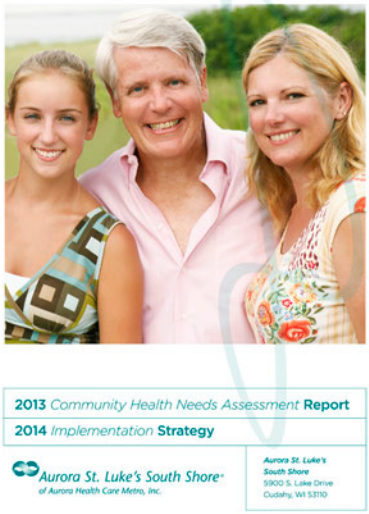

Aurora St. Luke's South Shore
Update for 2015

Posted: December 31, 2014

Executive Summary

Aurora St. Luke's South Shore (ASLSS) is one among 15 not-for-profit community hospitals within Aurora's integrated health care system in eastern Wisconsin. Located in the heart of Milwaukee County's south shore neighborhoods and serving the greater Milwaukee area, its roots and closest ties are to the south shore communities of Cudahy, Oak Creek, St. Francis and South Milwaukee and their respective health departments.

In 2013 ASLSS 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 November 22, 2013 and posted to Aurora Health Care web site. This 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.

It should be noted that addressing the social determinants of health to promote healthier communities requires more effort than can be carried out by one hospital alone. ASLSS is fortunate to be one of five Aurora hospitals located in Milwaukee County, working together and in concert with other providers and organizations within the county to address significant community health needs on a global level. The chart below represents the ongoing multi-stakeholder initiatives of which ASLSS is both directly and indirectly a part:

Prioritized significant needs in Milwaukee County	**Multi-Partner Initiatives**		
	Milwaukee Health Care Partnership[1]	**Lifecourse Initiative[2]**	**United Way[3]**
Health care access	✓	✓	✓
Health insurance coverage	✓		
Behavioral health	✓	✓	✓
Obesity, nutrition and physical activity		✓	✓
Chronic disease	✓		✓
Infant mortality	✓	✓	✓
Sexual health			✓
Health literacy	✓	✓	✓
Poverty		✓	✓
Racism		✓	✓
Social determinants		✓	✓
Specialty access for uninsured persons	✓	✓	✓

In addition to the resources dedicated each year to these ongoing initiatives, the ASLSS 2014 Implementation Strategy outlined specific priorities to work within the South Shore communities of Milwaukee County and with the hospital's unique patient population. That work continues in 2015.

[1] The Milwaukee Health Care Partnership is a public/private consortium dedicated to improving health care coverage, access and care coordination for underserved populations in Milwaukee County. View http://mkehcp.org/

[2] The goals of the Lifecourse Initiative are: 1) Strengthen father involvement in African-American families; 2) Reduce poverty among African-American families; 3) Expand access to health care. View http://www.planningcouncil.org/PDF/LIHF_Milw_CAP_final_w_cover.pdf

[3] For *United Way of Greater Milwaukee* initiatives, view http://www.unitedwaymilwaukee.org/home

ASLSS 2015 Implementation Strategy: Introduction

As in 2014, our 2015 ASLSS 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
Priority #1: Access and Coverage	• Access for persons in our community with disproportionate unmet health needs
Priority #2: Community Health Improvement	• Build links between our clinical services and local health department community health improvement plan
Priority #3: Community Benefit Hospital Focus	• Address the underlying causes of persistent health problems

It is widely recognized that a diverse team of engaged community partners is essential for implementing strategic community health improvement initiatives. Our implementation strategy reinforces the importance of our role as a partner for community capacity-building to address unmet community health needs.

