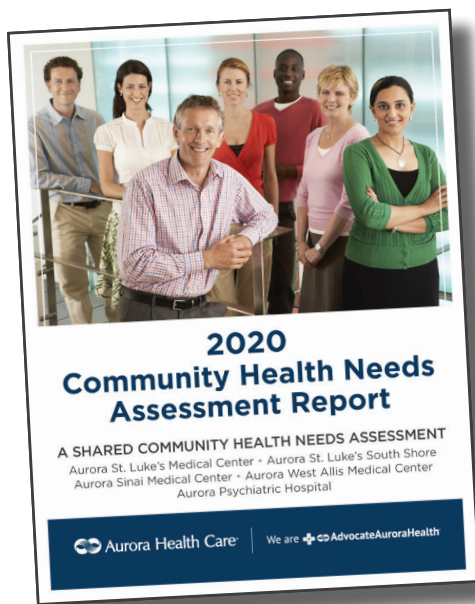


# Implementation Strategy

## 2020 – 2022

Advocate Aurora Health (AAH) is among the 10 largest not-for-profit, integrated health systems in the United States and a leading employer in the Midwest with more than 70,000 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 AAH hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Milwaukee County. Further, we recognize 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 Milwaukee County Community Health Needs Assessment Report is available here: [www.aurora.org/commbenefits](http://www.aurora.org/commbenefits).



**Aurora Health Care®**

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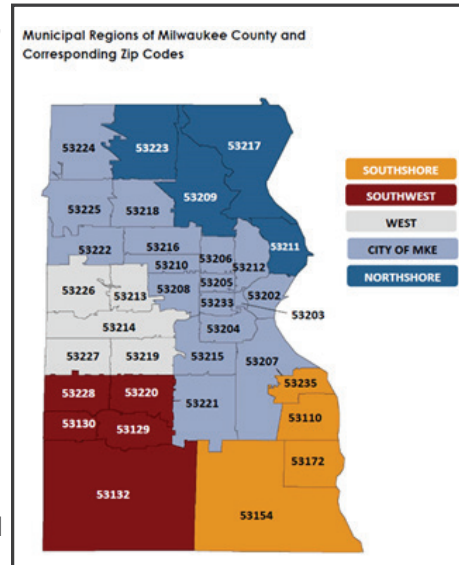
**Aurora West Allis Medical Center**  
8901 W. Lincoln Avenue  
West Allis, WI 53227

Our implementation strategies are organized into three main categories aligned with three core principles of community benefit:

Category	Community Benefit Core Principle
<p><b>Priority #1</b></p>	<p><b>Access and Coverage</b>  <i>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.</i></p>
<p><b>Priority #2</b></p>	<p><b>Community Health Improvement Plan</b>  <i>Build links between our clinical services and the local health department community health improvement plan (CHIP). In this priority we outline our approach to addressing behavioral health needs, a top finding in our needs assessment.</i></p>
<p><b>Priority #3</b></p>	<p><b>Social Determinants of Health</b>  <i>In alignment with the Advocate Aurora Health Community Strategy, this section describes our approach to addressing social determinants of health, the structural elements and conditions of our communities that influence the health of residents.</i></p>

In addition to alignment with community benefit principles, our implementation strategies illustrate the coordination between population health activities within our hospital or clinic walls and outreach activities designed to target the broader community.

For the purposes of data collection and Implementation Strategy planning, Milwaukee County was divided into five regions. The regions include the City of Milwaukee, Cudahy/Oak Creek/St. Francis/South Milwaukee (referred to as “South Shore”), Franklin/Greendale/Greenfield/Hales Corners (referred to as the “Southwest” region), Wauwatosa/West Allis/West Milwaukee (referred to as the “West” region), and Bayside/Brown Deer/Fox Point/Glendale/River Hills/Shorewood/Whitefish Bay (referred to as “North Shore”). Based on patient population and hospital location, the following report looks at the data and strategies relative to the West region.



**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 recognize 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>.

