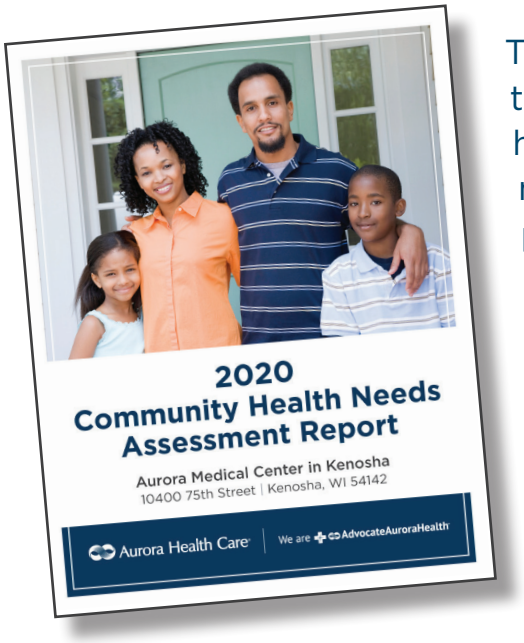
Implementation Strategy

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

Aurora Health Care

We are AdvocateAuroraHealth

Aurora Medical Center in Kenosha
10400 75th Street
Kenosha, WI 54142

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.

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 Kenosha County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partner
Kenosha Community Health Center (KCHC)
A Federally Qualified Health Center with two locations provides medical, dental and behavioral health care to underserved populations in Kenosha and the surrounding area.

Impact goal
Increase access to care

Current findings
In 2019, 11% of Kenosha County respondents had an unmet medical need in the past 12 months, 21% delayed medical care due to cost, and 9% delayed filling a prescription due to cost. 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
- Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
  - Past impact: 353 non-emergent ED patients without a primary care physician saw an Aurora Health Care provider within 28 days in 2018 and 2019
- Refer uninsured and self-pay patients using our ED for primary care to KCHC
  - Past impact : 29 ED patients referred to KCHC in 2018 and 2019
- Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes
- Through the Coverage to Care (C2C) program, provide intensive and systematic case-management for hospital ED high utilizers incorporating health care literacy, health care advocacy, health care coordination and health care homes. The service delivery of the C2C program:
  - Focuses on the patient's health beliefs and attempts to reshape those beliefs in a way that promotes effective health care utilization and management;
  - Provides patients with necessary knowledge, skills and tools to successfully navigate the health care system and to advocate on their own individual health care needs and preferences;
  - Considers the influence of patients' cultural factors and pays particular attention to the impact of social determinants such as poverty, trauma, racism and mental health.
    - Past impact: 310 people served through Coverage to Care in 2018 and 2019

MEASURES:
- Non-emergent ED visits without a primary care physician; seen by an AHCMG primary care provider within 28 days
- Patients referred to KCHC
- Follow-up calls to ED patients
- Number of individuals served through C2C

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

Target population
Residents of Kenosha County

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

Community partners
- Kenosha County Chapter 51 Committee
- Self-Harm Death Analysis Review Team (SDART)
- Suicide Prevention Coalition of Kenosha County
- Local college advisory boards
- Racine Collaborative for Children's Mental Health
- Local school districts
- Kenosha County Opioid Task Force

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 Kenosha County. In 2019, 22% of Kenosha County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 33% of Kenosha County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 549.1 per 10,000 population in 2017, higher 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
  - Past impact: 125 tele-intake assessments completed in 2019
- Provide behavioral health nurse practitioner at our hospital to round on inpatients with behavioral health needs and ensure appropriate care
  - Past impact: 320 patients screened in 2018 and 2019

MEASURES, number of:
- Individuals screened and referred
- Inpatients served

For our community
- NEW: Participate in the Kenosha County Opioid Task Force first responder healthcare team, which aims to address the opioid epidemic in our community

MEASURES:
- Process milestones of Kenosha County Opioid Task Force

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

Target population
Residents of Kenosha County

Principal partners
- **Aurora Health Care Medical Group (AHCMG)**
- **Aurora Senior Resource Nurses (SRN)**
  Aurora SRN program is a non-billable NICHE-designated (www.nicheprogram.org) geriatric nurse-driven program to help our hospital improve the care of older adults treated within our facilities, as well as frail elderly persons referred from within our community.
- **Aurora Healing & Advocacy Services (AHAS)**

