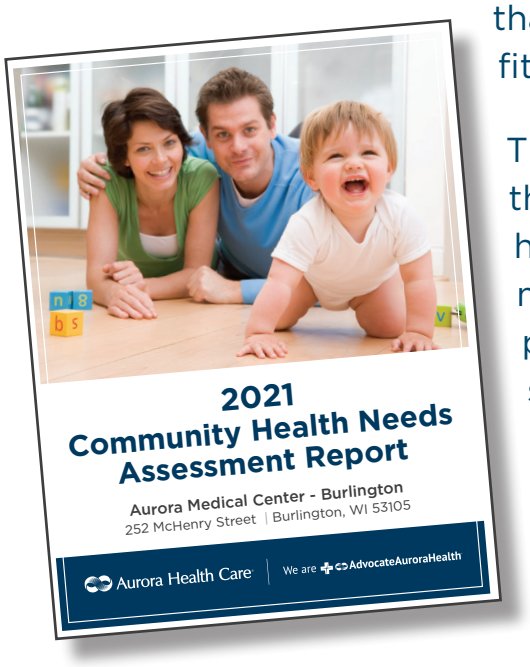
Implementation Strategy

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 Central Racine County. Further, we acknowledge 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 Racine County Community Health Needs Assessment Report is available here: **www.aurora.org/commbenefits.**

Aurora Health Care

We are AdvocateAuroraHealth

Aurora Medical Center - Burlington
252 McHenry Street
Burlington, WI 53105

Our implementation strategies are 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	**Access to Behavioral Health Services** *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, 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 acknowledge 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.**

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

Target population
Uninsured residents of Central Racine County

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

Community partner
Health Care Network, Inc., of Racine (HCN)

Impact goal
Increased access to care

Current findings
In 2020, 8% of Central Racine County respondents had an unmet medical need in the past 12 months and 13% delayed filling a prescription due to cost (Source #1).

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
- Refer uninsured and self-pay patients using our ED for primary care to Health Care Network (HCN)
- NEW: Provide virtual visits, to decrease barriers and increase access to care

MEASURES:
- Number of non-emergent ED visits without a primary care physician; seen by an AMG primary care provider within 28 days
- Number of patients referred to HCN
- Number of virtual visits provided

For our community
- Accept vouchers for eligible services for HCN patients
- NEW: Designate a leader to serve on the board of HCN

MEASURES:
- Number of vouchers accepted, by type
- Progress milestones of HCN Board

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

Target population
Residents of Central Racine County

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

Community partners
Law enforcement agencies

Impact goal
Increase linkages to appropriate care for behavioral health

Current findings
Mental health and substance use and abuse (behavioral health) ranked among the top five health issues for Racine County. In 2020, 21% of Central Racine County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 25% of Central Racine County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 431.5 per 10,000 population in 2019, higher than the Wisconsin rate of 365.9 per 10,000 population (Source #2).

Our strategy
For our patients
- Provide behavioral health referrals through the ABHS tele-psychiatric program
- Screen for behavioral health issues including mental health, depression, alcohol abuse and drug use, and provide follow-up care and referrals as appropriate
- NEW: Provide intensive outpatient (IOP) care for adults with alcohol and other drug abuse (AODA) disorders

MEASURES:
- Number of patients screening positive for behavioral health issues and referred for additional care
- Number of patients treated for AODA through IOP

For our community
- Support and actively engage in local drug Take-Back initiatives and promote availability of prescription drug collection sites throughout the county
- Provide Chronic Pain Self-Management program on demand, as requested by community organizations

MEASURES:
- Number of Take-Back initiatives supported; pound of drugs collected
- Number of classes provided; attendees

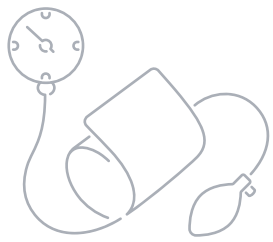
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Target population
Residents of Central Racine County

Principal partner
- **Aurora Medical Group (AMG)**
- **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 elderly persons referred from within our community.*
- **Aurora Healing and Advocacy Services (AHAS)**

Community partners
- **Alzheimer's Association**
- **Racine Aging and Disability Resource Center**
- **Local law enforcement**
- **Sexual Assault Services of Racine**
- **Family Advocacy Center**

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 2019, the injury hospitalization rate among Racine County adults aged 65 years and older was 1,790.4 per 100,000, higher than the state rate of 1,490.8 per 100,000 (Source #2).