This Community Benefit Implementation Strategy was adopted by the Aurora Health Care Community Board on August 7, 2019.

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

### Target population

Uninsured residents of Milwaukee County

### Principal partner

Aurora Health Care Medical Group (AHCMG)

### Community partner

- Milwaukee Health Care Partnership (MHCP)
- West Allis-West Milwaukee Health Department

### Impact goal

Increased number of non-emergent patients presenting in our emergency department (ED) are navigated to a medical home



### Current findings

In 2018, 8% of Milwaukee County respondents had an unmet medical need in the past 12 months, as did 7% of Wauwatosa/West Allis/West Milwaukee residents. Access to health care was ranked as a top issue by community members and key stakeholders (Sources #1, #3).

### Our strategy

#### For our patients

- Through participation in the Milwaukee Health Care Partnership ED Care Coordination (MHCP EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department (ED) for primary care with medical homes
  - Past impact: 228 appointments were made through the MHCP EDCC program in 2017 and 2018

MEASURES, number of:

- Appointments scheduled; FQHC appointments and show rate

#### For our community

- NEW: In collaboration with the West Allis-West Milwaukee Health Department, provide free flu clinics at food bank and church locations, including St. John's Church, First Lutheran Church, and Holy Assumption Food Pantry, with flu shots administered by our pharmacist

MEASURES, number of:

- Flu clinics held; flu shots provided, by site

## Priority No. 2: Alignment with Community Health Improvement Plan focus on behavioral health

### Target population

Residents of  
Milwaukee County

### Principal partners

- Aurora Health Care Medical Group (AHCMG)
- Aurora Behavioral Health Services (ABHS)

### Community partners

- West Allis Mental Health and Substance Abuse Task Force
- IMPACT 211

### Impact goal

All patients who present in our ED needing behavioral health services are identified and referred to appropriate care



### Current findings

Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Milwaukee County. In 2018: 28% of Milwaukee County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder), as did 26% of Wauwatosa/West Allis/West Milwaukee residents.

Thirty-two percent of Milwaukee County residents reported binge drinking in the past month; with 28% reported by residents of Wauwatosa/West Allis/West Milwaukee specifically (Source #1).

When compared to other Wisconsin counties, both the 2015-2017 age-adjusted ER rate due to substance use (42.6 per 100,000 population) and age-adjusted hospitalization rate due to substance use (21.3 per 100,000 population) in Milwaukee County is in the worst quartile (Source #2).

### Our strategy

#### For our patients

- Continue to embed an Aurora Behavioral Health Counselor in our ED to expedite appropriate referrals and assist with navigation, facilitate interactions with ED staff, and provide inpatient transfers, appointment scheduling and motivational interviewing
  - Past impact: 2,901 individuals were assessed in our ED 2017 and 2018
- NEW: Administer depression and, if indicated, suicide screening at all ED patient encounters, and provide safety planning and linkages to resources as appropriate
- NEW: Administer a first dose of suboxone treatment to individuals presenting in our ED with an opioid addiction and expressing a desire to get help. Those treated will be linked into a treatment program within 24 hours
- NEW: Provide maternal depression screening in Labor and Delivery units and at postpartum appointments

#### MEASURES, number of:

- Individuals assessed; referrals
- Suboxone treatments provided; individuals entering treatment
- New mothers screened

#### For our community

- Continue to work with the Mental Health and Substance Abuse Task Force to:
  - Provide education on early warning signs of mental health, suicide risk, and substance abuse to existing community groups (Interfaith, Senior Center staff, businesses, etc.) and through local media coverage
  - Sponsor a community-wide social media campaign and virtual book discussion to bring awareness to mental health issues in our community, and encourage a public conversation to lessen the stigma surrounding mental health issues
    - Past impact: 5 educational sessions with 41 individuals attending were provided in 2017 and 2018; social media awareness campaigns were completed
- NEW: Provide Question. Persuade. Refer. (QPR) program to train community participants how to recognize the warning signs of suicide and how to question, persuade and refer someone to help

