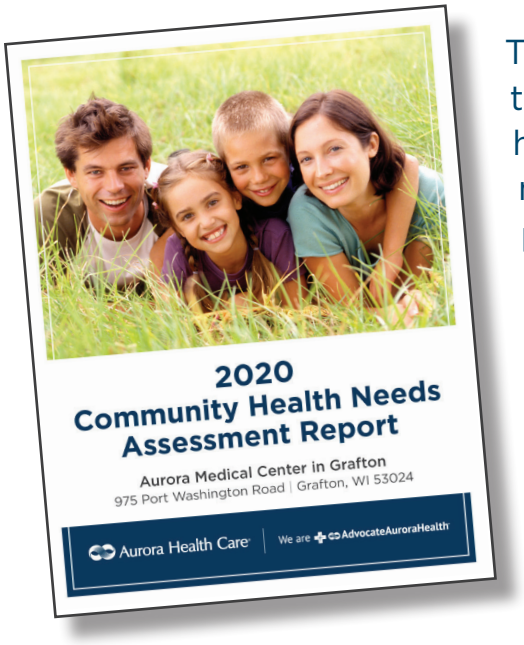
Implementation Strategy

2021 – 2023

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

Aurora Health Care

We are AdvocateAuroraHealth

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

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.

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 **www.aurora.org/commbenefits.**

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, arrangement for education of school-age children, emergency transport to shelter, and referral and follow-up services. (www.advocatesofozaukee.com)

Impact goal
Increase access to care

Current findings
In 2019, 8% of Ozaukee County respondents had an unmet medical need in the past 12 months, 18% delayed medical care due to cost, and 10% delayed filling a prescription due to cost. Access to health care was a ranked as a top issue by key stakeholders (Source #3).

Our strategy

For our patients
- Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
  - Past impact: 126 non-emergent ED patients without a primary care physician saw an AHC provider within 28 days in 2019
- 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
  - Past impact: $2,560.55 in discounted transportation for elderly and underserved patients using our facilities was provided in 2018 and 2019

MEASURES:
- Number of non-emergent ED visits without a primary care physician; seen by an AHCMG primary care provider within 28 days
- Dollar value of transportation vouchers provided

For our community
- Provide Aurora Medical Center in Grafton (AMCG) leader to coordinate AMCG volunteers and charitable support to Advocates of Ozaukee
- NEW: Provide Advanced Directives class in partnership with the ADRC

MEASURES:
- Process milestones
- Advanced Directives classes provided; attendees

Priority No. 2:
Alignment with 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)**

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

Current findings
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Ozaukee County. In 2019, 21% of Ozaukee County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 40% of Ozaukee County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 398.8 per 10,000 population in 2017, lower than Wisconsin rate of 475.4 per 10,000 population (Source #2).

Our strategy
For our patients
- Provide ABHS referrals through tele-intake services in our ED and through inpatient tele-psychiatry consultations
- Provide ABHS behavioral health counselor to provide assessments in both our ED and inpatient sites

MEASURES, number of:
- Individuals screened and referred

For our community
- Partner with local schools and agencies to provide education on behavioral health and resources available within the community
  - Past impact: 25 Linking Efforts Against Drugs (LEAD) and 20 Champion programs provided at local schools to raise awareness on making healthy choices and alternatives to using drugs and alcohol in 2018 and 2019
- Support the Cultivate: Mental Health Friendly Community Project in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Ozaukee County
- NEW: Provide support to the Ozaukee County Substance Use Task Force through representation on the committee and development of the strategic action plan. *Mission: Maintain the highest quality of life through the elimination of substance misuse; achieved by community partnerships focused on prevention, policy, education, law enforcement and treatment.*

MEASURES:
- Process milestones for work with local schools and agencies
- Process milestones related to the implementation of the Cultivate program in the pilot cities of Port Washington and Saukville
- Process milestones for Substance Abuse Task Force

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community 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
Threats to an individual's safety can take many forms. In 2018, the total number of injury emergency department (ED) visits among Ozaukee County adults aged 65 years and older was 1,345, which is a rate of 7,751.3 per 100,000, higher than the state rate of 6,711.3 per 100,000.[1] Of the ED visits by Ozaukee County adults aged 65 years and older, 863 resulted from falls.[2]

Wisconsin Assembly Bill 259 requires that youth who may have sustained concussion or head injury during an athletic activity may not continue participating in the activity until he or she is assessed by a health care provider who has been trained in the evaluation and management of concussion and head injuries. The law is designed to ensure the safety and well-being of our active youth.[3]

Our strategy
For our community
- Support the Stepping On program in partnership with the ADRC by providing guest lectures on Rehab and Pharmacy for two 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
  - Past impact: 62 individuals participated in Stepping On injury-prevention program in 2018 and 2019
- Partner with area school systems to offer free pre-season baseline concussion screenings
  - Past impact: 224 baseline concussion screenings provided in 2018 and 2019
- Partner with AHCMG staff for a consistent approach to post-concussion injury management
  - Past impact: 83 student athletes treated for a concussion in 2018 and 2019
- Provide licensed athletic trainer and physician support for high school athletic events
  - Past impact: 883 athletic events supported in 2018 and 2019
- Provide community emergency response training including CPR, First Aid and Stop the Bleed, a national awareness campaign intended to cultivate grassroots efforts that encourage bystanders to become trained, equipped, and empowered to help in a bleeding emergency before professional help arrives
  - Past impact: 88 Heartsaver continuing education hours provided, 56 CPR classes provided with 553 attendees, 17 First Aid classes provided with 159 attendees, 17 Stop the Bleed classes provided with 445 attendees in 2018 and 2019
- Provide EMS/EMD (dispatch) continuing education hours allowing early access to care
  - Past impact: 771 EMS continuing education hours provided in 2018 and 2019

MEASURES, number of:
- Stepping On sessions provided; attendees
- Baseline concussion screenings
- Student athletes treated for a concussion (with previous concussion baseline screening)
- Athletic events supported
- Individuals trained
- EMS continuing education hours

[1] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed February 20, 2020.*[2] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed February 20, 2020.*

[2] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed February 20, 2020.*

[3] *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 June 24, 2020.*

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

Target population
High school students in Ozaukee County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
Local Ozaukee County high schools

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

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.[4] 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. In 2017, the average unemployment rate in Ozaukee County was 3.0%, similar to the Wisconsin average of 3.1% (Source #2).

