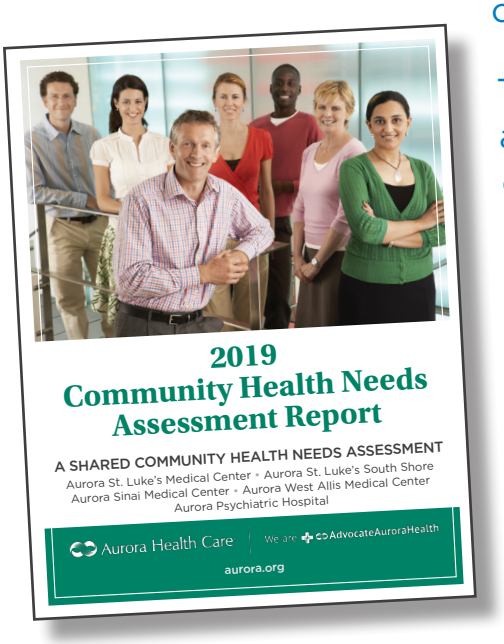
2020 – 2022

Implementation Strategy

Advocate Aurora Health (AAH) is among the 10 largest not-for-profit, integrated health systems in the United States and a leading employer in the Midwest with more than 70,000 team members, including more than 22,000 nurses and the region's largest employed medical staff and home health organization. A national leader in clinical innovation, health outcomes, consumer experience and value-based care, the system serves nearly 3 million patients annually in Illinois and Wisconsin across more than 500 sites of care. As an AAH hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Milwaukee 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 Milwaukee County Community Health Needs Assessment Report is available here: **www.aurora.org/commbenefits.**

Aurora Health Care®

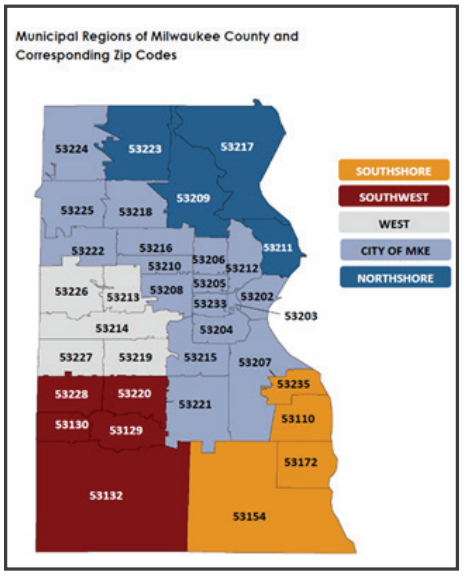
We are AdvocateAuroraHealth

Aurora West Allis Medical Center
8901 W. Lincoln Avenue
West Allis, WI 53227

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	**Social Determinants of Health** *In alignment with the Advocate Aurora Health Community Strategy, this section describes our approach to addressing social determinants of health, the structural elements and conditions of our communities that influence the health of residents.*

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.



For the purposes of data collection and Implementation Strategy planning, Milwaukee County was divided into five regions. The regions include the City of Milwaukee, Cudahy/Oak Creek/St. Francis/South Milwaukee (referred to as "South Shore"), Franklin/Greendale/Greenfield/ Hales Corners (referred to as the "Southwest" region), Wauwatosa/West Allis/West Milwaukee (referred to as the "West" region), and Bayside/Brown Deer/Fox Point/ Glendale/River Hills/Shorewood/Whitefish Bay (referred to as "North Shore"). Based on patient population and hospital location, the following report looks at the data and strategies relative to the West region.

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 our community benefits 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 August 7, 2019.

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

Target population
Uninsured residents of Milwaukee County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partner
- **Milwaukee Health Care Partnership (MHCP)**
- **West Allis-West Milwaukee Health Department**

Impact goal
Increased number of non-emergent patients presenting in our emergency department (ED) are navigated to a medical home

Current findings
In 2018, 8% of Milwaukee County respondents had an unmet medical need in the past 12 months, as did 7% of Wauwatosa/West Allis/West Milwaukee residents. Access to health care was a ranked as a top issue by community members and key stakeholders (Sources #1, #3).