The following table itemizes the significant health needs identified in our 2013 Community Health Needs Assessment and how our hospital and health system resources are allocated. The Key:

H = specifically addressed within our hospital's implementation strategy
I = addressed through our integrated healthcare system and strategic partnerships
S = standard within the continuum of care

Significant community health needs/issues identified in the 2013 CHNA Report	Intent to address in the 2015 Implementation Strategy
Access	
• Medical	H and I
• Prescriptions	H and I
• Dental	I
Coverage	
• Enrollment, health care coverage or financial assistance	H and I
Chronic disease	
• Asthma, diabetes and heart disease	I and S
• Cancer	H and I
Health risk behaviors	
• Alcohol use (dependence)	H and I
• Tobacco use	S
• Nutrition and physical activity	H and I
Health risk factors	
• High blood pressure and obesity/obesity	H and I
• High cholesterol	I and S
Mental health	
• Inpatient and outpatient behavioral health services	H and I
• AODA	H and I

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

Unmet medical care
Based on the 2012 Community Health Surveys, adult respondents who reported unmet medical care in the past 12 months: 12% in South Milwaukee, 10% in Cudahy, 9% in Oak Creek, and 7% in St. Francis.

Health Care Coverage
Based on the 2012 Community Health Surveys, adult respondents who reported not being covered at least part of the time in the past 12 months: 14% in South Milwaukee, 12% in St. Francis, 11% in Oak Creek, and 4% in Cudahy.

Principal partners
- Aurora Behavioral Health Services
- Aurora Health Care Medical Group
- Aurora Parish Nurse
- Aurora Pharmacies
- Aurora Psychiatric Hospital
- *Aurora at Home*
- Family Practice Clinic at Aurora St. Luke's Medical Center

Community partners
- Milwaukee Health Care Partnership
- Sixteenth Street Community Health Center
- Free and reduced rate dental clinics
- Cudahy, Oak Creek, St. Francis and South Milwaukee libraries
- Pulmonary & Critical Care Associates

Target population
- Medicaid-eligible and uninsured patients using our hospital emergency department (ED) for primary care

Intended impact
- Uninsured and Medicaid-eligible persons are transitioned to a health home
- Uninsured patients secure coverage through the Marketplace (the health insurance exchange)
- Increased hospital follow-up visits as the result of primary care redesign
- Decreased hospital readmissions as a result of primary care redesign

Measures to evaluate impact
- The Milwaukee Health Care Partnership, in collaboration with MyHealthDIRECT, monitors and tracks the Milwaukee Health Care Partnership Emergency Care Coordination Initiative, http://mkehcp.org/care-coordination-2/emergency-department-care-coordination/
  - Measures include total scheduled appointments, total kept appointments (FQHC only), show rate (FQHC only, percent), number of scheduled appointments (per month), clinic appointment show rate (per month)
- Number of non-emergent ED visits without a primary care physician (compare to 2014 baseline data)
- Of those ED visits classified as non-emergent and had no primary care provider, percent who saw an Aurora Health Care primary care provider within 28 days of the ED visit (compare to 2014 baseline data)
- Patient experience service-impact scores (for primary care redesign)

Action plan (see next page)

Action plan	Target date
Improve access and coverage for uninsured and Medicaid-eligible patients using our ED for primary care:	
For access	
• Continue support for and participation with the Milwaukee Health Care Partnership Emergency Care Coordination Initiative	Ongoing
• Provide assistance in navigating uninsured patients to health homes in the Milwaukee area, including Aurora Health Care Medical Group and Sixteenth Street Community Health Center	
• Provide medication assistance in the hospital through Aurora pharmacy	
• Develop an information kit for target population to promote the benefits of primary and preventive care and becoming established with a health home, including list of available resources	
• Distribute health care consumer information at South Shore libraries	
• Implement primary care redesign to improve follow-up primary care visits post-discharge	
For behavioral and mental health service	
• Continue to provide behavioral health intake screenings in our ED	Ongoing
• Expedite appropriate referrals; admit to our behavioral health unit or outpatient BHS on our campus	
For health care coverage	
• Actively screen all uninsured patients for financial assistance programs, including Aurora's *Helping Hand Patient Financial Assistance* program	Ongoing
• Inform and educate all uninsured patients about the benefits of securing coverage through the Marketplace (the health insurance exchange) and assist those who need help – Our Aurora parish nurse will assist community members with accessing the Marketplace (the health insurance exchange) during open enrollment – We will partner with local libraries to provide community members access to online information about the Marketplace (the health insurance exchange) and assist persons with printing material and registering for an email account	During Open Enrollment

Focus| Blood pressure, mental health, physical activity, nutrition and overweight/obesity

Healthiest Cudahy Coalition
The vision of the *Healthiest Cudahy Coalition* is "All members of the Cudahy community will work together with key resources to ensure optimal health and well-being." Based on the 2012 Cudahy Community Health Survey:

- 17% of adult respondents reported a mental health condition in the past three years

Mayors' Fitness Challenge
Based on the 2012 Community Health Surveys:

- Adult respondents reporting high blood pressure in the past three years: 32% in South Milwaukee, 31% in Cudahy, 29% in Oak Creek, and 28% in St. Francis.
- Adult respondents classified as being overweight or obese: 71% in Oak Creek, 67% in Cudahy, 64% in St. Francis, and 62% in South Milwaukee.

