Aurora BayCare Medical Center Community Health Implementation Strategy

January 1, 2025 – December 31, 2027

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

SUMMARY OF AURORA BAYCARE MEDICAL CENTER COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS

In 2024, Aurora BayCare Medical Center (Aurora BayCare) participated with the Beyond Health collaborative in Brown County to conduct a collaborative Community Health Needs Assessment (CHNA) in Brown County, which consisted of a comprehensive presentation and analysis of both qualitative and quantitative data.

The Aurora BayCare CHNA relies on three sources of primary data information, gathered through the Beyond Health partnership:

- **Door-to-Door Surveying:** In late 2023, Brown County Public Health conducted a door-to-door survey using the CDC's CASPER tool to assess the community's emergency preparedness needs. They randomly selected 30 clusters of houses, visiting 490 homes and completing 142 surveys, with support from local health and fire departments. This method gave insight into emergency preparedness.
- **Community Surveys:** To engage the Brown County community, a brief survey was shared with residents and promoted via social media, websites, and community partners. The survey aimed to identify obstacles to health and opportunities for improvement, resulting in nearly 60 responses. A summary of the results was subsequently compiled.
- **Community Consultants:** An analysis of past community surveys revealed that certain population segments, such as aging individuals, rural residents, and Black, Indigenous, People of Color (BIPOC) individuals, were less likely to participate in online or door-to-door surveys. To gather more diverse feedback, they partnered with community organizations to engage these groups through a two-part series where consultants shared their health experiences, resulting in approximately 45 participants. This initiative aims to provide a comprehensive view of the community's overall health, particularly regarding the impact of social determinants on daily life.

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Additionally, Aurora Health Care analyzes secondary data, or existing information gathered from various sources, to provide valuable insights and context from the following sources:

- **Metopio:** 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.metopio.io). All data collected through Metopio was quantitative and included data comparisons between County, Wisconsin and United States data.
- **County Health Rankings & Roadmaps - Brown County:** A program of the University of Wisconsin Population Health Institute and supported by the Robert Wood Johnson Foundation, the County Health Rankings & Roadmaps (CHR&R) provides a snapshot of health for nearly every county in the nation, based on a variety of public health data. CHR&R advocates for an understanding of data and evidence to develop methods to improve health and equity. (County Health Rankings & Roadmaps, About Us, 2024)

The top health issues identified in the Aurora BayCare Community Health Needs Assessment were:

- Chronic Diseases
- Community Safety
- Economic Stability
- Health Care Access and Quality
- Mental Healthcare
- Social Connectedness
- Substance Use Disorders

The top health issues identified were presented to the Aurora BayCare team, 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 BayCare has prioritized the significant health needs to address in 2025-2027:

- Access to Care
- Mental Health and Substance Use Disorders
- Social Drivers of Health - Community Safety, Food Security, and Workforce Development

SIGNIFICANT HEALTH NEEDS IDENTIFIED AND SELECTED FOR IMPLEMENTATION STRATEGY AND THE REASONING

Access to Care: This need was selected because this was a common theme from the community input that the Beyond Health collaborative collected. The hospital is adequately situated to impact this issue in various ways, including expanding coverage to insurance and improving quality of care.

Mental Health and Substance Use Disorders: This need was selected because mental health issues continue to rise in the County, including mental health crises such as suicide and self-harm as well as substance use disorder issues. There are concerning disparities for certain groups for nearly every indicator that was reviewed. The hospital is committed to supporting access to care and community initiatives.

Social Drivers of Health - Community Safety, Food Security, and Workforce Development: Social drivers of health impact people's health and their wellbeing. While there are many SDOH that have need of addressing, as told by the data, the Aurora BayCare team has decided to focus efforts on community safety, food security and workforce development. These are areas they have been currently working on and will strive to continue the momentum they currently have to impact outcomes.

PRIORITY: Access to Care

IMPACT:
Improve health among residents, particularly for people with disproportionate unmet health needs, 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:

- In 2022, only 76.1 percent of Brown 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: Metopio, Behavioral Risk Factor Surveillance System, 2022

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: Aurora BayCare Medical Center Strategy	STATE: Wisconsin State Health Plan Priority Areas	NATIONAL: Healthy People 2030
• Access to Innovative Care (Advocate Health) **Beyond Health Brown County** • CHIP Alignment	• Person- and Community-Centered Health Care	• Settings and Systems: Health Care

STRATEGY #1: Increase Access to Health Care

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• 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 access to pediatric specialty care in partnership with UW Health • Provide bilingual pediatrician services to NEW Community clinic • Support the Well Baby Project, targeting high risk children by screening all labor and delivery patients for risk factors • Provide free injury evaluations for the community • Provide flu shots for the community in the primary care clinics, pediatric clinics and outpatient pharmacies	• Aurora Medical Group (AMG) • BayCare Clinic	• Reduce preventable Emergency Department visits • Increase access to care

