Implementation Strategy

2022 – 2024

Advocate Aurora Health is one of the 12 largest not-for-profit, integrated health systems in the United States and a leading employer in the Midwest with more than 75,000 employees, 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 Advocate Aurora Health hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Brown County and acknowledge that we are accountable to our patients and communities.

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

Aurora BayCare Medical Center®

We are AdvocateAuroraHealth™

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Our Implementation Strategy is organized into three main priorities:

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	**Behavioral Health** *In this priority we outline our approach to addressing behavioral health needs, a top finding in our needs assessments.*
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, which are the structural elements and conditions of our communities that influence the health of residents.*

In addition to alignment with community benefit principles, our 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 acknowledge the need to be a good community partner. Our strategies strongly reinforce our role as a partner for community capacity-building to address unmet community health needs.

These 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.**

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

Target population
Uninsured residents of Brown County

Principal partners
- Aurora Medical Group (AMG)
- BayCare Clinic

Community partners
- North East Wisconsin (N.E.W.) Community Clinic
- University of Wisconsin-Green Bay Health Center
- Family Services of Northeast Wisconsin
- Casa ALBA Melanie

Impact goal
Increased access to care

Current findings
In 2018, only 73.8% of Brown County residents reported having been to a doctor for a routine checkup (e.g., a general physical exam, not an exam for a specific injury, illness, condition) in the previous year (Source #2).

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
- Provide access to pediatric specialty care in partnership with UW Health

MEASURES:
- Number of non-emergent ED visits without a primary care physician
- Number of individuals seen by an AMG primary care provider within 28 days
- Number of pediatric specialty patients served

For our community
- Continue to provide a bilingual AMG pediatrician three days per week to deliver medical care for N.E.W. Community Clinic at Nicolet School for children and their families who do not have the resources to pay for health services
- Support the Well Baby Project, targeting high-risk children screening all labor and delivery patients for risk factors contributing to child abuse and neglect. If a parent is deemed high-risk, a Community Partnership Program staff member provides information about community resources and schedules a home visit with the patient after discharge
- NEW: Participate in Brown County Health Equity Coalition with other Brown County Health Partners
- NEW: Support a Spanish Health Navigator Program

MEASURES:
- Number of new individuals served
- Number of total patient visits provided
- Number of parents screened
- Attendance and progress towards equity goals
- Process milestones

Priority No. 2:
Behavioral health, a signature community benefit focus for Advocate Aurora Health

Target population
Residents of Brown County

Principal partners
- Aurora Medical Group (AMG)
- Aurora Behavioral Health Services (ABHS)
- BayCare Clinic

Community partners
- Willow Creek Behavioral Health
- Bellin Health System
- Prevea Health
- HSHS St. Vincent Hospital
- Brown County Public Health

Impact goal
Increase linkages to appropriate care for behavioral health

Current findings
Mental health, alcohol and other drug use were listed as top health issues to focus efforts on by community members and community stakeholders (Source #3). In 2019, 31.8% of Brown County adults reported having negative feelings such as blue mood, despair, anxiety, or depression (Source #1).

Our strategy
For our patients
- Provide depression screening to all internal medicine, family practice, pediatrics and obstetrics/gynecology patients
- Provide linkages to Willow Creek Behavioral Health for patients who present in the ED with a behavioral health complaint in order to support "No Wrong Door" policies between health systems and Connections for Mental Wellness (a community-wide collective impact initiative in Brown County that brings together and facilitates diverse groups of stakeholders)
- Provide behavioral health referrals through our telepsychiatric program

MEASURES:
- Rate of patients screened
- Number of patients discharged to Willow Creek

For our community
- Provide a suboxone clinic, located in the AMG Family Practice clinic in our Sports Medicine Building, to assist in addressing opioid drug addiction
- Designate an Aurora team member to serve on the Brown County Alcohol and Drug Coalition for Change

MEASURES:
- Number of patients treated
- Progress milestones in Brown County plan

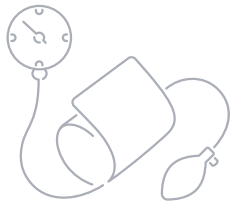
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Target population
Local high school students

