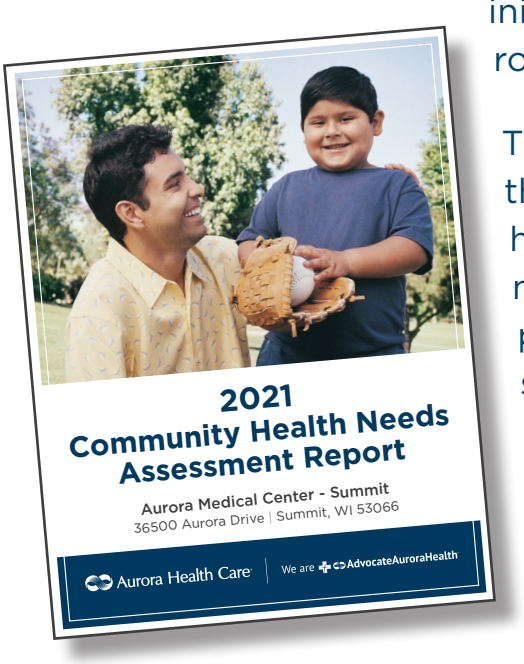
Implementation Strategy

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

Aurora Health Care®

We are AdvocateAuroraHealth

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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	**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 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 Waukesha County

Principal partner
Aurora Medical Group (AMG)

Community partners
- Lake Area Free Clinic (LAFC)
- Waukesha Free Clinic
- Silver Streak Cab Company
- Lake Country Cab Company

Impact goal
Increased access to care

Current findings
In 2020, 9% of Waukesha County respondents had an unmet medical need in the past 12 months, 13% delayed medical care due to cost, and 5% delayed filling a prescription due to cost (Source #1). Access to health care was 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
- 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 Lake Area Free Clinic (LAFC) in western Waukesha County or Waukesha Free Clinic in the City of Waukesha
- Ensure access for seniors and other persons with transportation barriers by providing vouchers for Silver Streak Cab Company or Lake Country Cab Company
- Provide Cancer Nurse Navigator (CNN) services for all patients, regardless of payer status
- 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 LAFC or Waukesha Free Clinic
- Number of transportation vouchers provided; dollar value
- Number of new patients served through CNNs
- Number of virtual visits provided

For our community
- Provide free diagnostics and specialty care to patients referred from LAFC and Waukesha Free Clinic through referral voucher program
- Provide hospital leadership to serve as board members for LAFC and Waukesha Free Clinic

MEASURES:
- Number of vouchers from LAFC and Waukesha Free Clinic redeemed

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

Target population
Residents of Waukesha County

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

Community partners
- Waukesha County Health Department
- Local school districts

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 Waukesha County. In 2020, 19% of Waukesha County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 32% of Waukesha County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 461.0 per 10,000 population in 2018, higher than the Wisconsin rate of 403.4 per 10,000 population (Source #2).

Our strategy
For our patients
- Provide an ABHS team member in our ED to assess and appropriately expedite referrals for behavioral health services
- Provide behavioral health consults and referrals through the ABHS telepsychiatric program
- Provide post-traumatic stress disorder (PTSD) screening calls to trauma patients 30-45 days after discharge; provide referrals to mental health providers

MEASURES:
- Number of patients screened by an ABHS team member or through telepsych
- Number of PTSD calls provided; referrals

For our community
- Provide peer-led trauma support groups, open to the public, for anyone who has experienced a traumatic injury
- Partner with local schools and/or agencies to provide education on behavioral health and resources available within the community

MEASURES:
- Number of support groups provided; attendees
- Process milestones

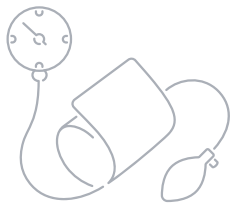
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Target population
Residents of Waukesha County

Principal partner
- Aurora Medical Group (AMG)
- Aurora Healing and Advocacy Services (AHAS)

Community partners
- Waukesha Aging & Disability Resource Center
- Community Senior Centers
- AARP
- Local law enforcement
- Local Emergency Medical Services (EMS) providers

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 injury hospitalization rate among Waukesha County adults aged 65 years and older was 1,559.9 per 100,000, higher than the state rate of 1,434.1 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 Waukesha County was 12.37 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: 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

