided; attendees

[2] *Centers for Disease Control and Prevention – Violence Prevention: Sexual Violence. Available at https://www.cdc.gov/violenceprevention/sexualviolence/index.html. Accessed February 8, 2018.*

[3] *WWisconsin 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*

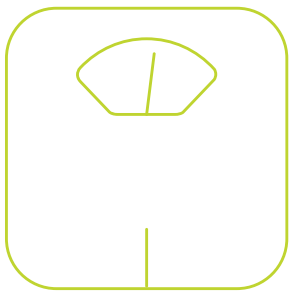
Priority No. 3:
Community benefit hospital focus on obesity

Target population
Residents of Winnebago County

Principal partner
- Aurora Health Care Medical Group (AHCMG)

Community partners
- Fox Valley Community Health Improvement Coalition
- Weight of Fox Valley

Impact goal
Increased opportunities to maintain a healthy weight



Current findings
In 2018, 70% of adults in Winnebago County were classified as being overweight, an increase from 64% in 2011. Since 70% of adults in Winnebago County in 2016 were classified as overweight, this means 30% of adults were classified as a healthy weight.

Our strategy
For our community
- Continue to participate in initiative to geomap tri-county obesity hot spots in collaboration with ThedaCare and Ascension Health
- Work with local employers in Winnebago County to adopt some level of worksite wellness programming as an active member of the Worksite Action Team; advance awareness and distribution of FV Worksite Wellness Toolkit
- Support the Active Communities Team mission to promote use of trails and bike routes and leverage regional planning work to assure coordination across jurisdictions
- Create and maintain more low-cost opportunities for families to be active on a year-round basis, including developing Safe Routes to School, etc.
- Provide professionals, such as pediatric nurse practitioner, dietitian and exercise scientists, to staff community-based initiatives such as re:TH!NK

MEASURES:
- Milestones
- Number of community based initiatives staffed, by type of initiative and staff