The aim of the Mayors' Fitness Challenge is for residents in southern Milwaukee County to think about what they eat, how they work out and where they go to get community help to lose weight and get fit. This Fitness Challenge is focused on providing opportunities for individuals to improve their health by partnering with local hospitals, medical, fitness and nutritional experts in a community-wide initiative to lose weight.

Principal partner

- Aurora Health Care Medical Group
- Aurora Sports Medicine Institute

Community partners

- Healthiest Cudahy Coalition
- South Shore Mayors' Fitness Challenge
- Cudahy, Oak Creek, St. Francis and South Milwaukee health departments
- Milwaukee County Parks

Target population

- Residents of Milwaukee's South Shore: Cudahy, Oak Creek, St. Francis and South Milwaukee

Intended impacts

- Increased capacity-building to address community health and mental health issues within the South Shore area and support the community health improvement plan(s)
- Increased public participation in the Mayors' Fitness Challenge
- Increased awareness and knowledge of South Shore residents regarding the importance of knowing their blood pressure levels

Measures to evaluate impact
Blood pressure screening at our hospital

- Number of drop-in free blood pressure checks at ASLSS
  - Percent classified as high blood pressure
  - Number of referrals for follow-up care and management

Healthiest Cudahy Coalition

- Number of coalition meetings attended by our Behavioral Health Services staff
- Action steps and measures established by the mental health and substance abuse workgroup

Mayors' Fitness Challenge

- Average number of participants in the Cudahy, Oak Creek, St. Francis and South Milwaukee Mayors' Fitness Challenge
- Number of free blood pressure checks at *Mayors' Fitness Challenge* and percent classified as high blood pressure

Collaboration with South Shore Health Departments

- Number of Cudahy and Oak Creek Board of Health meetings attended by our caregiver and physicians

Action plan	**Target date**
***Improve public awareness and knowledge of blood pressure levels among South Shore area residents*:**	
• Provide drop-in blood pressure screenings once a week in our hospital	Ongoing
• Promote blood pressure checks in community calendars within the South Shore area	
• Refer individuals with high blood pressure for follow-up care and management	
***Support the* Healthiest Cudahy Coalition:**	
• Continue to have our hospital Behavioral Health Services specialist actively participate on the *Healthiest Cudahy Coalition* mental health and substance abuse workgroup	Ongoing
• Dedicate an Aurora pediatrician to serve on the Cudahy Board of Health	
• Continue to meet regularly with the incoming Cudahy health officer on potential ways to collaborate with and support the Cudahy Health Department with their community health improvement plan	
***Support the Mayors' Fitness Challenge in Cudahy, St. Francis, Oak Creek and South Milwaukee*:**	
• Continue to have an Aurora St. Luke's South Shore physical therapist serve on the *Mayors' Fitness Challenge* – Physical therapist will provide consultation and address questions related to fitness – Physical therapist or an ASLSS caregiver will staff a booth at *Fitness Challenge* events, topic will vary depending on the request from the Mayors' office – Aurora caregiver(s) will provide blood pressure checks at *Fitness Challenge* events – Aurora Sports Medicine Institute will provide free injury evaluations at *Fitness Challenge* and other community events	Ongoing
***Expand fitness opportunities and support local health department efforts in the South Shore area*:**	
• Complete our fundraising campaign to build a state-of-the-art fitness station in the Milwaukee County park directly across from our hospital capable of delivering a full-body workout – Provide reserved free parking on our hospital lot for users – Work with City of Cudahy to build a crosswalk for safely accessing the fitness station	Spring 2015
• Promote the launch of the new fitness station in partnership with Milwaukee County Parks • Provide educational materials at community events and information about ASLSS running program at fitness events, as requested	Summer 2015
• Continue to have Aurora Health Care Medical Group physicians serve on the Cudahy and Oak Creek Boards of Health and serve as medical advisors for the Cudahy and Oak Creek Health Departments	Ongoing
• Distribute information about Couch-to-5K community walk/run fitness training program	Fall 2015