Our strategy
For our patients
- Through participation in the Milwaukee Health Care Partnership ED Care Coordination (MHCP EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department (ED) for primary care with medical homes
  - Past impact: 228 appointments were made through the MHCP EDCC program in 2017 and 2018

MEASURES, number of:
- Appointments scheduled; FQHC appointments and show rate

For our community
- NEW: In collaboration with the West Allis-West Milwaukee Health Department, provide free flu clinics at food bank and church locations, including St. John's Church, First Lutheran Church, and Holy Assumption Food Pantry, with flu shots administered by our pharmacist

MEASURES, number of:
- Flu clinics held; flu shots provided, by site

Priority No. 2:
Alignment with Community Health Improvement Plan focus on behavioral health

Target population
Residents of Milwaukee County

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

Community partners
- West Allis Mental Health and Substance Abuse Task Force
- IMPACT 211

Impact goal
All patients who present in our ED needing behavioral health services are identified and referred to appropriate care

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Milwaukee County. In 2018: 28% of Milwaukee County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder), as did 26% of Wauwatosa/West Allis/West Milwaukee residents.

Thirty-two percent of Milwaukee County residents reported binge drinking in the past month; with 28% reported by residents of Wauwatosa/West Allis/West Milwaukee specifically (Source #1).

When compared to other Wisconsin counties, both the 2015-2017 age-adjusted ER rate due to substance use (42.6 per 100,000 population) and age-adjusted hospitalization rate due to substance use (21.3 per 100,000 population) in Milwaukee County is in the worst quartile (Source #2).

Our strategy
For our patients
- Continue to embed an Aurora Behavioral Health Counselor in our ED to expedite appropriate referrals and assist with navigation, facilitate interactions with ED staff, and provide inpatient transfers, appointment scheduling and motivational interviewing
  - Past impact: 2,901 individuals were assessed in our ED 2017 and 2018
- NEW: Administer depression and, if indicated, suicide screening at all ED patient encounters, and provide safety planning and linkages to resources as appropriate
- NEW: Administer a first dose of suboxone treatment to individuals presenting in our ED with an opioid addiction and expressing a desire to get help. Those treated will be linked into a treatment program within 24 hours

MEASURES, number of:
- Individuals assessed; referrals
- Suboxone treatments provided; individuals entering treatment

For our community
- Continue to work with the Mental Health and Substance Abuse Task Force to:
  - Provide education on early warning signs of mental health, suicide risk, and substance abuse to existing community groups (Interfaith, Senior Center staff, businesses, etc.) and through local media coverage
  - Sponsor a community-wide campaign to bring awareness to mental health issues in our community, and encourage a public conversation to lessen the stigma surrounding mental health issues
    - Past impact: 5 educational sessions with 41 individuals attending were provided in 2017 and 2018; social media awareness campaigns were completed
- NEW: Provide Question. Persuade. Refer. (QPR) program to train community participants how to recognize the warning signs of suicide and how to question, persuade and refer someone to help

MEASURES:
- Number of educational sessions held; attendees
- Process milestones of Mental Health and Substance Abuse Task Force awareness campaign
- Number of community members trained

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – teen pregnancy

Target population
Teen mothers in Milwaukee County

Principal partners
Aurora Health Care Medical Group (AHCMG)

Community partners
- **Shared Journeys** *Charter High School for pregnant and parenting teens*
- **United Way**

Impact goal
Increased ability to obtain employment and provide stable homes for their babies

Current findings
In 2017, births among Milwaukee County females aged 15-19 years was 25.3 per 1,000 females. When compared to other Wisconsin counties, the 2017 teen birth rate in Milwaukee County is in the worst quartile (Source #2).

Our strategy
For our community
- Since September 2012, Shared Journeys educates pregnant and parenting teens both in parenting and academics with coursework including: Child Development I and II, Career and Social Aspects of Society I and II, Prenatal Coursework, Independent Study, Cooperative Education Employment, as well as Compass Learning for online general studies. AWAMC supports the Shared Journeys mission of academic and parenting success and meeting the unique needs of each individual student by:
  - Serving on the Shared Journeys charter school governance board
  - Providing childbirth education, breastfeeding and infant care classes; work-development and job-skills mentoring at our hospital
  - Implementing the Making Proud Choices curriculum through a United Way Healthy Girls grant
  - Leasing a distinct and spacious facility to accommodate childcare service
  - Grant writing to ensure sustainability
    - Past impact: An average of 25 students were enrolled per quarter in 2017 and 2018; 26 babies were born with 18 born full term and 100% initiating breast feeding. Twenty students graduated, with 90% enrolling in post-secondary education or job training.

