2013 *Community Health Needs Assessment* **Report**

2014 *Implementation* **Strategy**

Aurora BayCare Medical Center

Aurora Health Care® BAYCARE CLINIC

Aurora BayCare Medical Center
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Aurora BayCare Medical Center
Update for 2015

Posted: December 31, 2014

Aurora BayCare Medical Center (ABMC) Implementation Strategy

Update for 2015

In 2013, ABMC completed and published its Community Health Needs Assessment (CHNA) Report and 2014 Implementation Strategy, which was adopted by the Social Responsibility Committee of the Aurora Health Care Board of Directors on December 19, 2013 and posted to Aurora Health Care web site. That document, which provides a comprehensive overview of the community served and significant health needs identified, is available by visiting http://www.aurora.org/commbenefits. Experience in carrying out the 2014 Implementation Strategy informed the process for updating it for 2015.

Our ABMC implementation strategy is organized into three main categories in alignment with three core principles of community benefit as shown below.

Category	Community Benefit Core Principle	Focus area
Priority #1: Access	Access for persons in our community with disproportionate unmet health needs	• Access • Health care coverage
Priority #2: Community Health Improvement	Build links between our clinical services and local health department community health improvement plan	• Physical activity, nutrition and overweight/obesity • Alcohol and drug use
Priority #3: Community Benefit Hospital Focus	Address the underlying causes of persistent health problems	• Injury (youth) • Chronic disease (mental health, cancer, diabetes, heart disease and inflammatory bowel disease) • Primary care & rural medicine • Healthcare workforce development

Note: In 2014 mental health was not a focus area within the implementation strategy. Within the guidance from Aurora Behavioral Health Services and alignment of resources, mental health is now included in 2015.

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.

A new Community Health Needs Assessment Report will be completed in 2015 and will inform the 2016 -2018 Aurora BayCare Medical Center Implementation Strategy.

Significant health needs/issues not specifically addressed in our 2015 implementation strategy and the reason: The implementation strategy does not include specific strategies for adult injury emergency department visits and hospitalizations, as prevention and management services are part of the standard continuum of clinical care at Aurora BayCare Medical Center, BayCare Clinics and Aurora Health Care Medical Group clinics. However, it is focused on youth injury prevention, specifically sports related injuries.

The Brown County Tobacco Free Coalition is addressing tobacco use by providing educational materials and smoke-free advocacy activities for youth of all ages and adults.

Note: Our implementation strategies do not constitute the entirety of the community benefits our hospital provides each year. For a full accounting of the community benefits we provide each year, please see our most recent report: http://www.aurora.org/commbenefits.

Focus | Access is an Aurora Health Care signature community benefit focus

Access
Based on the *Brown County United Way 2-1-1 2012 Annual Report*, there were approximately 759 calls for health care. Most common needs included health support services, outpatient health facilities, inpatient facilities and specialty medicine. 2-1-1 is a non-emergency telephone number that connects people with community services. As outlined in the 2010-2011 Brown County and City of De Pere Health Department Community Health Assessment Report, during 2008-2009, 25% of Wisconsin and 20% of Brown County Medicaid and BadgerCare members received a dental service.

Health care coverage
Based on the *2012 County Health Rankings* for Brown County, 11% of adults are uninsured, same as the state and national benchmark. The *Healthy People 2020* target for health care coverage is 100%.

Principal partners
- BayCare Clinic
- Aurora Health Care Medical Group (AHCMG)

Community partners
- **North East Wisconsin (N.E.W.) Community Clinic** provides quality care to hard-working, low-income and uninsured people of Brown County. N.E.W. administers twelve programs including the Women, Infants and Children program (WIC), Healthcare for the Homeless, two school nurses and one pediatrician at four at-risk elementary schools. The clinic now has three sites. The central location and the outreach clinic for the homeless are located in downtown Green Bay, with the second main site located on the Northeast Wisconsin Technical College campus.
- Green Bay School District
- University of Wisconsin-Green Bay
- Brown County Health Department
- Community Partnership for Children (Healthy Families, Resource Centers and Early Head Start)
- Brown County United Way