Sexual violence is defined as sexual activity when consent is not obtained or not given freely.[1] The rate of rape for Racine County was 23.41 reports per 100,000 persons, lower than Wisconsin's overall rate of 27.91 per 100,000 in 2019 (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
- NEW: 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
- Assure that persons referred to our Senior Resource Nurses are assessed for:
  - Behavioral health needs
  - Cognitive impairment (using MoCA -- Montreal Cognitive Assessment)
  - Family and social support
  - Home visits
  - Nutrition needs
  - Pharmaceutical assistance program
  - Safe-At-Home or appropriate supportive placements
  - Transportation needs for follow-up care
- Provide patient education and support for:
  - Advance Directives (Power of Attorney)
  - Family guidance and support services
  - Medication management/safety

Consistent with Aurora's system-wide Forensic Nursing and AHAS programs, provide:
- 24/7 trauma-informed and victim-sensitive services by our specially trained Sexual Assault Nurse Examiners (SANEs), including examination, STI and HIV prophylactic medications, forensic evidence collection and SDFI®-TeleMedicine forensic photodocumentation system based on the Federal Rules of Evidence
- Referrals as appropriate to medical, clinical, counseling and advocacy services
- Provide training for ED nurses, EMS, police, and firefighters on the signs of strangulation and human trafficking, increasing their ability to identify victims

MEASURES:

- Number of patients screened
- Number of patients assessed
- Number of referrals and services provided, by type
- Number of outreach and education provided, by type
- Number of patients completing Advance Directives
- Number of individuals served
- Number of referrals provided
- Number of ED nurses educated

For our community

- Provide Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older people
- Provide Strong Bodies, a 12-week exercise program including progressive weight training, flexibility, and balance activities designed to improve bone density, reduce falls, improve arthritis symptoms, improve flexibility and strength, and improve sleep quality and energy level
- NEW: Provide Stand Up & Move More program, an evidence-based program designed to help older adults reduce sitting time by standing up and moving more
- Provide community education/prevention/outreach trainings (sexual assault)

MEASURES:

- Number of sessions held; attendees and evaluation data
- Trainings provided; attendees

[1] *Centers for Disease Control and Prevention – Violence Prevention: Sexual Violence. Available at https://www.cdc.gov/violenceprevention/sexualviolence/index.html Accessed March 29. 2021.*

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

Target population
Residents of Central Racine County

Principal partner
Aurora Medical Group (AMG)

Impact goal
Increased knowledge about birth and childcare

Current findings
In 2018, the rate of infants dying before their first birthday in Racine County was 8.3 deaths per 1,000 live births, higher than the statewide rate of 6.1 deaths per 1,000 live births (Source #2).

Our strategy

For our patients
- Provide childbirth classes

MEASURE:
- Number of classes provided

For our community
- Provide two reduced-cost babysitting classes annually to area teens, with education on babysitting as a business, baby development, baby safety with CPR and choking, baby care, Safe Sleep, and Shaken Baby Syndrome

MEASURE:
- Number of attendees and evaluation data

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

Target population
- Local EMS providers
- Students in Racine County

Principal partner
Aurora Medical Group (AMG)

Community partners
- Local Emergency Medical Services (EMS) agencies
- Area technical colleges and universities

Impact goal
- Increased access to educational opportunities for EMS providers
- Increased opportunity 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.[2] In 2019, the average unemployment rate in Racine County was 2.7%, higher than the Wisconsin average of 2.1% (Source #2).

Our strategy

For our community
- Provide training to EMS agencies and quarterly continuing education based upon needs identified by EMS agencies, run report trends and state requirements, including care for opioid overdoses
- NEW: Provide scholarships on behalf of the Medical Staff Leadership Council of Aurora Medical Center – Burlington to local high school students seeking advanced studies in health care
- NEW: Serve as a clinical experience site for healthcare students (including physical therapy, occupational therapy, pharmacy, surgical tech, and nursing) from area technical colleges and universities
- NEW: Through the NAVIGATE program, provide current team members in entry-level or middle-skilled positions (CNAs, food services, transporters, environmental services, etc.) with soft-skills workshops, mentorship, and career coaching and development designed to help them advance into higher-level positions.

MEASURES, number of:
- Number of trainings provided; attendees
- Number of scholarships provided; dollar amount
- Number of students; hours
- Number of team members participating in NAVIGATE; advancement outcomes

[2] *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
Central Racine County Residents

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

Community partners
- Wisconsin Department of Health Services
- Central Racine County 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, including Health Care Network
- Local homeless shelters/ domestic violence centers

Impact goal
Increase the amount of outreach and education resources available to Racine 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.[3] 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 telephone and virtual visits 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
- Number of telephone and virtual 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.

[3] *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.*