#### MEASURES:

- Number of educational sessions held; attendees
- Process milestones of Mental Health and Substance Abuse Task Force awareness campaign
- Number of community members trained

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

### Target population

Teen mothers in  
Milwaukee County

### Principal partners

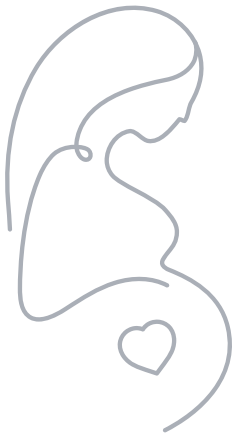
Aurora Health Care  
Medical Group (AHCMG)

### Community partners

- Shared Journeys  
*Charter High School for  
pregnant and parenting  
teens*
- United Way

### Impact goal

Increased ability to obtain  
employment and provide  
stable homes for their  
babies



### Current findings

In 2017, births among Milwaukee County females aged 15-19 years was 25.3 per 1,000 females. When compared to other Wisconsin counties, the 2017 teen birth rate in Milwaukee County is in the worst quartile (Source #2).

### Our strategy

#### For our community

- Since September 2012, Shared Journeys educates pregnant and parenting teens both in parenting and academics with coursework including: Child Development I and II, Career and Social Aspects of Society I and II, Prenatal Coursework, Independent Study, Cooperative Education Employment, as well as Compass Learning for online general studies. AWAMC supports the Shared Journeys mission of academic and parenting success and meeting the unique needs of each individual student by:
  - Serving on the Shared Journeys charter school governance board
  - Providing childbirth education, breastfeeding and infant care classes; work-development and job-skills mentoring at our hospital
  - Implementing the Making Proud Choices curriculum through a United Way Healthy Girls grant
  - Leasing a distinct and spacious facility to accommodate childcare service
  - Grant writing to ensure sustainability
    - Past impact: An average of 25 students were enrolled per quarter in 2017 and 2018; 26 babies were born with 18 born full term and 100% initiating breast feeding. Twenty students graduated, with 90% enrolling in post-secondary education or job training.

#### MEASURES:

- Number of teen parents enrolled
- Number of babies born to students, number full-term
- Percent of babies who receive breast milk
- Percent of students who graduate
- Percent of graduates who enroll in post-secondary education or job training
- Percent with a low risk score on the Adult Adolescent Parenting Inventory
- Percent demonstrating an increase in communication about sexual health with partners and goal for their future
- Long-term follow-up data on unplanned repeat pregnancies
- Long-term follow-up data on post-secondary education or job training completion

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

### Target population

Residents of Milwaukee County

### Principal partners

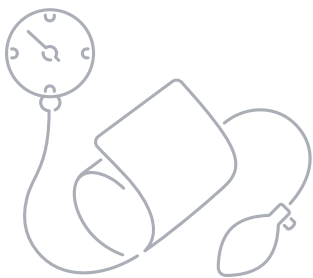
- Aurora Health Care Medical Group (AHCMG)
- Aurora Healing and Advocacy Services (AHAS)

### Community partners

West Allis-West Milwaukee Health Department

### Impact goal

Increased safety and enhanced violence prevention and response



### Current findings

Threats to an individual's safety can take many forms. The 2017 injury-related emergency department (ED) visit rate for Milwaukee County was 9,808.3 per 100,000.<sup>1</sup> Also in 2017, the total number of injury emergency department (ED) visits among Milwaukee County youth aged 0-17 years was 22,826 – a rate of 10,035.7 per 100,000 population.<sup>2</sup> For Milwaukee County adults aged 80-84 years, the rate of injury-related hospitalizations due to falls was 6,104.7 per 100,000 population.<sup>3</sup> The rate of rape for Milwaukee County was 34.55 per 100,000 in 2017, higher than the state rate of 25.36 per 100,000.<sup>4</sup> From 2015 to 2018, there was a statistical increase in the overall percent of respondents who reported a personal safety issue. Violence was ranked a top health issue among community members and key stakeholders (Sources #1, #3).