Efforts to continue to recruit, train and retain providers who are able to address the special needs of the Ozaukee County population are necessary to increase the number of providers available to community members. According to the 2020 County Health Rankings, Ozaukee County had 700 residents to every 1 primary care physician, which is better than the Wisconsin average of 1,270 residents to every 1 primary care physician (Source #2).

Our strategy

For our community
- Provide volunteer opportunities to students with cognitive and physical disabilities
  - Past impact: 46 volunteer opportunities provided to students with cognitive and physical disabilities in 2018 and 2019
- NEW: Provide $1,000 scholarships on behalf of the Medical Staff of Aurora Medical Center – Grafton to local high school student seeking advanced studies in health care

MEASURES:
- Number of volunteer opportunities provided
- Dollar value of scholarships provided

[4] *Robert Wood Johnson Foundation, How Does Employment, or Unemployment, Affect Health? Available at https://www.rwjf.org/en/library/research/2012/12/how-does-employment--or-unemployment--affect-health-.html. Accessed April 23, 2020.*

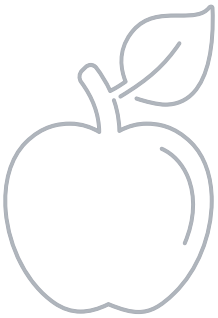
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – food security

Target population
Residents of Ozaukee County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- Local food pantries
- Washington Ozaukee Public Health Department

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.[5] In 2019, 4% of respondents reported their household went hungry because they were unable to afford enough food in the past year and only 35% reported they ate the recommended amount of fruit servings and vegetable servings on an average day. Additionally, 62% of Ozaukee County residents are overweight (Source #1).

Our strategy
For our community
- NEW: Support the Harvest of the Month program, which highlights a locally available crop each month of the year in school cafeterias, restaurants, workplaces, and grocery stores. In partnership with the Washington Ozaukee Public Health Department, the program expands across Washington and Ozaukee counties to help children, caregivers, and the broader community learn more about healthy, seasonal, whole-foods eating.
- NEW: Collaborate with local food pantries to deliver meal security programming to Ozaukee County youth and families in need of nutrition in the summer months
- NEW: Participate in the INVEST Obesity Prevention Committee, which aims to reduce the burden of chronic disease in Ozaukee County by collaborating on the development and implementation of effective nutrition and physical activity strategies

MEASURES:
- Number of Harvest of the Month participants
- Food pantry collaboration milestones
- County Obesity Committee process milestones

[5] *Healthy People 2020, Food Insecurity. Available at https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-health/interventions-resources/food-insecurity. Accessed June 19, 2020.*

Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – Coronavirus/COVID-19 Pandemic Response

Target population
Ozaukee County Residents

Principal partners
- **Aurora Health Care Medical Group (AHCMG)**
- **ACL Laboratories**

Community partners
- **Wisconsin Department of Health Services**
- **Washington Ozaukee Public Health Department**
- **Local Federally Qualified Health Centers, Free Clinics and other local organizations addressing health inequities and social determinants of health exacerbated by the COVID-19 pandemic.**

Impact goal
Increase the amount of outreach and education resources available to Ozaukee County residents during the COVID-19 pandemic.

Current findings
On April 4, 2020, Governor Tony Evers declared all counties in the State of Wisconsin as a disaster area in response to the outbreak of COVID-19. Since then, cases have been reported in every county in the Advocate Aurora Health (AAH) Wisconsin service area.[6] AAH has implemented several initiatives aimed at increasing the amount of available outreach and education resources in Wisconsin during the Coronavirus/COVID-19 pandemic.

Our strategy
For our patients
- NEW: Test patients scheduled for elective procedures as supplies allow
- NEW: Provide increased number of virtual and telephone visits in order to provide necessary care for patients while minimizing the transmission risk of COVID-19
- NEW: Launch the Safe Care Promise, which includes extra steps we are taking to keep our patients, visitors and team members safe. This includes virtual check-ins, universal masking and screening for all who enter our locations, encouraging social distancing through rearranged furniture and staggering appointment times, and enhanced cleaning in all areas, including additional disinfectant for high-touch spaces.

MEASURES:
- Process milestones to establish testing for hospital patients
- Number of patients tested within our hospital
- Number of virtual and telephone visits provided

For our community
- NEW: Increase community member access to reliable COVID-19 information with our system-wide COVID-19 Resource Center
  - Online Symptom Checker
  - COVID-19 Symptom Checker Hotline (866) 443-2584
- NEW: Provide education to community members and local organizations to help them update operations in response to the COVID-19 pandemic so they may continue to provide services safely
- NEW: Collaborate with appropriate community partners to increase access to community testing

MEASURES:
- Number of community organizations our team members work with to update operations
- Process milestones related to establishing or increasing local community testing

Note: Plans to address selected priorities are dependent upon resources and may be adjusted on an annual basis to best address the health needs of our community during the COVID-19 pandemic.

[6] *Wisconsin Department of Health Services – COVID-19: Mapped Cases by County. Available at https://www.dhs.wisconsin.gov/covid-19/cases-map.htm. Accessed April 23, 2020.*