Focus | Cancer education and support

Based on the *2011 Wisconsin Cancer Facts & Figures*, the 2003-2007 total number of cancer cases for Milwaukee County was 23,074 (all sites). There were 3,383 cases of lung and bronchus cancer, 3,132 cases of female breast cancer, 2,959 cases of prostate cancer, and 2,392 cases of colon and rectum cancer.

Principal partner

- Aurora Sinai Medical Center Radiation Oncology
- Aurora St. Luke's Medical Center
- Vince Lombardi Cancer Center

Community partners

- Stillwaters Counseling
- American Cancer Society
- Cancer support groups such as Gilda's Club, Young Survivor Coalition, ABCD and Immerman Angels
- Spiritual community

Target population

- South Shore area communities and newly diagnosed cancer patients

Intended impact

- Improved awareness of cancer prevention, detection and early diagnosis screenings
- Increased numbers of local cancer patients accessing cancer nurse navigator outreach services

Measures to evaluate impact

- Number of cancer patients and families served
- Number of referrals (by type) to community partners
- Number of yoga, reiki, aromatherapy, tai chi and acupuncture sessions attended by cancer survivors
- Number of community education events; number of people reached
- Number of participants in *Look Good Feel Better* program

Action plan	**Target date**
***Raise awareness of cancer prevention and early diagnosis, and improve services and care for newly diagnosed cancer patients and cancer survivors*:**	
• Offer cancer prevention, detection and early diagnosis education through various community venues and events in our South Shore communities	Ongoing
• Continue our ASLSS Cancer Nurse Navigator program to link newly diagnosed patients with resources available through Aurora Health Care and community partners (Stillwaters, American Cancer Society, etc.)	
• Provide yoga, reiki, aromatherapy and acupuncture sessions and launch our meditation room for community cancer survivors, including addressing mental health needs	
• Host *Look Good Feel Better* programs at our hospital in collaboration with American Cancer Society	Jan/April/ July/ October 2015

Focus | Behavioral and mental health and alcohol/drug dependence

Based on the key informant findings, behavioral health (mental health) emerged as one of the top five health issues for Milwaukee County.

Mental health condition
Based on the 2012 Community Health Surveys, adult respondents who reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder) in the past three years: 18% in St. Francis, 17% in Cudahy, 16% in Oak Creek, 14% in South Milwaukee.

Principal partners

- Aurora Psychiatric Hospital
- Aurora Behavioral Health Services (ABHS) and Outpatient Clinics
- Aurora Medical Centers hospital triaging/consulting/attending psychiatrists
- Aurora Health Care Medical Group
- Aurora Employee Assistance Program

Community partners

- Milwaukee County Department of Health and Human Services – Behavioral Health Division
- Walworth and Kenosha Counties' Departments of Health and Human Services
- Crisis Resource Center (Milwaukee)
- Community-based behavioral health and medical practitioners
- Local law enforcement
- Alcoholics Anonymous
- Narcotics Anonymous
- National Alliance on Mental Illness – NAMI of Greater Milwaukee
- Mental Health America of Wisconsin
- 2-1-1 IMPACT

Target population

- Adults 18 years and older residing in our South Shore communities (Cudahy, Oak Creek, St. Francis and South Milwaukee) who have mental health and/or addiction issues

Intended impact

- Improved awareness of, and appropriate referrals to, mental health and addiction services for target population
- Expanded community response to capacity-building initiatives for prevention and intervention within local and neighboring communities

Measures to evaluate impact

- Total number of completed behavioral health intake assessments at ASLSS
- Annual inpatient Behavioral Health Services daily census
- Partial hospitalization average daily visits

Action plan (see next page)