Target population
- Medicaid-eligible and uninsured patients using our hospital emergency department (ED) for primary care and frequent users of the ED for non-emergent reasons
- Children and students with unmet health care needs whose families don't have the resources to pay for health services

Intended impact
- A demonstrable increase in “health home” capacity and utilization by underserved populations (low-income individuals who are uninsured and ineligible for health care coverage, such as Medicaid)
- Improved access to medical care for children whose families cannot afford health services
- A coordinated information system database of at-risk children is developed through the United Way Collaborative
- Local college students receive needed healthcare services

Measures to evaluate impact
- Number of non-emergent ED visits without a primary care physician (compare to 2014 baseline data)
- Number of referrals to N.E.W. Community Clinic
- Number of children seen at the Nicolet School pediatric clinic staffed by our AHCMG pediatrician
- Number of at-risk children ages 0-4 referred to Wisconsin WIC (Women, Infants and Children) program for services
- Number of uninsured persons screened and enrolled in financial assistance programs or the Marketplace (the health insurance exchange) by our financial advocates

Action plan	**Ongoing**
Ensure appropriate follow-up care for underserved patients using our hospital ED for primary care:	
• Continue to be an active financial donor to the North East Wisconsin (N.E.W.) Community Clinic	
• Collect baseline data on the number of Medicaid-eligible and uninsured patients using our hospital ED for primary care and number of referrals to N.E.W. Community Clinic, BayCare Clinic and AHCMG	
Support the pediatric clinic in Green Bay's Nicolet School:	
• Continue to provide a full-time, bilingual pediatrician who provides medical care for children whose families do not have the resources to pay for health services	
Improve access and linkage to community resources for at-risk children:	
• Continue to participate in and support the United Way Collaborative to develop a database to improve the community health information system so that children (and families) at risk can be effectively identified and connected with resources already available for them in Green Bay	
• Designate an Aurora caregiver to actively serve on the Brown County Health Department oral health action group and provide available program information to staff	
Address unmet health needs and reduce the number of health-related ED visits by local college students:	
• Designate a primary care or OB-GYN care provider to support to local students in need of health services through the following efforts: – Provide medical services at the University of Wisconsin- Green Bay health center for at least 4 hours per month during the academic year – Subsidize the professional costs of providing the above health care providers so that the charge to the clinic is less than $50 for a visit – Ensure that the providers educate students on the importance of preventive screenings	
Improve coverage for uninsured and Medicaid-eligible patients using our hospital ED for primary care:	
• Actively screen all uninsured patients for financial assistance programs, including Aurora's *Helping Hand Patient Financial Assistance* program, and other safety net programs for which they qualify, and assist with application processes	
• Through our specially trained financial advocates, inform and educate all uninsured patients at our hospital about the benefits of securing coverage through the Marketplace (the health insurance exchange) and provide assistance as needed	**During open enrollment**

Focus | Nutrition, physical activity and overweight/obesity

Based on the *2012 County Health Rankings* for Brown County:

- 7% of the population had limited access to healthy foods. This was slightly higher compared to the state (6%), and higher than the national benchmark (0% of the population with limited access to healthy foods)
- 20% of adults had no leisure physical activity. This was slightly lower compared to the state (23%) and national benchmark of (21%)
- 30% of adults were obese, slightly higher compared to the state (29%) and higher compared to the national benchmark (25%)

Principal partners

- Aurora Health Care Medical Group
- BayCare Clinic

Community partners

- Area school districts
- Boys & Girls Club of Green Bay
- Brown County Health Department
- City of Green Bay
- Greater Green Bay YMCA
- Green Bay Area Chamber of Commerce
- *Live54218*
- New Leaf Foods
- University of Wisconsin-Green Bay

Target population

- Children, adolescents and adults residing in Brown County
- Our patient population

