Aurora West Allis Medical Center Community Health Implementation Strategy

January 1, 2023 – December 31, 2025

Community health improvement is an effective tool for creating a shared vision and supporting a planned and integrated approach to improving health outcomes. The basic premise of community health improvement is that entities identify community health issues, prioritize those that can be addressed, and then develop, implement, and evaluate strategies to address those issues. Tax-exempt hospitals are required to conduct a community health needs assessment (CHNA) and develop an implementation strategy to document how the hospital will address prioritized community health needs. The following outlines a summary of the CHNA process and provides details on Aurora West Allis Medical Center's plans to address their prioritized community health needs.

SUMMARY OF CHNA PROCESS

Every three years, the health system members of the Milwaukee Health Care Partnership (Advocate Aurora Health, Ascension Wisconsin, Children's Wisconsin, and Froedtert Health) conduct a collaborative Community Health Need Assessment (CHNA) in Milwaukee County. The CHNA serves as the foundation from which hospitals and local health departments develop their respective community health improvement strategies.

These findings are also intended to inform a broader audience — community health centers, government health agencies, public health departments, philanthropy, community-based organizations, and civic leaders — about the top health issues facing our community.

The Milwaukee County CHNA relies on three sources of information:

- **Community Health Survey (primary data):** an online survey conducted August – October 2021, with more than 8,600 Milwaukee County residents completing 50 questions related to the top health needs in the community, individuals' perception of their overall health, access to health services, and social drivers of health, including racism and health equity.
- **Stakeholder Interviews and Focus Groups (primary data):** conducted by health system community benefit leaders with 103 individuals representing 93 organizations to identify the community's most pressing health issues and effective health improvement strategies. The focus groups were selected to assure input from organizations representing vulnerable populations and those with expertise in community health. The groups included leaders and representatives from Safety Net clinics, local public health departments, youth serving organizations, and organizations serving low-income populations.
- **Health Compass Milwaukee (secondary data):** a dynamic website providing more than 300 of the most current health indicators for Milwaukee County at the county, municipal, zip code, and census tract levels (where available), as well as related demographic data such as race/ethnicity, education, income, and housing. healthcompassmilwaukee.org

This report along with additional Milwaukee County CHNA materials can be found on **Health Compass Milwaukee in the Local Reports section**.

Aurora Health Care®

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SIGNIFICANT HEALTH NEEDS IDENTIFIED AND SELECTED FOR IMPLEMENTATION STRATEGY AND WHY

Advocate Aurora Health has a strong history of community engagement and service. A targeted strategy was developed to build on this history—one that transforms and aligns our community-facing work through a health equity lens. Health equity means everyone has a fair and just opportunity to be as healthy as possible. The Advocate Aurora Health Community Strategy provides an overarching framework for the health system centered on six areas of focus which include: access to innovative care; access to behavioral health; workforce development; community safety; housing; and food security. The Aurora West Allis Community Health Implementation Strategy aligns with the Advocate Aurora Community Strategy, but this plan is unique to the health needs of the community served by Aurora West Allis. Aurora West Allis prioritized the following health issues to be addressed with their 2023-2025 Community Health Implementation Strategy:

- Access to Innovative Care and Services
- Behavioral Health: Mental Health and Substance Use
- Healthy Living: Food Security
- Community Safety and Violence Prevention
- Workforce Development

Access to Innovative Care and Services

Access to health care was a top health issue identified in the Aurora West Allis Community Health Needs Assessment. Key stakeholder and survey respondent data call out that access to care is more comprehensive than just being seen by a health care provider. For this strategy, Access to Innovative Care and Services is about creating conditions in our hospital, across our health system and in our community to provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well.

Data for Milwaukee County shows the county falls behind Wisconsin and other counties for adults without health insurance, no recent dental visits, and clinical care ranking (for access and quality as reported in the County Health Rankings). Additionally, many of these indicators are seeing significantly worsening trends. In Milwaukee, significant gaps exist in health care coverage between racial/ethnic groups.

Behavioral Health: Mental Health and Substance Use

Behavioral health, which includes treatment and services for mental health conditions and substance use disorder, is a growing public health concern and was identified as a top health issue in the Aurora West Allis Community Health Needs Assessment. In 2021, the mental health hospitalization rate in Milwaukee County was 852.1 admissions per 100,000 residents, higher than the Wisconsin average of 650.8 per 100,000 residents. The 2021 mental health emergency department visit rate was 1,353.4 visits per 100,000 residents, higher than the Wisconsin average of 919.8 visits per 100,000 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 2,647.5 visits per 100,000 residents.