MEASURING OUR IMPACT

- Number of non-emergent ED visits without a primary care physician
- Number of individuals seen by an AHCMG primary care provider within 28 days
- Number of pediatric specialty patients served
- Number of children screened in Well Baby Program

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

STRATEGY #2:
Improve access to care through community collaborations and services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Continue to provide a bilingual AHCMG pediatrician to deliver medical care for N.E.W. Community Clinic at Nicolet School for children and their families who do not have the resources to pay for health services • Support the Well Baby Project, targeting high-risk children, screening all labor and delivery patients for risk factors contributing to child abuse and neglect. If a mother is deemed high-risk, a Community Partnership Program staff member provides information about community resources and schedules a home visit with the patient after discharge • Support Brown County Oral Health Coalition	• Northeast Wisconsin (N.E.W.) Community Clinic • University of Wisconsin-Green Bay Health Center • Family Services of Northeast Wisconsin • Casa ALBA Melanie	• Increase awareness and access to healthcare services in the community

MEASURING OUR IMPACT

- Number of new individuals served
- Number of total patient visits provided
- Number of women screened
- Attendance and progress towards equity goals
- Progress updates
- Number of flu shots given

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

PRIORITY: Mental Health and Substance Use Disorders

IMPACT:
Increase linkages to appropriate care for mental health and support residents with substance use disorders with behavioral health services.

DESCRIPTION OF HEALTH NEED DATA:

- Brown County has some of the highest rates in the state for mental health hospitalizations at 825.8 admissions per 100,000 residents and behavioral health hospitalizations, which includes substance misuse admissions, at 1,082.4 admissions per 100,000 residents.

Source: Metopio, Wisconsin Health Association Information Center, 2019-2023

- Over 16 percent of Brown County adult residents reported they had poor mental health in the past month.

Source: Metopio, CDC, PLACES, 2022

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: Aurora BayCare Medical Center Strategy
- Access to Behavioral Health Services

Beyond Health Brown County
- CHIP Alignment

STATE: Wisconsin State Health Plan Priority Areas
- Mental and Emotional Health and Well-being

NATIONAL: Healthy People 2030
- Health Conditions: Mental Health and Mental Disorders
- Health Behaviors: Drug and Alcohol Use

STRATEGY #1: Increase Access to Behavioral Health Services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide depression screening to all internal medicine, family practice, pediatrics and obstetrics/gynecology patients • Provide linkages to Willow Creek Behavioral Health for patients who present in the ED with a behavioral health complaint to support "No Wrong Door" policies between health systems and Connections for Mental Wellness (a community-wide collective impact initiative in Brown County that brings together and facilitates diverse groups of stakeholders) • Provide behavioral health referrals through our tele-psychiatry program	• Aurora Medical Group (AMG) • Aurora Behavioral Health Services (ABHS) • BayCare Clinic	• Identify and refer patients to appropriate Behavioral Health services

MEASURING OUR IMPACT

- Rate of patients screened and referred
- Number of patients discharged to Willow Creek

**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
• Provide a suboxone clinic, located in the AHCMG Family Practice clinic in our 1160 Building, to assist in addressing opioid drug addiction • Designate an Aurora team member to serve on the Brown County Alcohol and Drug Coalition for Change • Provide various support groups to create a community for discussion and support of challenging medical conditions • Support mental health and substance abuse efforts in the community through Beyond Health Brown County committees • Provide drug disposal opportunities for the community through a 24/7 drug drop box in our main atrium and participation in National Drug take back day	• Willow Creek Behavioral Health • Bellin • Prevea • St. Vincent • Brown County Public Health	• Increase awareness and access to mental health services in the community

MEASURING OUR IMPACT

- Number of patients treated
- Progress milestones in Brown County plan
- Number of participants in support group
- Progress updates

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

PRIORITY: Social Drivers of Health: Community Safety, Workforce Development, 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 unintentional injury mortality rate in Brown County has been increasing over time and is higher at 66.0 deaths per 100,000 residents than the U.S. rate at 58.8 deaths per 100,000 residents. There are also numerous other safety issues that the community has given as feedback that needed to be addressed to improve the well-being in Brown County.

  Source: Metopio, CDC, National Vital Statistics System-Mortality, 2000-2022

  Source: Beyond Health, Brown County Community Health Assessment, 2024

- Primary care providers (PCP) play a crucial role in ensuring access to healthcare for communities. In Brown County, WI, there are 77.7 PCPs per capita, which is lower than the state average of 93.8 and the national average of 89.6. This indicates a potential shortage of primary care providers in the area, which could impact the community's access to essential healthcare services. The hospital is committed to developing the workforce in the County.

  Source: Metopio, Area Health Resource Files, 2008-2021

- Food insecurity is defined as the disruption of food intake or eating patterns due to lack of resources. 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. Feeding America estimates 10.4 percent of Brown County residents experienced limited or uncertain access to adequate food.