Action plan	Target date
***Address behavioral health concerns and increase awareness of mental health services available in the South Shore area*:**	
• Provide emergency and crisis assessment/intake services at Aurora St. Luke's South Shore (ASLSS) through our: – 23-bed ABHS inpatient unit – mental health partial-hospitalization program – consults/referrals for additional needed services	Ongoing
• Conduct brief mental health and substance use/abuse/dependence assessments on patients triaged in our ASLSS emergency department or admitted to our hospital, in accordance with licensure, accreditation and professional practice standards	
• Obtain psychiatric consultations as clinically indicated to determine patient treatment needs and to access appropriate care	
• Provide publicly accessible information about our behavioral health services, along with self-screening instruments for alcohol, anxiety, depression and stress on our Aurora Health Care website and home pages for ASLSS and ABHS and other distribution channels	
• Support the Behavioral Health Nurse Practitioner program at Alverno University	
Increase community awareness and outreach on mental health and substance abuse:	
• Distribute mental health and addiction-disorder reference and self-assessment materials at designated community events and to various local community organizations, including local law enforcement	Ongoing
• Additionally, our Behavioral Health Patient Care Manager and/or department caregivers will: – Meet with representatives from each of the four neighboring health departments to identify community capacity-building activities for mental health and substance-abuse prevention and identify areas for which we can provide support – Respond to requests by community stakeholders for behavioral health presentations or resource materials (as schedules allow) – Strengthen our links with Alcoholics Anonymous and NAMI of Greater Milwaukee to form partnerships for self-help support groups and to address the issue of relapse and the need for additional treatment – Host AA meetings at our hospital on Saturdays and Sundays	
• Participate in Neighbor Night event to promote Aurora Health Care Behavioral Health Services, provide information on behavioral health topics and distribute medication safety information	November 2015

Focus | Geriatric mental health and well-being

Older patients discharged to home from the Emergency Department (ED) are at high risk of adverse outcomes including functional decline, returning to the ED, institutionalization, and death.[4] Older patients seen in EDs are also frequently admitted. The need to control health care costs, partially through decreasing readmissions, along with the risk of iatrogenic injuries for older patients admitted to the hospital, is putting increasing pressure on emergency medicine physicians to improve the quality of geriatric care provided and to admit fewer older adults.[5]

Principal partners

- Aurora Health Care Senior Services Program
- Aurora Behavioral Health Services

Target population

- Adults 65 years and older and older adults presenting at ASLSS Emergency Department

Intended impact

- To improve patient-centric outcomes for older adults presenting to our Emergency Department
- To use the Acute Care for Elderly (ACE) principles and an elderly friendly environment to improve patient-centric outcomes for older adults admitted to the hospital

Measures to evaluate impact

Geriatric Emergency Medicine "Bootcamp" pilot program

- Pre-training data on current health system, specific ED activities and current geriatric patient goals and initiatives
- Quarterly assessment on how well Aurora Health Care implemented the Geriatric Emergency Department Project
- Training participants' evaluations (end of pilot project)

Medical Geriatric unit

- Patient/family satisfaction scores (HCAPS)
- Timely discharge for next level of care to appropriate destination
- Readmission rate
- Staff engagement

[4] Aminzadeh F, Dalziel WB. Older adults in the emergency department: A systematic review of patterns of use, adverse outcomes, and effectiveness of interventions.
Ann Emerg Med. Mar 2002;39(3):238-247

[5] Hwang U, Shah MN, Han JH, Carpenter CR, Siu AL, Adams JG. Transforming emergency care for older adults. *Health Aff.* Dec 2013;32(12):2116-212

Action plan	**Target date**
***Implement the Geriatric Emergency Medicine "Bootcamp" pilot program at ASLSS**:*	
• Administer the Identification of Seniors at Risk (ISAR) Screening tool for detecting severe functional impairment, depression and increased utilization of health services	June 2015
• Develop innovative education to be interactive, targeted to specific issues	
• Prepare Geriatric Emergency Department Boot Camp instructors	
• Create Geriatric Emergency Department Boot Camp website	
• Review training evaluations and develop marketing communications and materials	December 2015
Provide services through the Medical Geriatric unit for patients with altered mental status:	
• Rollout for Nursing Improvement Care for Health Systems Elders (NICHE) education based on needs assessment from NICHE survey The Medical Geriatric unit has a dual focus on providing senior-specific care for patients with an acute medical condition and altered mental status caused by conditions such as delirium, dementia or cognitive impairment	March 2015