# Implementation Strategy

## 2022 – 2024

Advocate Aurora Health is among 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 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 Advocate Aurora Health hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Winnebago 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 Winnebago County Community Health Needs Assessment Report is available here: **www.aurora.org/commbenefits.**

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Our implementation strategies are organized into three main priorities:

| Category | Community Benefit Core Principle |
|---|---|
| **Priority #1** | **Access and Coverage**<br>*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**<br>*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**<br>*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.**

## COVID-19 Pandemic Response

In 2020, Advocate Aurora's community benefit programming efforts pivoted and transformed to meet the newly identified significant health needs of the community during the COVID-19 pandemic. Implementation was delayed for some previously planned programs, and activities for some existing programs slowed, paused or shifted to a virtual platform. This allowed our team members and resources to be redirected to focus on the community's need to prevent and control the spread of COVID-19. Aurora - Oshkosh will use the 2022-2024 Implementation Strategy as an opportunity to redesign our community health improvement work. We will review opportunities to reconvene groups that may have been paused during the COVID-19 pandemic and seek out new opportunities to address this community need. As a result of this rebuilding, the Implementation Strategy may expand to include more programs in upcoming years.

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

### Target population
Uninsured residents of Winnebago County

### Principal partner
Aurora Medical Group (AMG)

### Community partner
Oshkosh area free clinics

### Impact goal
Increased access to care

### Current findings
In 2018, only 73.8% of Winnebago 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 Cancer Nurse Navigator (CNN) services for all patients, regardless of payer status

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 served; number of survivorship plans developed

#### For our community
- Accept vouchers for eligible diagnostic lab and radiology services for Oshkosh area free clinics

MEASURES:
- Number of vouchers accepted, by type

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

### Target population
**Residents of Winnebago County**

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

### Community partner
**Winnebago County Health Department**

### 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 stakeholders (Source #3). In 2018, 12.8% of Winnebago County adults reported 14 or more days during the past 30 days during which their mental health was not good (Source #2).

### Our strategy
#### For our patients
- Provide access to an ABHS Intake team member in our ED to assess and appropriately expedite patient referrals for behavioral health services
- Provide behavioral health referrals through telepsychiatric program
- Provide an intensive outpatient treatment (IOP) program for patients with substance use disorders
- NEW: Develop a protocol for drug endangered children, in collaboration with Winnebago County, as a proactive approach to identifying children who are victims of abuse

MEASURES:
- Number of patients screened
- Number of patients treated through IOP
- Process milestones

#### For our community
- In collaboration with AMG and community partners, develop new services and partnerships to address mental health issues, especially addiction prevention and treatment strategies

MEASURES:
- Milestones related to selection of alcohol abuse prevention strategy

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

### Target population
**Residents of Winnebago County**

### Principal partners
- **Aurora Medical Group (AMG)**
- **Aurora Healing and Advocacy Services (AHAS)**

### Community partners
- **Oshkosh Area School District**
- **Local law enforcement**

### Impact goal
**Increased access to care for survivors of sexual assault**

### Current findings
Threats to an individual's safety can take many forms. Based on current data for Winnebago County, sexual assault response is prioritized in order to improve community safety. The rate of rape for Winnebago County was 44.8 reports per 100,000 persons, higher than Wisconsin's overall rate of 27.9 per 100,000 in 2019 (Source #2). However, sexual assault and rape are underreported, and the definition of sexual assault varies across different agencies; therefore, the number and rate may vary depending on the source.

### Our strategy
#### For our patients
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
- Refer as appropriate to medical, clinical, counseling and advocacy services

MEASURES:
- Number of individual served; referrals provided

#### For our community
- Provide community education/prevention/outreach trainings

MEASURES:
- Number of trainings provided; attendees

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

### Target population
**Residents of Winnebago County**

### Principal partner
**Aurora Medical Group (AMG)**

### Community partner
**Be Well Fox Valley**

### 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.[1] Feeding America estimates 13.5% of Winnebago County residents experienced limited or uncertain access to adequate food at some point during 2020 (Source #2).

### Our strategy
#### For our community
Support Be Well Fox Valley, which includes-

- Work with Americorps Team members to engage the Eat Well For life program which selects food starved diabetic patients from Advocate Aurora Health, ThedaCare, Ascension Wisconsin and Mosaic Health to include in the program. The program has a defined curriculum and provides food to these patients with education re food preparation, food shopping, disease management, and support groups.
- Working with our 22 food pantries in the Fox Valley to align how we might change food distribution to support diabetic and obese patient dietary needs

MEASURES:

- Process milestones

[1] *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
Winnebago County Residents

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

### Community partners
- Wisconsin Department of Health Services
- Winnebago 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 Winnebago 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.[2] 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.

[2] *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.*