  Source: Metopio, Feeding America, Map the Meal Gap, 2022

  Source: Metopio, CDC, PLACES, 2022

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: Aurora BayCare Medical Center Strategy	STATE: Wisconsin State Health Plan Priority Areas	NATIONAL: Healthy People 2030
• Community Safety • Workforce Development	• Improved Social and Community Conditions	• Social Determinants of Health: Economic Stability

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

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Partner with area school systems to offer free pre-season baseline concussion screenings • Provide a consistent approach to post-concussion injury management including post-concussion testing and Return to Learn/Return to Play guidance • Provide licensed athletic trainer support for athletic events to deliver first aid and provide medical support • Provide non-concussion injury and illness care including assessment, treatment, rehabilitation, return to play decision-making, and communication between the physician, coach, and family • Provide administrative services to establish athletic event venue emergency plans, manage site medical supplies, maintain electronic medical records, and analyze and report on injury trends • Provide free health screenings and injury assessments by our licensed athletic trainers • Support the Stepping On Program • Provide emergency response training and continuing education including CPR and first aid	• Aurora Medical Group (AMG) • BayCare Clinic • Local high schools (De Pere, Kaukauna, Freedom, Denmark) • Local youth sports organizations	• Improved youth concussion prevention, identification, and intervention • Senior falls prevention • Increased education on emergency response

MEASURING OUR IMPACT

- Number of baseline concussion screenings provided
- Number of student athletes treated for a concussion
- Number of free health screenings and injury assessments provided
- Number of free high school physicals provided
- Stepping On sessions provided; number of attendees
- Number of individuals trained

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

STRATEGY #2: Increase opportunities for healthcare employment

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Serve as a learning site for University of Wisconsin WARM program third- and fourth-year medical students, with affiliated practices and coordination at distant sites for elective rotations in anesthesiology, internal medicine, neuroscience, OB/GYN, pediatrics, primary care, radiology, surgery, and other clinical experiences • Provide scholarships for paramedics, in partnership with Board Certified Emergency Physicians, to offer each spring and fall semester: • Host EMT Huddle sessions with a guest speaker for EMTs from the surrounding area and presentations based on educational needs identified in previous huddle evaluations • Participate as a Project Search Site to help prepare young adults with differing abilities for success and help them find jobs • Participate as a Youth Apprenticeship Site to provide necessary skills for lifelong learning and career advancement • Offer four $1,000 scholarships to graduating high school seniors entering a schooling for a healthcare career	• Aurora Medical Group • BayCare Clinic • University of Wisconsin – Wisconsin Academy for Rural Medicine (WARM) • Local EMT services	• Hire trained individuals into permanent employment and upskill frontline teammates

MEASURING OUR IMPACT

- Number of WARM students participating in ABMC rotation
- Number of WARM students going on to post-graduate medical education programs by type
- Number of WARM students passing standardized examination results
- Number of scholarships provided by type
- Number of EMT and paramedic scholarship recipients remaining in surrounding communities
- Number of EMT Huddles; number of attendees
- Number of project Search Interns
- Number of Youth Apprenticeship positions

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

STRATEGY #3: Increase access to nutritious foods for residents		
SPECIFIC INTERVENTIONS	**COLLABORATIVE PARTNERS**	**OBJECTIVES**
• Actively participate in Wello, a community well-being initiative • Provide food donations to local food pantries • Support Cultivating Communities efforts through farm to table efforts and growing space for local farmers	• Aurora Medical Group • BayCare Clinic • Brown County Health Department • Wello	• Expand access to healthy foods in the community through partnerships
MEASURING OUR IMPACT		
• Progress milestones • Monetary value of donated food **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.

Significant Health Needs Not Chosen

As part of the CHNA, Aurora BayCare has chosen to focus efforts on the above needs. The following significant needs were not chosen for the reasons stated below:

Chronic Disease

Chronic diseases are indeed a large issue, that encompasses numerous types of conditions. As a healthcare facility, this is already being addressed by providers and will continue to be addressed as this is the main role of healthcare.

Economic Stability

While this need will be partially addressed through workforce development, this is a larger systemic issue that requires a community-wide, collective response. Aurora BayCare will support efforts within the community as needed. Additionally, providers will refer to community resources for identified needs of individual patients in our healthcare facilities.

Social Connectedness

This is another systemic issue that requires a community-wide, collective response. Aurora BayCare is not currently situated to prioritize this issue based on resources available but will support community efforts to do so. Additionally, providers will refer to community resources for identified needs of individual patients in our healthcare facilities.

This report is not a complete list of what Aurora BayCare does to support community wellness. To find a list of resources for each need not being addressed, please see the CHNA: https://www.aurorahealthcare.org/about-aurora/community-benefits/our-research/baycare

Adoption of the Implementation Strategy

The Community Health Implementation Strategy report was adopted by the Bay Care Aurora, LLC board of directors on December 5, 2024