Aurora Medical Center – Grafton Community Health Implementation Strategy

January 1, 2024 – December 31, 2026

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 Medical Center – Grafton's plans to address their prioritized community health needs.

SUMMARY OF AURORA MEDICAL CENTER – GRAFTON COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS

In 2023, Aurora Medical Center – Grafton (Aurora Grafton), Ascension Wisconsin, Froedtert & the Medical College of Wisconsin and the Washington Ozaukee Public Health Department, conducted a collaborative Community Health Needs Assessment (CHNA) in Washington and Ozaukee Counties, which consisted of a comprehensive presentation and analysis of both qualitative and quantitative data.

The Aurora Grafton CHNA relies on four sources of information:

- **Community Health Survey (primary data):** online and phone surveys conducted June– November 2022, with more than 500 (400 phone and 113 online) Ozaukee County residents completing 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 21 individuals to identify the community's most pressing health issues and effective health improvement strategies.
- **Aurora Grafton Teammate Survey (primary data):** Aurora Grafton teammates were asked via online survey to rank the top health issues and social factors impacting the patients they served. 58 teammates responded between April and May 2023.
- **Metopio (secondary data):** Aurora Health Care has a contract with Metopio to provide an internet-based data resource for their hospitals. This robust platform offers curated data from public and proprietary sources for information on health behaviors and health risks, health outcomes, health care utilization, demographic, and community-level drivers of health like economic, housing, employment, and environmental conditions. Data for each indicator is presented by race, ethnicity, and gender when the data is available (*Metopio: https://public.metop.io*).

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The top health issues identified in the Aurora Medical Center – Grafton Community Health Needs Assessment were:

- Mental Health, Mental Conditions, Suicide
- Alcohol and Substance Use
- Safe and Affordable Housing
- Accessible and Affordable Health Care
- Economic Stability and Employment
- Nutrition, Physical Activity and Obesity

The top health issues identified were presented to the Aurora Medical Center – Grafton Steering Council, and members were asked to rank the issues based on the following criteria: size/seriousness of the problem, effectiveness of available interventions, available resources to address the health issue, health care system adequately situated to address the health issue, meets a defined community need as identified through data, potential for issue to impact other health and social issues and ability to effectively address or impact health issue through collaboration.

Using these criteria, Aurora Medical Center – Grafton has prioritized the significant health needs to address in 2024-2026:

- Access to innovative care and services
- Behavioral Health: Mental health and Substance use
- Social Drivers of Health: Community Safety, Workforce Development, Food Security

SIGNIFICANT HEALTH NEEDS IDENTIFIED AND SELECTED FOR IMPLEMENTATION STRATEGY AND WHY

Access to Innovative Care and Services

Data indicates that access to health care access and health care utilization is a top concern in Ozaukee County. Additionally, the percentage of Ozaukee County residents who see a primary care provider when sick has been decreasing over time.

Behavioral Health: Mental Health and Substance Abuse

Mental health and substance use continues to be a top concern in Ozaukee County. Rates of substance use, hospitalization, and mortality continue to increase over time, and stakeholders have indicated a need for more funding, access and education to reduce stigma in Ozaukee County.

Social Drivers of Health

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. Social Drivers of Health also contribute to health disparities and inequities.

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:

- Fifty-one percent of Aurora Grafton teammates surveyed said access to healthcare was one of the top factors impacting the health of their patients.

Source: Aurora Grafton Teammate Survey, 2023

- Sixty-nine percent of residents reported having a doctor or nurse practitioner's office as their primary source of health care, which has decreased from 81 percent in 2011.

Source: Metopio, JKV Research, LLC., Ozaukee County Community Health Survey, 2022

- Three percent of residents reported using the Emergency Department for primary care, which increased from one percent in 2019.

Source: Metopio, JKV Research, LLC., Ozaukee County Community Health Survey, 2022

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **Advocate Health Community Strategy**	NATIONAL: **HEALTHY PEOPLE 2030**
• Access to Innovative Care (Advocate Health)	• Settings and Systems: Health Care

STRATEGY #1: Increase Access to Health Care

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Screen patients for Marketplace coverage • Provide access to transportation vouchers • Support the United Way of Northern Ozaukee Community Navigator Program • Provide Advanced Directives class with the ADRC	• Aurora Medical Group • United Way of Northern Ozaukee • Aging and Disability Resource Center (ADRC) of Ozaukee County	• Reduce preventable Emergency Department visits • Increase access to care

MEASURING OUR IMPACT

- Number of transportation vouchers provided
- Process milestones of the Community Navigator program
- Number of Advanced Directives classes provided; attendees

**Impact measures are subject to change depending on the direction of each intervention.*

PRIORITY: Behavioral Health: Mental Health and Substance Use

IMPACT:

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

DESCRIPTION OF HEALTH NEED DATA:

- Twenty-one percent of respondents reported being diagnosed with a mental health condition, higher than the 2011 baseline of 13 percent.

  Source: JKV Research, LLC., Ozaukee County Community Health Survey, 2022

- The Emergency Department visit rate due to opioid use is highest among individuals 18-39 years old (3.4 times the county average).

