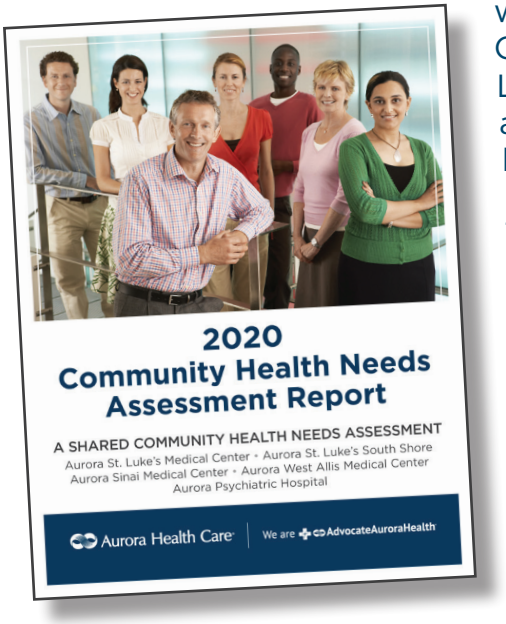
Implementation Strategy

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.

Located in the heart of Milwaukee's south shore area, Aurora St. Luke's South Shore (ASLSS) functions as a community hospital with access to the full resources of Aurora Health Care's integrated health system. The Aurora Lakeshore Medical Group which provides primary and specialty care to patients of all ages calls our location home.



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.**

Aurora Health Care

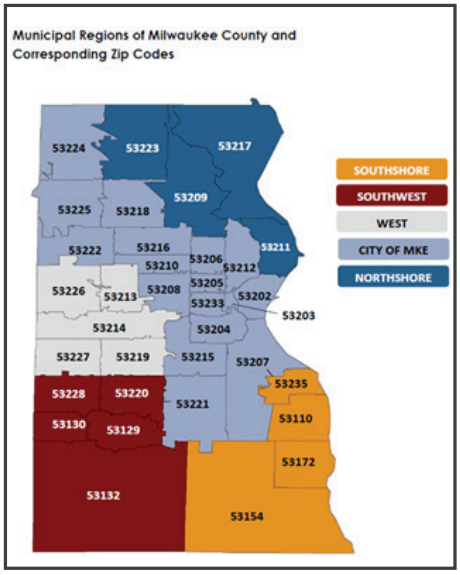
We are AdvocateAuroraHealth

Aurora St. Luke's South Shore
5900 S. Lake Drive
Cudahy, WI 53110

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

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	**Community Health Improvement Plan** *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.*
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, the structural elements and conditions of our communities that influence the health of residents.*

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 South Shore 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 December 2, 2019.

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

Target population
Uninsured residents of Milwaukee County who utilize our emergency department (ED)

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partner
Milwaukee Health Care Partnership (MHCP)

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 South Shore respondents had an unmet medical need in the past 12 months and 7% reported that someone in their household had not taken their prescribed medication due to cost. Access to health care was ranked as a top issue by community members and key stakeholders (Sources #1, #3).

Our strategy
- Through participation in the MHCP ED Care Coordination (EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department (ED) for primary care with medical homes
  - Past impact: 129 appointments were made through the MHCP EDCC program in 2017 and 2018
- Provide prescriptions upon discharge free of cost to uninsured patients who lack resources through the Aurora Essential Medication Fund
  - Past impact: Prescriptions worth $5,545 were provided in 2017 and 2018
- NEW: Develop process for ED patient referral related to new provider openings.
  - In 2019, we:
    - Hired an additional seven primary care providers, one obstetrician/gynecologist, and one urologist
    - Expanded our interventional radiology services, providing access to a wide-bore MRI machine and five days per week sedation MRIs

MEASURES:
- Number of appointments scheduled; FQHC appointments and show rate
- Number of prescriptions provided; dollar value
- Process milestones for ED patient referral related to new provider openings

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
- **IMPACT**
- **WisconsinEye**
- **South Shore Health Departments**