Intended impact

- Increased opportunities for residents to engage in physical activity
- Improved public awareness and knowledge of ways to improve physical activity, healthy nutrition habits and achieve and maintain a healthy weight

Measures to evaluate impact

- Number of *Live54218* events supported by Aurora caregiver(s)
- Number of participants in the Aurora BayCare medical weight loss management program services
- Number of participants in *Open Streets Green Bay*
- Number of participants in *Spooky Sprint* 5K/10k

Action plan	**Target date**
Increase the opportunities for Green Bay and Brown County residents to engage in physical activity and live a healthier lifestyle:	
• Actively participate in and financially support *Live54218,* a community obesity prevention initiative, for an initial three year start-up period	2015, ongoing
• Provide our patients with information and resources to improve physical activity, healthy nutrition habits and achieve and maintain a healthy weight	Ongoing
• Offer comprehensive medical weight-loss programming through the Aurora BayCare Medical Center Sports Medicine program and staff and through consultation with the Aurora BayCare Bariatrics program	
• Organize, market and financially support the *3rd Annual Open Streets Green Bay* initiative, which provides 2.5 miles of open street access for residents to engage in physical activity and explore many of the streets in Green Bay on foot or bicycle that otherwise can only be traveled by car. – Provide bike helmets to participants at the event	Annual
• Sponsor and host the *Spooky Sprint*, a 5K and 10k run/walk, with proceeds going to the *Strong Kids Campaign*. The *Strong Kids Campaign* provides a YMCA membership to families facing economic challenges	

Focus | Addressing unhealthy alcohol and drug use

Based on the *2012 County Health Rankings* for Brown County, 26% of adults engaged in excessive drinking. This was slightly higher compared to the state (24%), but considerably higher compared to the national benchmark (8%).

Healthy Brown County 2020
Alcohol & Other Drug Task Force Strategic Plan - Vision Statement
To positively impact the culture surrounding unhealthy alcohol use in Brown County and De Pere through a community-wide partnership among individuals, families, and organizations.

Principal partners

- Aurora Health Care Medical Group
- BayCare Clinic

Community partners

- Brown County Health Department, alcohol and drug action group
- Aging & Disability Resource Center
- Bellin Care Management
- Bellin Medical Center
- Bellin Psychiatric Center
- Libertas Treatment Center
- N.E.W. Community Clinic
- Prevea Behavioral Health

Target population

- Primary care providers in Brown County
- Patients over 18 years of age

Intended impact

- The alcohol, depression and substance abuse screening tool will be successfully implemented
- A community-wide resource network for health care providers to access post screening will be packaged and available

Measures to evaluate impact

- Number of BayCare Clinic and AHCMG clinics that implemented the alcohol, depression and substance abuse screening tool
- Resource network available and accessible

Action plan	**Ongoing**
Support the* Healthy Brown County 2020 *alcohol and other drug use action group to address excessive alcohol use in Brown County:	
• Designate an Aurora caregiver to serve on the alcohol and drug use action group to support community efforts: – Implement an alcohol, depression and substance abuse screening tool among the primary care population (patients over the age of 18) – Coordinate resources and create an easy access resource network for providers – Support interventions that will positively impact the reduction of alcohol abuse and binge drinking	

Focus | Youth injury prevention

The Centers for Disease Control and Prevention estimates each year, U.S. emergency departments (EDs) treat about 173,285 sports and recreation-related traumatic brain injuries, including concussions, among children and adolescents ages 0 – 19 years. Children and teens are more likely to get a concussion and take longer to recover than adults. Currently, data for sports related concussion is unavailable for the county and state.

The Wisconsin Interscholastic Athletic Association and Wisconsin law clearly identify that the risk and prevalence of concussion and head trauma is significant, and the role of health care professionals as it relates to injury prevention/detection efforts within the community organizations.