MEASURES:
- Number of individuals served and referrals provided

For our community
- Provide Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older people
- Host AARP Smart Driving, a program focused on teaching driving techniques that make a difference in the elder population by keeping them active, engaged in their communities and their homes. Seniors will learn safe driving strategies and refresh their knowledge of the latest rules and hazards of the road
- Provide Advanced Directives classes, free and open to the public
- Provide community education/prevention/outreach trainings related to sexual assault
- Provide educational sessions for first responders with speakers on evidence-based best practices including cardiac emergencies, trauma, working with pediatric patients and obstetrics
- Provide Advanced Cardiac Life Support classes for first responders
- Provide Sim Man/Sim Baby trainings for first responders

MEASURES:
- Number of sessions held; attendees and evaluation data
- Sexual assault awareness events conducted or supported; attendees
- Number of sessions provided; attendees
- Number of classes provided; attendees
- Number of trainings provided; attendees

[4] *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 – workforce development

Target population
- Local paramedic students
- Local high school students
- Residents of Waukesha County

Principal partner
Aurora Medical Group (AMG)

Community partners
- Kettle Moraine High School of Health Sciences – a public charter school developed under the leadership of educators and local health care partners as a way to increase opportunities for students to learn in an immersive environment and open the door to the dynamic jobs and paths available in the world of health care
- Milwaukee Area Technical College (MATC)
- Wisconsin Department of Workforce Development (DWD)

Impact goal
- Increased access to educational opportunities for EMS providers
- Increased opportunity for stable employment

Current findings
Workforce development can take many forms. Aurora Summit has identified activities related to Diversity, Equity & Inclusion, as well as employment.

In June 2020, Advocate Aurora and thirty-five (35) other health care organizations declared racism as a public health crisis and collectively pledged to work together to improve health equity city-wide. One of the ways to address health equity is through educating current team members on Diversity, Equity & Inclusion. Diversity, Equity & Inclusion is a key priority to ensure a comprehensive approach to addressing the needs of all our patients, so all have a chance to live well.

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.[2] 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 2019, the average unemployment rate in Waukesha County was 2.2%, slightly higher than the Wisconsin average of 2.1% (Source #2).

Our strategy
For our community
- Provide clinical experiences for paramedic students, both in our ED and ancillary areas of the hospital
- Partner with area school districts to support High School of Health Sciences in Kettle Moraine, providing educational sessions
- In partnership with the Wisconsin Department of Workforce Development (DWD), and Milwaukee Area Technical College (MATC), offer paid Culinary Registered Apprenticeship position. This full-time, benefit eligible position equips participants with both on-the-job training and instruction through MATC, resulting in a technical diploma
- NEW: Establish the Central Wisconsin Patient Service Area Inclusion Core Team to facilitate the local execution and implementation of system-wide Diversity, Equity & Inclusion strategies and actions. The Core Team serves as a platform for sharing best practices and serves as a conduit for sharing Diversity, Equity & Inclusion resources and education

MEASURES, number of:
- Number of clinical experiences provided
- Number of educational sessions provided
- Number of culinary apprentices; number of individuals completing an apprenticeship
- Number of Diversity, Equity & Inclusion education hours completed by team members

[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 – food security

Target population
Residents of Waukesha County

Principal partner
Aurora Medical Group (AMG)

Community partners
- Local food pantries
- Local school districts
- Blessings in a Backpack

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.[3] In 2020, 2% of respondents reported their household went hungry because they were unable to afford enough food in the past year, and only 35% of residents reported eating the recommended number of fruit and vegetables on an average day (Source #1).

Our strategy
For our community
- Provide the Junior Chef Cooking Club for children ages seven through twelve, aimed at teaching healthy cooking methods and eating habits. This program will focus on serving low-income youth
- Identify a local school to partner with to provide Blessings in a Backpack, which provides food for children over the weekend
- Assess additional opportunities to increase access to healthy food in the community

MEASURES:
- Number of sessions
- Number of attendees and evaluation data
- 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
Waukesha County Residents

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

Community partners
- Wisconsin Department of Health Services
- Waukesha 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.

Impact goal
Increase the amount of outreach and education resources available to Waukesha 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.[4] Advocate Aurora Health 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 in order to provide necessary care for patients while minimizing the transmission risk of COVID-19
- Consistently adhere to the Safe Care Promise 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.

[10] *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.*