In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population in 2016-2020, higher than Wisconsin rate of 21.7 per 100,000 population. From 2017-2021, the Milwaukee County substance use emergency department visit rate was 1,138.6 visits per 100,000 residents, higher than the Wisconsin average of 649.3 visits per 100,000 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 1,715.9 visits per 100,000 residents.

Living Well: Food Security

The socioeconomic and environmental conditions where people live, work, learn, play and pray have a direct impact on a wide range of health and quality of life outcomes. Living well is the aspirational goal we have when communities address targeted, yet critical community health needs. In the Aurora West Allis Medical Center Community Health Needs Assessment, the community identified food security as a condition that needs to be addressed to achieve living well.

In 2020, 17.5 percent of Milwaukee County residents experienced food insecurity, meaning the household has experienced limited or uncertain access to food, an increase from 11.8 percent in 2019. The rate is higher for children, at 27.7 percent.

Community Safety and Violence Prevention

Community safety and violence prevention was a top health issue identified from the community health survey, key stakeholder interviews, and focus group participants. Community input to the assessment elevated community safety themes such as reckless driving, civil unrest, and racial tension as well as violent crime and shootings. Survey data shows respondents' perception of violence-related issues and lack of economic opportunities as a root cause. While Milwaukee County residents overall reported their neighborhoods relatively safe to live in, those who lived in high-need zip codes and respondents of color were less likely to report that their neighborhood is safe. This reflects the geographically concentrated nature of the problem and segregation of communities in Milwaukee.

Workforce Development

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.

The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706. There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes.

HEALTH PRIORITY: Access to Innovative Care and Services

IMPACT:

Improve health among residents by creating conditions that provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well

DESCRIPTION OF HEALTH NEED DATA:

- Nineteen percent of Milwaukee County residents reported an inability to access health services in the last 12 months
- Twenty-seven percent of West Allis/West Milwaukee residents reported an inability to access health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- The overall rate of insured residents in Milwaukee County 89.2 percent. The highest rate of insured residents is among the white non-Hispanic population (95.4 percent), and the lowest is among the Hispanic/Latino population (70.0 percent)

Source: American Community Survey, 2019

- The rate of preventable emergency department visits for the West Milwaukee municipal region* is 1,904.3 visits per 100,000 residents, but the rate is higher for the non-Hispanic Black population at 5,185.3 visits per 100,000 residents

**West Milwaukee is defined as 53226, 53213, 53214, 53227, 53219*

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Access to Innovative Care

NATIONAL: **HEALTHY PEOPLE 2030**
- Settings and Systems: Health Care

STRATEGY #1: Increase access to primary care

SPECIFIC INTERVENTIONS AT AURORA WEST ALLIS	COLLABORATIVE PARTNERS	OBJECTIVES
• Through participation in the Milwaukee Health Care Partnership Emergency Department Care Coordination (MHCP EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department for primary care with medical homes	• Milwaukee Health Care Partnership	• Increase number of non-emergent patients presenting in our Emergency Department are navigated to a medical home

MEASURING OUR IMPACT

- Appointments scheduled; Federally Qualified Health Center (FQHC) appointments and show rate

HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #2: Increase access to innovative services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	INTENDED RESULTS
• Utilize the Identification of Seniors at Risk (ISAR) tool in our Emergency Department to identify our elderly patients who are at risk, and establish a network of referrals and care throughout the Advocate Aurora system	• Aurora Medical Group	• Enhance population health and reduce emergency department visits and readmissions
• Offer free car seat fittings and safety tests, provided by certified car seat technicians, for babies delivered at our hospital; also provide car seat installation classes	• West Allis Health Department	• Prevent injuries to children in car crashes
• Provide safe sleep education		• Increase safe sleep practices
• Provide childbirth education, breastfeeding and infant care classes; work-development and job-skills mentoring at our hospital to Shared Journeys participants	• Shared Journeys	• Increase parenting and career knowledge
• Community outreach activities to promote senior wellness and safety and fall prevention	• Senior Center	• Promote wellness and reduce falls among older adults
• Host Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older adults	• Senior Center	• Reduce falls among older adults