Community partners
- **Skilled nursing facilities in Kenosha County**
- **Kenosha Aging and Disability Resource Center**
- **Kenosha County Transition Care Coalition**
- **Kenosha Area Family and Aging Services, Inc.**
- **Local law enforcement**
- **Women and Children's Horizons**
- **University of Wisconsin – Parkside**
- **Gateway Technical College**
- **Carthage College**
- **Country Thunder**

Impact goal
Increased safety and enhanced injury and violence prevention and 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 Kenosha County adults aged 65 years and older was 1,995, which is a rate of 8,865.0 per 100,000, higher than the state rate of 6,711.3 per 100,000.[1] Of the ED visits by Kenosha County adults aged 65 years and older, 1,152 resulted from falls.[2] Sexual violence is defined as sexual activity when consent is not obtained or not given freely.[3] The rate of rape for Kenosha County was 40.86 reports per 100,000 persons, higher than Wisconsin's overall rate of 27.21 per 100,000 in 2018 (Source #2). However, sexual assault and rape are underreported and the definition of rape varies across different agencies; therefore, the number and rate may vary depending on the source.

Our strategy
For our patients
- Assure that older adults referred to our SRNs are assessed and followed-up for:
  - Behavioral health needs
  - Cognitive impairment (using MoCA – Montreal Cognitive Assessment)
  - Family and social support
  - Home visits when possible
  - Nutrition needs
  - Pharmaceutical assistance program
  - Safe-At-Home or appropriate supportive placements
  - Transportation needs for follow-up care
    - Past impact: 3,877 assessments completed in 2018 and 2019
- Provide patient education and support for:
  - Advance Directives (Power of Attorney)
  - Family guidance and support services
  - Medication management/safety
    - Past impact: : 314 patients educated on Advance Directives (Power of Attorney) in 2018; 164 of those completed Advance Directives; 70 patients educated on family guidance and support services; 139 patients educated on medication management/safety
- Administer the Identification of Seniors at Risk (ISAR) screening tool for detecting severe functional impairment, depression and increased utilization of health services to all patients 65 and older
- Collaborate with Kenosha Area Family and Aging Services, Inc. to provide therapist support for two *Stepping On* programs annually. *Stepping On* is a high-level, evidence-based program proven to reduce falls and build confidence in older people
  - Past impact: 25 *Stepping On* sessions provided in 2018 and 2019; 298 total attendees

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
  - Past impact: 264 sexual assault victims were provided medical care and services in 2018 and 2019
- Referrals as appropriate to medical, clinical, counseling and advocacy services
  - Past impact: 182 referrals provided in 2018 and 2019

MEASURES, number of:

- Patients served
- Patients screened
- *Stepping On* classes; attendees
- Fall-related admissions for residents 65 and older
- Individuals served and referrals provided

For our community

- Conduct outreach activities led by SRNs throughout the year, including support groups and Powerful Tools for Caregivers
  - Past impact: 4 grief support groups in 2018; 262 blood pressure screenings in 2018; 2 Healthy Living with Diabetes classes in 2019
- Provide group exercise classes three times per week at the Kenosha Senior Center, led by an AHCMG/AMCK licensed athletic trainer
  - Past impact: 256 group exercise classes provided in 2018 and 2019; 6,759 total participants; 56 new participants
- Provide annual senior health fair, with community access to Aurora senior resources including pharmacy, dietetics, benefits specialists, elder safety, Advance Directives, and bone density, blood pressure, and fall screenings, in addition to other local agency resources
  - Past impact: 93 attendees in 2019
- Provide sexual assault community education/prevention/outreach trainings
  - Past impact: 73 community education/prevention/outreach trainings provided in 2018 and 2019; 64,900 total attendees
- Participate in Country Thunder music festival sexual assault education by providing SANE nurse coverage from 2:00 p.m. to 10:00 p.m. each day at two different locations within the festival grounds, along with providing a public service announcement about sexual assault to be played between each musical act throughout the four-day event, which reaches approximately 20,000 attendees
  - Past impact: 60,000 individuals reached in 2018 and 2019
- Participate in development and provision of a consistent, cohesive approach to sexual violence awareness and victim services at the University of Wisconsin – Parkside, Gateway Technical College and Carthage College
- Promote two programs addressing the needs of victims of sexual assault and/or domestic violence at Women and Children's Horizons
  - Past impact: 6 programs provided in 2018 and 2019

MEASURES, number of:

- Events and types of events conducted
- Attendees and evaluations
- Events conducted or supported
- Attendees
- Individuals reached
- SANE admissions during Country Thunder music festival