  Source: Metopio, Wisconsin Health Association Information Center, 2018-2022

- Thirty-three percent of phone survey respondents, and 62 percent of online survey respondents reported mental health as a top community issue.

  Source: JKV Research, LLC., Ozaukee County Community Health Survey, 2022

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **Advocate Health 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 Behavioral Health referrals through tele-intake and tele-psychiatry • Provide Behavioral Health counselor in ED and inpatient	• Aurora Medical Group • Aurora Behavioral Health Services	• Identify and refer patients to appropriate Behavioral Health services

MEASURING OUR IMPACT

- Number of individuals screened and referred
- Number of individuals served

**Impact measures are subject to change depending on the direction of each intervention.*

STRATEGY #2: Improve mental health through community collaborations and services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Partner with local agencies to provide education on behavioral health and resources available within the community • Support the Ozaukee County Mental Health Coalition • Support the Ozaukee County Substance Use Task Force	• Community-based organizations • Ozaukee Public Health Department	• Educate Ozaukee County residents on mental health topics • Reduce substance use among residents

MEASURING OUR IMPACT

- Number of education sessions provided
- Process milestones of Ozaukee County Mental Health Coalition and Substance Use Task Force

**Impact measures are subject to change depending on the direction of each intervention.*

HEALTH PRIORITY: Social Drivers of Health: Community Safety, Workforce Development, Nutrition and Food Security

IMPACT:

Increased safety and enhanced injury prevention and response; Increased opportunities for stable employment; Increased access to nutritious foods

DESCRIPTION OF HEALTH NEED DATA:

- The Emergency Department rate due to injuries (primarily falls) among Ozaukee County seniors is higher than the Wisconsin average for seniors.

Source: Metopio, Wisconsin Health Association Information Center, 2018-2022

- Nineteen percent of residents responded "No" to the statement "There are enough well-paying jobs available for those who are over 18 years old."

Source: JKV Research, LLC., Ozaukee Community Health Survey, 2022

- A total of 4.4 percent of Ozaukee County residents experienced food insecurity at some point, with the highest rates among the Non-Hispanic Black population at 14.0 percent.

Source: Metopio, Feeding America, Map the Meal Gap, 2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **Advocate Health Community Strategy**
- Community Safety
- Workforce Development
- Food security

STATE: **Wisconsin State Health Plan Priority Areas**
- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

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

HEALTH PRIORITY: Social Drivers of Health: Community Safety, Workforce Development, Nutrition and Food Security cont.

STRATEGY #1: Increase safety and enhance injury prevention and response

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide 24/7 trauma-informed and victim-sensitive services by specially trained Forensic Nurse Examiners (FNEs) • Support the Stepping On program • Provide the Bundled Hospital Elder Life Program (HELP) • Partner with area school systems to provide pre-season baseline concussion screenings and post-concussion injury management • Provide athletic trainer and physician support at athletic events • Provide emergency response training and continuing education including CPR, First Aid and Stop the Bleed	• Aurora Medical Group • Aurora Sports Health • Aurora Healing and Advocacy Services • Local high schools • Local law enforcement • Aging and Disability Resource Center (ADRC) of Ozaukee County	• Increase access to follow-up and advocacy services for survivors of sexual assault, domestic violence, and human trafficking • Reduce youth injury and improve response • Senior falls prevention

MEASURING OUR IMPACT

- Number of individuals served and referrals provided
- Stepping On sessions provided; attendees
- Number of patients served through the Bundled Hospital Elder Life Program (HELP)
- Number of baseline concussions screenings provided
- Athletic events supported
- Individuals trained

**Impact measures are subject to change depending on the direction of each intervention.*

HEALTH PRIORITY: Social Drivers of Health: Community Safety, Workforce Development, Nutrition and Food Security cont.

STRATEGY #2: Increase opportunities for stable employment

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide $1,000 scholarships on behalf of the Medical Staff of Aurora Medical Center – Grafton to local high school students seeking advanced studies in health care • In partnership with the DWD and MATC, offer paid Culinary and Facilities Maintenance Technician Registered Apprenticeship positions • Support Grafton High School's Project Lead the Way biomedical science program • Participate in NAVIGATE program to help current teammates advance in their careers • Provide clinical preceptorship site to individuals in C.N.A. training	• Aurora Medical Group • Local High Schools • Wisconsin Department of Workforce Development (DWD) • Milwaukee Area Technical College (MATC)	• Hire trained individuals into permanent employment and upskill frontline teammates • Provide advancement opportunities for current teammates

MEASURING OUR IMPACT

- Number of scholarships awarded
- Number of apprentices; number of individuals completing apprenticeship
- Process milestones of Project Lead the Way
- Teammates participating in NAVIGATE; advancement outcomes
- Number of individuals completing C.N.A. training

**Impact measures are subject to change depending on the direction of each intervention.*

STRATEGY #3: Increase access to nutritious foods

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Collaborate with local food pantries to deliver meal security programming to Ozaukee County youth and families in need of nutrition in the summer months	• Local food pantries	• Expand access to healthy, fresh foods • Increase access to food, health care and nutrition education

MEASURING OUR IMPACT

- Food pantry collaboration milestones

**Impact measures are subject to change depending on the direction of each intervention.*

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.