MEASURING OUR IMPACT

- Number of individuals screened using ISAR
- Number of parents educated in car seat safety
- Percent of Shared Journeys participants who initiate breast feeding; percent who enroll in post-secondary education and job training
- Number of individuals served at Senior Center; referrals
- Number of Stepping On series offered; number of attendees

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use

IMPACT:

Improve mental health and reduce misuse of drugs and alcohol among Milwaukee and Waukesha County residents through preventative strategies and increased access to behavioral health services

DESCRIPTION OF HEALTH NEED DATA:

- Ten percent of Milwaukee County residents reported an inability to access mental health services in the last 12 months
- Thirteen percent of West Allis/West Milwaukee residents reported an inability to access mental health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population, higher than the Wisconsin rate of 21.7 per 100,000 population

National Vital Statistics System-Mortality, 2016-2020

- The rate of mental health emergency department visits for the West Milwaukee municipal region* is 1,122.5 visits per 100,000 residents, higher than the Wisconsin average of 935.8 visits per 100,000 residents

**West Milwaukee is defined as 53226, 53213, 53214, 53227, 53219*

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Access to Behavioral Health Services

STATE: **WISCONSIN STATE HEALTH PLAN PRIORITY AREAS**

- Alcohol
- Opioids
- Suicide

NATIONAL: **HEALTHY PEOPLE 2030**

- Health Conditions: Mental Health and Mental Disorders
- Health Behaviors: Drug and Alcohol Use

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use cont.

STRATEGY #1: Increase access to Behavioral Health Services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide Aurora Behavioral Health resources in our Emergency Department to expedite appropriate referrals and assist with navigation, facilitate interactions with staff, and provide inpatient transfers, appointment scheduling and motivational interviewing	• Aurora Behavioral Health Services	• Identify and refer patients to appropriate Behavioral Health services
• Administer depression and, if indicated, suicide screening at all Emergency Department patient encounters, and provide safety planning and linkages to resources as appropriate	• Aurora Behavioral Health Services	• Identify and refer patients to appropriate Behavioral Health services
• Administer a first dose of suboxone treatment to individuals presenting in our Emergency Department with an opioid use disorder and expressing a desire to get help. Those treated will be linked into a treatment program within 24 hours	• Aurora Behavioral Health Services	• Increase access to suboxone treatment
• Provide maternal depression screening	• Aurora Medical Group	• Increase individuals treated for postpartum depression
• Mobile Integrated Health referrals for people who have experienced an overdose and been brought to hospital by Emergency Medical Services	• Local Emergency Medical Services	• Increase access to drug abuse treatment
Through a partnership between local school districts and the Advocate Aurora Health Student and Family Assistance Program (SFAP) provide • Virtual or in-person confidential counseling • Behavioral education on topics such as anger management and marijuana use • Life-balance services, such as financial counseling, legal consultation or assistance finding childcare	• Aurora Employee Assistance Program	• Increase access to Behavioral Health resources for students and their families

MEASURING OUR IMPACT

- Number of Emergency Department patients assessed for Behavioral Health services
- Number of Emergency Department patients screened for depression
- Number of suboxone treatments provided; number of new individuals entering treatment
- Number of new mothers screened for maternal depression
- Number of referrals provided for Mobile Integrated Health

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use cont.

STRATEGY #2: Improve mental health through community collaborations

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	INTENDED RESULTS
• Continue to work with the Mental Health and Substance Abuse Task Force	• West Allis Health Department, Police Department, Fire Department, and others (link to website)	• Create awareness of mental health and substance abuse issues and build support for the individuals and families impacted
• Participate on Heroin Opioid Task Force	• West Allis Health Department	• Reduce the number of heroin and opioid deaths
• Participate on Overdose Fatality Review	• West Allis Health Department	• Identify system gaps and innovative community-specific overdose prevention and intervention strategies

MEASURING OUR IMPACT

- Number of outreach activities held by Mental Health and Substance Abuse Task Force
- Progress milestones of Heroin Opioid Task Force
- Progress milestones of Overdose Fatality Review

HEALTH PRIORITY: Living Well

IMPACT:

Increased access to nutritious foods

DESCRIPTION OF HEALTH NEED DATA:

- The food insecurity rate among Milwaukee County residents is 17.5, meaning the household has experienced limited or uncertain access to food, an increase from 11.8 percent in 2019. The rate is higher for children, at 27.7 percent