[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.*

[3] *Centers for Disease Control and Prevention – Violence Prevention: Sexual Violence. Available at https://www.cdc.gov/violenceprevention/sexualviolence/index.html. Accessed February 12, 2020.*

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

Target population
Mothers and caretakers of infants in Kenosha County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- Kenosha Community Health Center (KCHC)
- Racine Kenosha Community Action Agency

Impact goal
Decreased risks to infant health and safety

Current findings
In 2018, the rate of infants dying before their first birthday in Kenosha County was 4.5 deaths per 1,000 live births, lower than the statewide rate of 6.1 deaths per 1,000 live births. Kenosha County mothers who are Non-Hispanic Black had a higher rate at 9.9, compared to Non-Hispanic White (3.5) or Hispanic (3.0) (Source #2).

Our strategy
For our patients
- Provide bedside classes on baby care and breastfeeding to new mothers
  - Past impact: 1,830 mothers educated in 2018 and 2019
- Prior to discharge, provide:
  - Safe sleep and Halo sleep-sack education
  - Car-seat safety education to new mothers prior to discharge; perform safety tests
  - Education on effects of second-hand smoke; smoking cessation support
  - Follow-up appointment scheduling with pediatrician
    - Past impact: 119 mothers received a Halo sleep-sack in 2018 and 2019; 79 mothers received a car-seat safety test in 2018 and 2019; 1,830 new mothers educated on safe sleep, car-seat safety and effects of second-hand smoke in 2018 and 2019
- Conduct post-discharge follow-up calls for mothers and infants delivered at our hospital
  - Past impact: 1,578 mothers called in 2018 and 2019
- Provide contact information to Kenosha County Division of Health to receive coupons for Pack 'N Plays

MEASURES, number of:
- Mothers educated
- Follow-up lactation services
- Sleep-sacks distributed
- Car-seat safety tests performed
- Appointments scheduled
- Mothers who receive calls
- Pack 'N Play coupons distributed

For our community
- Provide AHCMG obstetric (OB) care for KCHC patients
  - Past impact: 104 KCHC OB patients served by AHCMG in 2018
- Provide free classes on lactation, well-baby care, and prenatal education to community members
  - Past Impact: 82 classes on lactation, well-baby care, and prenatal education provided in 2018 and 2019; 697 attendees in 2018 and 2019
- Collaborate with Kenosha County Division of Health on well-baby fair held at AMCK to cover topics noted above
  - Past impact: 235 attendees in 2018 and 2019
- Sponsor Racine Kenosha Community Action Agency Baby Expo, providing educational resources to approximately 200 attendees each year
  - Past impact: 281 attendees in 2018

MEASURES, number of:
- Visits provided to KCHC OB patients; women served
- Event attendees

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

Target population
Residents of Kenosha County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
- Local high schools
- United Way of Kenosha and Racine
- Boys & Girls Club
- Gateway Technical College
- Milwaukee Area Technical College (MATC)
- Wisconsin Department of Workforce Development (DWD)

Impact goal
Increased opportunity for stable employment, education

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 Kenosha County was 7.8%, higher than the Wisconsin average of 3.1% (Source #2).

Our strategy

For our community
- Fund and provide clinical preceptorship site for three individuals in CNA training for future employment with AMCK
  - Past impact: 1 CNA funded for future employment with AMCK in 2019
- Host healthcare careers fair for community residents
  - Past impact: 1,390 participants in 2019
- NEW: In partnership with the DWD and MATC, offer paid Facilities Maintenance Technician Registered Apprenticeship position. This full-time paid, benefit eligible position equips participants with both on-the-job training and instruction through MATC, resulting in a technical diploma

MEASURES, number of:
- CNAs graduating
- Career fair attendees
- Individuals completing an apprenticeship

[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 – Coronavirus/COVID-19 Pandemic Response

Target population
Residents of Kenosha County

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- ACL Laboratories
- Local Emergency Preparedness/ Management Team Members

Community partners
- Wisconsin Department of Health Services
- Kenosha County Division of Health
- 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
- County Emergency Management Departments

Impact goal
Increase the amount of outreach and education resources available to Kenosha 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.[5] 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
- Number of 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.

Additionally, in support of emergency preparedness:
- Through the AMCK Trauma Coordinator, provide Stop the Bleed training and kits. Stop the Bleed is 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.
- Individuals trained in Stop the Bleed; kits distributed
  - Past impact: 515 individuals trained in 2018 and 2019; two kits distributed in 2019

[4] *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.*