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, 18% of South Shore adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 31% of South Shore residents reported binge drinking in the past month (Source #1). When compared to other Wisconsin counties, both the 2015-2017 age-adjusted ED 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
- Conduct brief mental health and substance use assessments on patients triaged in our ASLSS emergency department or admitted to our hospital, expanded to 24/7 coverage in 2019
  - Past impact: 4,713 intake assessments were provided in 2017 and 2018
- Provide emergency and crisis assessment/intake services through our 23-bed inpatient unit, mental health partial-hospitalization program, and intensive outpatient program
  - Past impact: In 2017 and 2018, we had an average daily census of 15.6 for inpatient behavioral health services, 5.2 for partial hospitalization, and 4.5 for intensive outpatient
- NEW: Hire additional providers (Note: This program was removed from Implementation Strategy tracking in 2020, and will be tracked through the Aurora Psychiatric Hospital Implementation Strategy)
- NEW: In partnership with IMPACT, provide alcohol and other drug abuse (AODA) screenings and counseling on our campus
- NEW: Serve as a triage site for patients seeking services through the Aurora Behavioral Health Services Call Center

MEASURES, number of:
- Intake assessments completed; average daily censuses
- Number of new provider openings
- Individuals screened; counseling sessions provided
- Patients referred (tracked through the APH Implementation Strategy)

For our community
- Support partnerships to advance community health education on drug and alcohol use and abuse

MEASURES, number of:
- Programs provided; attendees

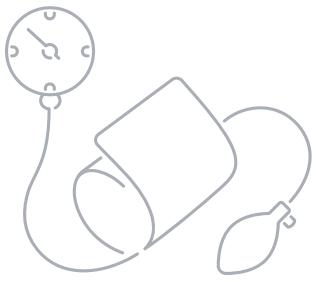
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Target population
Residents of Milwaukee County

Principal partners
Aurora Health Care Medical Group (AHCMG)

Community partners
- **Aging and Disability Resource Centers of Milwaukee County**
- **Cudahy School District**

Impact goal
Increased safety and enhanced injury 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.[1] 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.[2] 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.[3] Each of these data points is higher than the state rate.

Our strategy
For our patients
- Administer the Identification of Seniors at Risk (ISAR) screening tool to all patients 65 and older for detecting severe functional impairment, depression, and increased utilization of health services
  - Past impact: 83% of patients aged 65 years and older were identified for screening, with 84% screened and 100% of those with a score of 4 or more referred to social services

MEASURES:
- Percent of patients identified, screened, and referred

For our community
- Host Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older people, at our hospital
  - Past impact: 3 Stepping On series were provided to 37 participants in 2017 and 2018
- NEW: Provide Verbal Defense and Influence (VDI) and Trauma-Informed Care trainings to our team members to ensure they are equipped to provide the most compassionate and effective care to individuals experiencing a personal crisis
- NEW: Provide system-level virtual community safety program (Note: Team member participation and participant information is not being tracked to support privacy practices)
- NEW: Provide Stop the Bleed training for Cudahy School District as needed, a national awareness campaign intended to cultivate grassroots efforts that encourage bystanders to become trained, equipped, and empowered to help in a bleeding emergency before professional help arrives

MEASURES, number of:
- Stepping On series offered; participants
- Team members trained in VDI; percent of staff
- Team members trained in Trauma-Informed Care; percent of staff
- Stop the Bleed programs provided; individuals trained

[1] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 2019*
[2] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 2019*
[3] *Wisconsin Interactive Statistics on Health (WISH), Available at https://www.dhs.wisconsin.gov/wish/index.htm. Accessed March 1, 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)

Community partner
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.[4] In 2018, the unemployment rate in South Shore cities was 5.50% in Cudahy, 5.39% in South Milwaukee, 4.06% in St. Francis, and 3.05% in Oak Creek, with Cudahy and South Milwaukee rates being higher than the Wisconsin average of 4.32%.[5]

Our strategy

For our community
- NEW: Hold on-site job fairs and participate in off-site job fairs to recruit and hire community residents for entry-level positions
- NEW: Provide paid training programs for nursing assistant, medical assistant, and phlebotomist positions, with the goal of hiring trained individuals into permanent employment
- NEW: Through the Community Partners program, in partnership with DVR, 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. 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
- NEW: Through the NAVIGATE program, provide team members in entry-level or middle-skilled positions (CNAs, food services, transporters, environmental services, etc.) with soft-skills workshops, mentorship, and career coaching and development designed to help them advance into higher-level positions

MEASURES, number of:
- Job fairs held and attended; offers made and individuals hired
- Individuals trained and hired, by position
- Individuals completing Community Partners internships
- Team members participating in NAVIGATE; advancement outcomes

[4] *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.*

[5] *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. Accessed May 13, 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
- South Milwaukee 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.[6] 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.

[6] *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.*