Source: Feeding America, 2020

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Access to Behavioral Health Services

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**

- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**

- Social Determinants of Health: Economic Stability: Nutrition and Healthy Eating

STRATEGY #1: Increase access to nutritious foods

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	INTENDED RESULTS
• Participate in the Coffective Program, a Wisconsin Department of Health Services Women, Infants, and Children (WIC) Program and Chronic Disease Prevention Unit (CDPU) collaborative effort to coordinate activities across state and local levels to – Prepare WIC-eligible mothers to receive evidence-based care in the hospital by providing them with consistent messaging prenatally – Strengthen relationships across community stakeholders by further aligning work of local WIC agencies and birthing hospitals – Improve breastfeeding outcomes	• Wisconsin Department of Health Services	• Prepare WIC-eligible mothers to receive evidence-based care
• Plan, organize and host food drives on our campus	• Local food banks	• Increase food donated to local pantries

MEASURING OUR IMPACT

- Number of WIC-eligible women delivering at our hospital who initiate breastfeeding; process milestones
- Number of food drives held; pounds of food collected

HEALTH PRIORITY: Workforce Development

IMPACT:

Increased opportunities for stable employment

DESCRIPTION OF HEALTH NEED DATA:

- The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706
- There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes

Source: American Community Survey, 2016-2020

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Workforce Development

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**
- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**
- Social Determinants of Health: Economic Stability

STRATEGY #1: Increase opportunities for stable employment

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide training programs for nursing assistant, medical assistant, sterile processing/surgical tech, cardiovascular tech and phlebotomist positions	• Herzing University • ACL Laboratories • Center for Healthcare Careers of Southeast Wisconsin	• Hire trained individuals into permanent employment and upskill frontline team members
• Employ high school students enrolled in the CNA Certification program through the West Allis-West Milwaukee School District	• West Allis-West Milwaukee School District • Department of Workforce Development	• Promote health careers to local students
• Provide NAVIGATE program, which includes soft-skills workshops, mentorship, and career coaching and development		• Provide advancement opportunities for current team members
• Provide Temporary Work Experience internships at our hospital. The 90-day internship is intended to give job seekers first-hand, paid experience on job duties, role expectations, and workplace culture	• Wisconsin Division of Vocational Rehabilitation	• Offer permanent employment opportunities at Advocate Aurora Health when positions become available

MEASURING OUR IMPACT

- Number of students employed through CNA Certification program
- Number of individuals trained; number of individuals hired into permanent positions
- Number of team members participating in NAVIGATE; advancement outcomes
- Number of individuals completing interns; number of interns hired

HEALTH PRIORITY: Community Safety and Violence Prevention

DESCRIPTION OF HEALTH NEED DATA:

- Violence prevention and community safety was a top health issue identified from the community health survey, key stakeholder interviews, and focus group participants
- While Milwaukee County residents overall reported their neighborhoods relatively safe to live in, those who lived in high-need zip codes and respondents of color were less likely to report that their neighborhood is safe

Source: Milwaukee Health Care Partnership Community Health Needs Assessment

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Community Safety

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**
- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**
- Health Behaviors: Violence Prevention

STRATEGY #1

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	INTENDED RESULTS
• Participate in the Violence-Free West Allis Collaborative, a translation of the Cardiff Violence Prevention Model, aimed at developing a clearer picture about where violence is occurring by combining and mapping hospital and police data on violence	• Violence-Free West Allis Collaborative • Medical College of Wisconsin	• Serve on Violence-Free West Allis Collaborative
Consistent with Aurora's system-wide Forensic Nursing and Aurora Healing and Advocacy Services programs, provide: • 24/7 trauma-informed and victim-sensitive services by our specially trained Forensic Nurse Examiners (FNEs), 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 • Serve as a satellite location for Aurora Healing and Advocacy Services follow-up and advocacy • Provide community education/prevention/outreach trainings related to sexual assault, domestic violence, and sex trafficking	• Aurora Healing and Advocacy Services • Local law enforcement and Emergency Medical Services	• Increase access to follow-up and advocacy services for survivors of sexual assault, domestic violence and human trafficking

MEASURING OUR IMPACT

- Process milestones
- Number of individuals served though Aurora Healing and Advocacy Services; number of educational sessions provided and attendees

Note: Plans to address selected CHNA priorities are dependent upon resources and may be adjusted on an annual basis to best address the health needs of our community.