### Our strategy

#### For our patients

- NEW: Utilize the ISAR (Identification of Seniors at Risk) tool in our ED to identify our elderly patients who are at risk, and establish a network of referrals and care throughout the Advocate Aurora system that will enhance population health and reduce emergency department visits and readmissions
- NEW: In partnership with AHAS, serve as a satellite location for Sexual Assault Nurse Examiner program follow-up and advocacy
- NEW: Offer free car seat fittings and safety tests, provided by our nurses certified in car seat installation, for babies delivered at our hospital

#### MEASURES, number of:

- Individuals served, by program and outcomes

#### For our community

- Host Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older people
  - Past impact: 2 sessions were held in 2018 with 25 participants
- NEW: 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

#### MEASURES:

- Number of Stepping On series offered; attendees
- Process milestones

<sup>1</sup> Wisconsin Interactive Statistics on Health (WISH), Available at <https://www.dhs.wisconsin.gov/wish/index.htm>. Accessed March 1, 2019

<sup>2</sup> Wisconsin Interactive Statistics on Health (WISH), Available at <https://www.dhs.wisconsin.gov/wish/index.htm>. Accessed March 1, 2019

<sup>3</sup> Wisconsin Interactive Statistics on Health (WISH), Available at <https://www.dhs.wisconsin.gov/wish/index.htm>. Accessed March 1, 2019

<sup>4</sup> Wisconsin Department of Justice, UCR Offense Data. Available at <https://www.doj.state.wi.us/dles/bjia/ucr-offense-data>. Accessed May 10, 2019.

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

### Target population

Residents of Milwaukee  
County

### Principal partner

- Aurora Health Care  
Medical Group (AHCMG)
- Aurora Medical Center  
Summit (AMCS)

### Community partners

- West Allis-West  
Milwaukee School  
District
- Wisconsin Division  
of Vocational  
Rehabilitation (DVR)

### Impact goal

Increased opportunities  
for stable employment



### Current findings

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.<sup>5</sup> In 2018, the average unemployment rate in Milwaukee County was 6.35%.<sup>6</sup>

### Our strategy

#### For our community

- Host a Health Careers Fair that provides high school students an opportunity for hands-on learning about some of the skills utilized by health professionals – Past impact: 162 students attended in 2017 and 2018
- Employ high school students enrolled in the CNA Certification program through the West Allis West Milwaukee School District
- NEW: Hold and participate in virtual job fairs to recruit and hire community residents for entry-level positions
- NEW: Place two individuals with cognitive and physical barriers in internships at our hospital through the Temporary Work Experience internship program, in partnership with AMCS and DVR. The 90-day internship is intended to give job seekers first-hand, paid experience on job duties, role expectations, and workplace culture. At the end of the internship, a review takes place with the goal of hiring the intern into a permanent position as an Advocate Aurora team member. Interns have the support of an assigned job coach from our hospital who stays with them throughout the duration of the internship and works with them to develop an individual plan and transitional steps to meet job role expectations

#### MEASURES, number of:

- Students attending; correctly identifying level of preparation needed for various health careers
- Job fairs held and attended; offers made and individuals hired
- Interns placed and hired

<sup>5</sup> Robert Wood Johnson Foundation, *How Does Employment, or Unemployment, Affect Health?* Available at <http://www.rwjf.org/en/library/research/2012/12/how-does-employment--or-unemployment--affect-health-.html>. Accessed June 28, 2017.