Principal partners

- Aurora Health Care Medical Group (AHCMG)
- BayCare Clinic
- Aurora BayCare Sports Medicine

Community partners

- Local school systems in Green Bay, Denmark, Mishicot, Two Rivers and Reedsville
- Green Bay YMCA

Target population

- Brown County residents
- Students and coaches within Northeast Wisconsin school systems

Intended impact

- Youth injury prevention, identification and intervention is improved
- Student athletic injuries are successfully diagnosed, treated and rehabilitated

Measures to evaluate impact

- Number of athletic trainer assessments at schools
  - Number of baseline concussion screenings
  - Number of youth sports physicals
- Number of student athletes treated for a concussion (with previous concussion baseline screening)
- Number of health screenings and injury assessments provided at the Green Bay YMCA

Action plan **Ongoing**

Support our communities and assure the safety of youth and student athletes:
• Continue to partner with area school systems and community athletic organizations to offer: – Reduced-cost youth sports physicals (proceeds donated back to the school athletic programs) – Free pre-season baseline concussion screenings (Note: if a student experiences a head injury, the baseline screening is consulted) – Functional movement assessments and recommendations for training (as appropriate) – Licensed athletic trainer and physician support for home football games
• Continue to partner with AHCMG and BayCare Clinic staff for a consistent approach to post-concussion injury management
• Continue to partner with the Green Bay YMCA to provide free health screenings and injury assessments by our licensed athletic trainers

Focus | Chronic disease (including mental health, cancer, diabetes, heart disease and inflammatory bowel disease)

Mental Health: In 2013, key informant interviews were conducted with the health officer for Brown County Health Department and the administrator of the North East Wisconsin Community Clinic. Mental health emerged as one of the top five health issues for Brown County.

- Based on the Wisconsin Interactive Statistics on Health, in 2010, there were 29 suicides in Brown County (11.7 per 100,000). The *Healthy People 2020* target is 10.2 per 100,000.

Diabetes: Based on the *2011 Burden of Diabetes in Wisconsin Report*, in Brown County an estimated 16,500 adults (8.7%) have been diagnosed with diabetes, with an estimated 6,140 (3.2%) of adults undiagnosed with diabetes. In Brown County, an estimated 62,970 people aged 20 years or older have pre-diabetes.

Cancer: According to the *2011 Wisconsin Cancer Facts & Figures*, the 2003-2007 total number of cancer cases for Brown County was 5,317 (all sites). There were 763 cases of prostate cancer, 757 cases of female breast cancer, 599 cases of lung and bronchus cancer, and 538 cases of colon and rectum cancer.

Heart Disease: Based on the *2010 Burden of Heart Disease and Stroke in Wisconsin Report*, the 2004-2007 coronary heart disease death rate for Brown County was 118.9 per 100,000, slightly higher compared to the state (115.4 per 100,000).

Inflammatory Bowel Disease: As outlined by the Centers for Disease Control and Prevention (CDC), the two most common inflammatory bowel diseases are ulcerative colitis and Chrohn's disease. Both illnesses are characterized by an abnormal response to the body's immune system. While data is not available at the county level, nationally the CDC estimates the number of existing adult cases:

- 201 per 100,000 for Chrohn's disease
- 238 per 100,000 for ulcerative colitis

Principal partners

- Aurora Health Care Medical Group
- BayCare Clinic
- Aurora Behavioral Health Services
- Aurora Cancer Care
- Vince Lombardi Cancer Clinic

Community partners

- Aging & Disability Resource Center of Brown County
- Wisconsin Department of Health and Human Services
- American Cancer Society
- American Heart Association
- Crohn's & Colitis Foundation of Green Bay

Target population

- Our patients with mental health conditions or diabetes
- The broader population of northeast Wisconsin and upper Michigan (cancer and heart disease)
- Children and adults with inflammatory bowel disease (Crohn's disease or colitis) and healthcare providers