Principal partners
- Aurora Medical Group (AMG)
- BayCare Clinic

Community partners
- Local high schools (De Pere, Kaukauna, Freedom, Denmark)
- Local youth sports organizations

Impact goal
Improved youth concussion prevention, identification, and intervention



Current findings
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.[1],[2] 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."[3]

Our strategy
For our community
- Partner with area school systems to offer free pre-season baseline concussion screenings
- Provide a consistent approach to post-concussion injury management including post-concussion testing and Return to Learn/Return to Play guidance
- Provide licensed athletic trainer support for athletic events to deliver first aid and provide medical support
- 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 administrative 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 health screenings and injury assessments by our licensed athletic trainers

MEASURES:
- Baseline concussion screenings provided
- Student athletes treated for a concussion
- Number of free health screenings and injury assessments provided
- Number of free high school physicals provided

[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:
Alignment with Community Strategy focus on social determinants of health – food security

Target population
Residents of Brown County

Principal partner
- **Aurora Medical Group (AMG)**
- **BayCare Clinic**

Community partners
- **Brown County Health Department**
- **Wello**

Impact goal
Increased access to nutritious foods for 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.[4] Feeding America estimates 13.1% of Brown County residents experienced limited or uncertain access to adequate food at some point during 2020 (Source #2).

Our strategy
For our patients
- Provide diabetes prevention program for patients who are identified as prediabetic, or at risk for type 2 diabetes. This program is based upon the Centers for Disease Control and Prevention National Diabetes Prevention Program and provides a structured lifestyle change curriculum

MEASURES:
- Number of individuals completing diabetes prevention program

For our community
- Actively participate in Wello, a community well-being initiative
- NEW: Provide food donations to local food pantries

MEASURES:
- Process milestones aligned with Wello initiative
- Monetary value of donated food

[4] *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 – workforce development

Target population
Residents of Brown County

Principal partners
- Aurora Medical Group (AMG)
- BayCare Clinic

Community partners
- University of Wisconsin – Wisconsin Academy for Rural Medicine (WARM)
- Local EMT services

Impact goal
Increased number of providers within Brown County

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.[5] 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 2015-2019, the average unemployment rate in Brown County was 3.0%, slightly lower than the Wisconsin average of 3.6% (Source #2).

Our strategy

For our community
- Serve as a learning site for University of Wisconsin WARM program third- and fourth-year medical students, with affiliated practices and coordination at distant sites for elective rotations in anesthesiology, internal medicine, neuroscience, OB/GYN, pediatrics, primary care, radiology, surgery, and other clinical experiences
- Provide scholarships for paramedics, in partnership with Board Certified Emergency Physicians, to offer each spring and fall semester:
  - (2) $500 Emergency Medical Technicians (EMT) scholarships
  - (1) $500 advanced EMT scholarship and
  - (2) $1,000 paramedic scholarships
- Host EMT Huddle sessions with a guest speaker for EMTs from the surrounding area and presentations based on educational needs identified in previous huddle evaluations

MEASURES, number of:
- Number of WARM students participating in Aurora BayCare rotation
- Number of WARM students going on to post-graduate medical education programs by type
- Number of WARM students passing standardized examination results
- Number of scholarships provided by type
- Number of EMT and paramedic scholarship recipients remaining in surrounding communities
- Number of EMT Huddles, attendees

[5] *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
Brown County Residents

Principal partners
- Aurora Medical Group (AMG)
- ACL Laboratories

Community partners
- Wisconsin Department of Health Services
- Brown County 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 Brown 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 Wisconsin service area.[6] Advocate Aurora Health 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
- Test patients scheduled for elective procedures as supplies allow
- Provide increased number of virtual and telephone visits in order to provide necessary care for patients while minimizing the transmission risk of COVID-19
- Consistently adhere to the Safe Care Promise to build confidence and trust in accessing services
- Provide COVID-19 vaccine to patients and community members

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

For our community
- 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
- 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

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.*