<sup>6</sup> Health Compass Milwaukee. Available at [http://www.healthcompassmilwaukee.org/indicators/index/indicatorsearch?doSearch=1&grouping=1&subgrouping=2&ordering=1&resultsPerPage=150&l=3140\\_281327\\_281325\\_281335&showSubgroups=0&showOnlySelectedSubgroups=1&primaryTopicOnly=&sortcomp=0&sortcompIncludeMissing=0&showOnlySelectedComparisons=1&showComparisons=1&i=520&handpicked=1&requireSubgroups=0&handpickedItems%5B0%5D=520&card=0](http://www.healthcompassmilwaukee.org/indicators/index/indicatorsearch?doSearch=1&grouping=1&subgrouping=2&ordering=1&resultsPerPage=150&l=3140_281327_281325_281335&showSubgroups=0&showOnlySelectedSubgroups=1&primaryTopicOnly=&sortcomp=0&sortcompIncludeMissing=0&showOnlySelectedComparisons=1&showComparisons=1&i=520&handpicked=1&requireSubgroups=0&handpickedItems%5B0%5D=520&card=0). Accessed May 13, 2019.

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

### Target population

Residents of Milwaukee County

### Principal partner

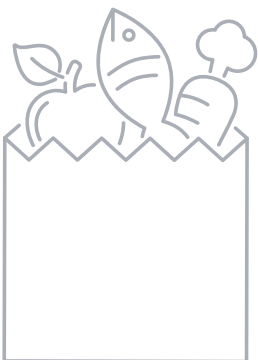
Aurora Health Care Medical Group (AHCMG)

### Community partners

- Wisconsin Department of Health Services
- Women, Infants and Children Program (WIC)

### 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.<sup>7</sup> When compared to other Wisconsin counties, the 2016 child food insecurity rate in Milwaukee County of 20.1% is in the worst quartile. When compared to US counties, it is in the second worst quartile. The rate is higher (worse) than the Wisconsin and US averages.<sup>8</sup>

### Our strategy

#### For our patients

- NEW: Participate in the Coffective program, a Wisconsin Department of Health Services 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

#### MEASURES:

- Number of WIC-eligible women delivering at our hospital who initiate breastfeeding
- Process milestones

#### For our community

- NEW: Plan, organize, and host food drives on our campus for local food banks

#### MEASURES, number of:

- Food drives held; pounds of food collected

<sup>7</sup> Healthy People 2020, Food Insecurity. Available at <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-health/interventions-resources/food-insecurity>. Accessed May 10, 2019.

<sup>8</sup> Health Compass Milwaukee. Available at <http://www.healthcompassmilwaukee.org/indicators/index/indicatorsearch?doSearch=1&grouping=1&subgrouping=2&ordering=1&resultsPerPage=150&l=&showSubgroups=0&showOnlySelectedSubgroups=1&primaryTopicOnly=&sortcomp=0&sortcompIncludeMissing=0&showOnlySelectedComparisons=1&showComparisons=1&i=2108&handpicked=1&requireSubgroups=0&handpickedItems%5B0%5D=2108&card=0>. Accessed May 10, 2019.



## Priority No. 3: Alignment with Community Strategy focus on social determinants of health – Coronavirus/COVID-19 Pandemic Response

### Target population

Milwaukee County Residents

### Principal partners

- Aurora Health Care Medical Group (AHCMG)
- ACL Laboratories

### Community partners

- Wisconsin Department of Health Services
- West Allis 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 Milwaukee 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 (AAH) Wisconsin service area.<sup>9</sup> AAH 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

- NEW: Test patients scheduled for elective procedures as supplies allow
- NEW: Provide increased number of virtual and telephone visits in order to provide necessary care for patients while minimizing the transmission risk of COVID-19
- NEW: Launch the Safe Care Promise, which includes extra steps we are taking to keep our patients, visitors and team members safe. This includes virtual check-ins, universal masking and screening for all who enter our locations, encouraging social distancing through rearranged furniture and staggering appointment times, and enhanced cleaning in all areas, including additional disinfectant for high-touch spaces.

#### MEASURES:

- Process milestones to establish testing for hospital patients
- Number of patients tested within our hospital
- Number of virtual and telephone visits provided

#### For our community

- NEW: 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
- NEW: 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
- NEW: Collaborate with appropriate community partners to increase access to community testing

#### 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.

<sup>9</sup> 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.