Intended impact

- Improved access to psychiatric consultation services for persons in need
- Improved health status and positive self-care behaviors for individuals with chronic disease (e.g. heart disease, asthma, diabetes, Crohn's/colitis who enroll in or participate in programs)
- Increased public awareness of breast cancer prevention, diagnosis and treatment; increase in screenings
- Increased public awareness and increase knowledge of the prevention, risk factors and early warning signs for heart disease and stroke
- Increased public awareness of, and knowledge about, Crohn's/colitis/other bowel diseases

Measures to evaluate impact

- Number of patients utilizing the telepsychiatric program services at Aurora BayCare Medical Center
- Number of participants enrolled in *Living Well with Diabetes* programs
- Number of participants in *Making Strides Against Breast Cancer Walk*
- Number of cancer screenings and educational sessions; number of people reached
- Number of individuals participating in the *American Heart Association Heart Walk*
- Number of heart/stroke health education sessions (including the Senior Festival); approximate number of people reached
- Number of attendees at the educational sessions hosted by the Crohn's and Colitis Foundation

Action plan	**Target date**
***For mental health conditions - Increase access to mental health providers*:**	
• Implement telepsychiatric services to improve access to psychiatric consultations for Aurora BayCare Medical Center patients	December 2015
***For diabetes - Improve self-care and promote healthy lifestyles to manage diabetes*:**	
• Promote, refer patients to and co-facilitate *Living Well with Diabetes*, a program for people newly diagnosed with type 2 diabetes	Annual
• Provide diabetes workshops facilitated by nurses specially trained through the State to implement the program at the local level	
***For cancer - Help the broader community understand and identify risk factors and early detection of cancer*:**	
• Provide financial support and distribute cancer prevention educational material at *Making Strides Against Breast Cancer* and *Runway for Life* events and provide cancer expert speakers for *Making Strides* event (as needed)	Annual
• Provide cancer screenings and educational sessions at a variety of community venues and events	Ongoing
• Coordinate and provide financial assistance for women who are age or risk eligible and who are unable to cover the cost of screening mammograms. Note: This is coordinated through our financial advocates	
***For heart disease - Help the broader community understand and identify risk factors for heart disease and stroke*:**	
• Partner with the American Heart Association to provide financial, staffing and/or in-kind support for a wide range of educational and outreach events reaching defined populations as well as the broader community, including at least two events to include the *American Heart Association Heart Walk*	Annual
• Financially support and provide educational information and screenings at the Green Bay Senior Festival	
• Provide education on the risk factors, early warning signs of heart attack and stroke	Ongoing
***For Inflammatory Bowel Disease (Crohn's disease and colitis) - Continue our longstanding support for the Crohn's & Colitis Foundation of Green Bay*:**	
• Provide information to patients and healthcare providers on Crohn's, colitis, or bowel disease and nutrition choices for children and adults	Annual
• Sponsor the 2015 walk on our campus to raise funds to advance research and better treatment options for individuals with Crohn's disease and colitis	
• Host educational events on-site at Aurora BayCare	

Focus | Primary care and rural medicine

Based on the *2012 County Health Rankings* for Brown County, the ratio of population to primary care physicians in Brown County was 1,301: 1. The population per physician ratio was greater for Brown County as compared to the state (1,051:1) and the national benchmark (945:1).

- Note: Primary care physicians include practicing physicians specializing in general medicine, family medicine, internal medicine, pediatrics, and obstetrics/gynecology. The measure represents the population per physician.

According to the Wisconsin Academy for Rural Medicine:[1]

- There is a geographic shortage and misdistribution of physicians that affects rural Wisconsin. While 28% of Wisconsin citizens live in rural areas, only 11% of physicians have rural practices.
- This shortage of rural physicians is projected to increase. As current rural physicians retire and as the population ages, there will be a need for more physicians. Further, literature shows that rural citizens are generally sicker, poorer, older and more likely to be uninsured.[2]

Principal partner

- Aurora Health Care Medical Group
- BayCare Clinic

Academic partner

The Wisconsin Academy for Rural Medicine (WARM) is a program of the University of Wisconsin – School of Medicine and Public Health created to proactively address the current shortage of rural physicians in the State and enhance health care in rural communities. Aurora BayCare Medical Center is an academic affiliate of the UW School of Medicine and Public Health and is part of the school's statewide campus. It is one of three regional sites participating in the program, along with Marshfield Clinic and Gundersen Lutheran in La Crosse.