MEASURES:
- Number of teen parents enrolled
- Number of babies born to students, number full-term
- Percent of babies who receive breast milk
- Percent of students who graduate
- Percent of graduates who enroll in post-secondary education or job training
- Percent with a low risk score on the Adult Adolescent Parenting Inventory
- Percent demonstrating an increase in communication about sexual health with partners and goal for their future
- Long-term follow-up data on unplanned repeat pregnancies
- Long-term follow-up data on post-secondary education or job training completion

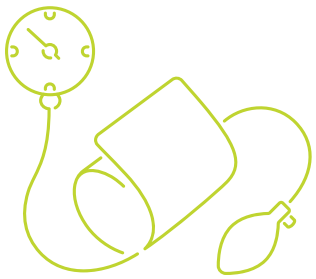
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Target population
Residents of Milwaukee County

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

Community partners
West Allis-West Milwaukee Health Department

Impact goal
Increased safety and enhanced violence prevention and response



Current findings
Threats to an individual's safety can take many forms. The 2017 injury-related emergency department (ED) visit rate for Milwaukee County was 9,808.3 per 100,000.[1] Also in 2017, the total number of injury emergency department (ED) visits among Milwaukee County youth aged 0-17 years was 22,826 – a rate of 10,035.7 per 100,000 population.[2] For Milwaukee County adults aged 80-84 years, the rate of injury-related hospitalizations due to falls was 6,104.7 per 100,000 population.[3] The rate of rape for Milwaukee County was 34.55 per 100,000 in 2017, higher than the state rate of 25.36 per 100,000.[4] From 2015 to 2018, there was a statistical increase in the overall percent of respondents who reported a personal safety issue. Violence was ranked a top health issue among community members and key stakeholders (Sources #1, #3).

Our strategy
For our patients
- Continue to identify older adults at risk for readmission through use of the LACE tool embedded in EPIC, and link those at risk with transition services
  - Past impact: 904 older adults received transition services in 2017 and 2018
- NEW: Utilize the ISAR (Identification of Seniors at Risk) tool in our ED to identify our elderly patients who are at risk, and establish a network of referrals and care throughout the Advocate Aurora system that will enhance population health and reduce emergency department visits and readmissions
- NEW: In partnership with AHAS, serve as a satellite location for Sexual Assault Nurse Examiner program follow-up and advocacy
- NEW: Offer free car seat fittings and safety tests, provided by our nurses certified in car seat installation, for babies delivered at our hospital

MEASURES, number of:
- Individuals served, by program and outcomes

For our community
- Host Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older people
  - Past impact: 2 sessions were held in 2018 with 25 participants
- NEW: Participate in the Violence-Free West Allis Collaborative, a translation of the Cardiff Violence Prevention Model, aimed at developing a clearer picture about where violence is occurring by combining and mapping hospital and police data on violence
- NEW: Offer free car seat fittings and safety tests, provided by our nurses certified in car seat installation, at community events

MEASURES:
- Number of Stepping On series offered; attendees
- Process milestones
- Number of car seat fittings/safety tests provided

[1] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 2019*
[2] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 2019*
[3] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 2019*
[4] *Wisconsin Department of Justice, UCR Offense Data. Available at https://www.doj.state.wi.us/dles/bjia/ucr-offense-data. Accessed May 10, 2019.*

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – workforce development

Target population
Residents of Milwaukee County

Principal partner
- Aurora Health Care Medical Group (AHCMG)
- Aurora Medical Center Summit (AMCS)

Community partners
- West Allis-West Milwaukee School District
- Wisconsin Division of Vocational Rehabilitation (DVR)

Impact goal
Increased opportunities for stable employment

Current findings
A steady job in favorable working conditions means more than just a paycheck. Employment can also mean a link to health insurance benefits for a family, the ability to pay for childcare services or education, and the opportunity to purchase healthy, nutritious food. Unemployment, on the other hand, can lead to negative health outcomes such as a decline in one's ability to access care for themselves or their family members, development of depression or other behavioral health issues, or an inability to pay for basic living expenses. Employment can also affect health if one's working conditions are unsafe or if wages are not at a level that sustains one's living expenses.[5] In 2018, the average unemployment rate in Milwaukee County was 6.35%.[6]