Target population

- WARM students who have completed the first two years in Madison and are relocating to the Aurora BayCare Medical Center area to complete the clinical requirements in a rural learning community (during years three and four)

Intended impact

- Prepare and encourage medical students to choose medical careers in primary care and rural medicine

Measures to evaluate impact

- Percent of our WARM students who go on to post-graduate medical education programs in primary care
- Standardized examination results (based on national and University of Wisconsin measures) and based on the students' own evaluations

Future measures

- Overall number of UW students who spent any time at ABMC, who train in Wisconsin and return to Wisconsin to practice medicine
- Through our substantial contact with them, we expect 60% of the each class to practice in Wisconsin

[1] University of Wisconsin School of Public Health, Wisconsin Academy of Rural Medicine. Available at http://www.med.wisc.edu/education/md/wisconsin-academy-for-rural-medicine-warm/history/970. Accessed November 15, 2013.
[2] National Rural Health Association. What's Different About Rural Health? The obstacles faced by rural health care providers and their patients. Available at http://www.ruralhealthweb.org/go/left/about-rural-health/what-s-different-about-rural-health-care/what-s-different-about-rural-health-care. Accessed November 15, 2013

Action plan	**Ongoing**
Address the shortage of physicians in rural communities and the unmet health care needs of rural residents:	
• Continue to 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 core (e.g. emergency department) and elective (e.g. critical care) clinical experiences	
• Provide elective and core rotations for University of Wisconsin traditional medical students	

Focus | Healthcare workforce development (physicians, nurses and emergency medical services providers)

Recent reports from the Wisconsin Hospital Association, the Association of American Medical Colleges, and the Wisconsin Office of Rural Health have projected significant shortages of physicians in the coming decades, particularly in the primary care fields and in underserved rural and urban areas.

Principal partners

- Aurora Health Care Medical Group
- BayCare Clinic

Academic partner

The University of Wisconsin is committed to developing an expanded medical education program which addresses the need for primary care physicians in underserved communities across the state.

Intended impact

- Increased number of new physicians who will consider a return to Greater Green Bay to practice medicine or who practice in our contiguous or other rural WI communities

Measures to evaluate impact

- Number of medical students participating in the WARM program
- Number of nursing students participating in simulation training
- Percent of EMS scholarship recipients who remain in surrounding communities
- Evaluations by attendees and percent turnout for the EMS Huddle by local and surrounding EMS personnel

Action plan	Target date
Improve educational and training opportunities for medical students:	
• Continue to serve as a Learning site for University of Wisconsin WARM third and fourth year medical students	Ongoing
• Establish local post-graduate Medical Education (PGME) opportunities in primary care with others to follow after initial implementation of our first program	
***Improve educational and training opportunities for nurses and emergency services providers*:**	
• Provide simulation learning opportunities for nursing students through the ABMC simulation lab to enhance nursing skills and training	Ongoing
• Provide scholarships for paramedics, in partnership with Board Certified Emergency Physicians, to offer each spring and fall semester: – (2) $500 Emergency Medical Technicians (EMT) scholarships – (1) $500 advanced EMT scholarship and – (2) $1,000 paramedic scholarships – Note: Scholarships are selected for Northeast Wisconsin Technical College and presented at the spring and fall EMS Huddle through a selection process	Annual
Host an EMS Huddle including dinner and a guest speaker for EMTs from the surrounding area, with presentations based on educational needs identified in previous huddle evaluations – Support students in the EMT and paramedic programs at the local college (Northeast Wisconsin Technical College) through financial support to those demonstrating financial need	