Our strategy

For our community
- Host a Health Careers Fair that provides high school students an opportunity for hands-on learning about some of the skills utilized by health professionals
  - Past impact: 162 students attended in 2017 and 2018
- Offer job shadowing opportunities in our facility
  - Past impact: 125 students job shadowed in 2017 and 2018
- Employ high school students enrolled in the CNA Certification program of the Department of Workforce Development's Youth Apprentice Program, which started in 2019
- NEW: Hold on-site job fairs and participate in off-site job fairs to recruit and hire community residents for entry-level positions
- NEW: Place two individuals with cognitive and physical barriers in internships at our hospital through the Temporary Work Experience internship program, in partnership with AMCS and DVR. The 90-day internship is intended to give job seekers first-hand, paid experience on job duties, role expectations, and workplace culture. At the end of the internship, a review takes place with the goal of hiring the intern into a permanent position as an Advocate Aurora team member. Interns have the support of an assigned job coach from our hospital who stays with them throughout the duration of the internship and works with them to develop an individual plan and transitional steps to meet job role expectations

MEASURES, number of:
- Students attending; correctly identifying level of preparation needed for various health careers
- Students shadowing
- Job fairs held and attended; offers made and individuals hired
- Interns placed and hired

[5] *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.*

[6] *Health Compass Milwaukee. Available at http://www.healthcompassmilwaukee.org/indicators/index/indicatorsearch?doSearch=1&grouping=1&subgrouping=2&ordering=1&resultsPerPage=150&I=3140_281327_281325_281335&showSubgroups=0&showOnlySelectedSubgroups=1&primaryTopicOnly=&sortcomp=0&sortcompIncludeMissing=0&showOnlySelectedComparisons=1&showComparisons=1&i=520&handpicked=1&requireSubgroups=0&handpickedItems%5B0%5D=520&card=0. Accessed May 13, 2019.*

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – food security

Target population
Residents of Milwaukee County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- **Wisconsin Department of Health Services**
- **Women, Infants and Children Program (WIC)**

Impact goal
Increased access to nutritious foods for local residents

Current findings
Food insecurity is defined as the disruption of food intake or eating patterns due to lack of resources. Food insecurity, long-term or temporary, may be influenced by several factors including income, employment, neighborhood conditions, transportation, race/ethnicity and disability. Adults and children who are experiencing food insecurity may be at an increased risk for a variety of negative health outcomes and health disparities, including obesity.[7] When compared to other Wisconsin counties, the 2016 child food insecurity rate in Milwaukee County of 20.1% is in the worst quartile. When compared to US counties, it is in the second worst quartile. The rate is higher (worse) than the Wisconsin and US averages.[8]

Our strategy
For our patients
- NEW: Participate in the Coffective program, a Wisconsin Department of Health Services WIC Program and Chronic Disease Prevention Unit (CDPU) collaborative effort to coordinate activities across state and local levels to:
  - Prepare WIC-eligible mothers to receive evidence-based care in the hospital by providing them with consistent messaging prenatally
  - Strengthen relationships across community stakeholders by further aligning work of local WIC agencies and birthing hospitals
  - Improve breastfeeding outcomes

MEASURES:
- Number of WIC-eligible women delivering at our hospital who initiate breastfeeding
- Process milestones

For our community
- NEW: Plan, organize, and host food drives on our campus for local food banks

MEASURES, number of:
- Food drives held; pounds of food collected

[7] *Healthy People 2020, Food Insecurity. Available at https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-health/interventions-resources/food-insecurity. Accessed May 10, 2019.*

[8] *Health Compass Milwaukee. Available at http://www.healthcompassmilwaukee.org/indicators/index/indicatorsearch?doSearch=1&grouping=1&subgrouping=2&ordering=1&resultsPerPage=150&l=&showSubgroups=0&showOnlySelectedSubgroups=1&primaryTopicOnly=&sortcomp=0&sortcompIncludeMissing=0&showOnlySelectedComparisons=1&showComparisons=1&i=2108&handpicked=1&requireSubgroups=0&handpickedItems%5B0%5D=2108&card=0. Accessed May 10, 2019.*