Aurora St. Luke's South Shore Community Health Implementation Strategy

January 1, 2023 – December 31, 2025

Community health improvement is an effective tool for creating a shared vision and supporting a planned and integrated approach to improving health outcomes. The basic premise of community health improvement is that entities identify community health issues, prioritize those that can be addressed, and then develop, implement, and evaluate strategies to address those issues. Tax-exempt hospitals are required to conduct a community health needs assessment (CHNA) and develop an implementation strategy to document how the hospital will address prioritized community health needs. The following outlines a summary of the CHNA process and provides details on Aurora St. Luke's South Shore plans to address their prioritized community health needs.

SUMMARY OF CHNA PROCESS

Every three years, the health system members of the Milwaukee Health Care Partnership (Advocate Aurora Health, Ascension Wisconsin, Children's Wisconsin, and Froedtert Health) conduct a collaborative Community Health Need Assessment (CHNA) in Milwaukee County. The CHNA serves as the foundation from which hospitals and local health departments develop their respective community health improvement strategies.

These findings are also intended to inform a broader audience — community health centers, government health agencies, public health departments, philanthropy, community-based organizations, and civic leaders — about the top health issues facing our community.

The Milwaukee County CHNA relies on three sources of information:

- **Community Health Survey (primary data):** an on-line survey conducted August – October 2021, with more than 8,600 Milwaukee County residents completing 50 questions related to the top health needs in the community, individuals' perception of their overall health, access to health services, and social drivers of health, including racism and health equity.
- **Stakeholder Interviews and Focus Groups (primary data):** conducted by health system community benefit leaders with 103 individuals representing 93 organizations to identify the community's most pressing health issues and effective health improvement strategies. The focus groups were selected to assure input from organizations representing vulnerable populations and those with expertise in community health. The groups included leaders and representatives from Safety Net clinics, local community health departments, youth serving organizations, and organizations serving low-income populations.
- **Health Compass Milwaukee (secondary data):** a dynamic website providing more than 300 of the most current health indicators for Milwaukee County at the county, municipal, zip code, and census tract levels (where available), as well as related demographic data such as race/ethnicity, education, income, and housing. healthcompassmilwaukee.org

This report along with additional Milwaukee County CHNA materials can be found on **Health Compass Milwaukee in the Local Reports section**.

Aurora Health Care®

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SIGNIFICANT HEALTH NEEDS IDENTIFIED AND SELECTED FOR IMPLEMENTATION STRATEGY AND WHY

Advocate Aurora Health has a strong history of community engagement and service. A targeted strategy was developed to build on this history—one that transforms and aligns our community-facing work through a health equity lens. Health equity means everyone has a fair and just opportunity to be as healthy as possible. The Advocate Aurora Health Community Strategy provides an overarching framework for the health system centered on six areas of focus which include: access to innovative care; access to behavioral health; workforce development; community safety; housing; and food security. The Aurora South Shore Community Health Implementation Strategy aligns with the Advocate Aurora Community Strategy, but this plan is unique to the health needs of the community served by Aurora South Shore. Aurora South Shore prioritized the following health issues to be addressed with their 2023-2025 Community Health Implementation Strategy:

- Access to Innovative Care and Services
- Behavioral Health: Mental Health and Substance Use
- Workforce Development
- Living Well: Injury Prevention in Older Adults

Access to Innovative Care and Services

Access to health care was a top health issue identified in the Aurora South Shore Community Health Needs Assessment. Key stakeholder and survey respondent data call out that access to care is more comprehensive than just being seen by a health care provider. For this strategy, Access to Innovative Care and Services is about creating conditions in our hospital, across our health system and in our community to provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well.

Data for Milwaukee County shows the county falls behind Wisconsin and other counties for adults without health insurance, no recent dental visits, and clinical care ranking (for access and quality as reported in the County Health Rankings). Additionally, many of these indicators are seeing significantly worsening trends. In Milwaukee, significant gaps exist in health care coverage between racial/ethnic groups.

Behavioral Health: Mental Health and Substance Use

Behavioral health, which includes treatment and services for mental health conditions and substance use disorder, is a growing public health concern and was identified as a top health issue in the Aurora South Shore Community Health Needs Assessment. In 2021, the mental health hospitalization rate in Milwaukee County was 852.1 admissions per 100,000 residents, higher than the Wisconsin average of 650.8 per 100,000 residents. The 2021 mental health emergency department visit rate was 1,353.4 visits per 100,000 residents, higher than the Wisconsin average of 919.8 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 2,647.5 visits per 100,000 residents.

In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population in 2016-2020, higher than Wisconsin rate of 21.7 per 100,000 population. From 2017-2021, the Milwaukee County substance use emergency department visit rate was 1,138.6 visits per 100,000 residents, higher than the Wisconsin average of 649.3 visits per 100,000 residents. Non-Hispanic Black residents were disproportionately impacted, with a rate of 1,715.9 visits per 100,000 residents.

Workforce Development

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.

The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706. There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes.

Living Well: Injury Prevention in Older Adults

The socioeconomic and environmental conditions where people live, work, learn, play and pray have a direct impact on a wide range of health and quality of life outcomes. Living well is the aspirational goal we have when communities address targeted, yet critical community health needs. In the Aurora South Shore Community Health Needs Assessment, the community identified several conditions that need to be addressed to achieve living well, including injury prevention and safety in older adults.

HEALTH PRIORITY: Access to Innovative Care and Services

IMPACT:

Improve health among residents by creating conditions that provide accessible, available, affordable, and targeted health care and health services to support everyone's ability to live well

DESCRIPTION OF HEALTH NEED DATA:

- Nineteen percent of Milwaukee County residents reported an inability to access health services in the last 12 months
- Twenty-three percent of South Milwaukee/St. Francis residents reported an inability to access health services in the last 12 months
- Twenty-two percent of Cudahy residents reported an inability to access health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- The overall rate of insured residents in Milwaukee County 89.2 percent. The highest rate of insured residents is among the white non-Hispanic population (95.4 percent), and the lowest is among the Hispanic/Latino population (70.0 percent)

American Community Survey, 2019

- The rate of preventable emergency department visits for the South Milwaukee municipal region* is 2,212.0 visits per 100,000 residents, but the rate is higher for the non-Hispanic Black population at 8,258.0 visits per 100,000 residents

**South Milwaukee municipal region is defined as South Milwaukee, St. Francis, Cudahy and Oak Creek*

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**
- Access to Innovative Care

NATIONAL: **HEALTHY PEOPLE 2030**
- Settings and Systems: Health Care

HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #1: Increase access to primary care

SPECIFIC INTERVENTIONS AT AURORA SOUTH SHORE	COLLABORATIVE PARTNERS	OBJECTIVES
• Through participation in the Milwaukee Health Care Partnership Emergency Department Care Coordination (MHCP EDCC) program, link Medicaid-eligible and uninsured patients using our hospital emergency department for primary care with medical homes	• Milwaukee Health Care Partnership	• Increase number of non-emergent patients presenting in our Emergency Department are navigated to a medical home
• Provide prescriptions upon discharge free of cost to under-insured patients who lack resources through the Aurora Essential Medication Fund	• Aurora Pharmacy	• Increase patients who are able to access needed medications

MEASURING OUR IMPACT

- Appointments scheduled; Federally Qualified Health Center (FQHC) appointments and show rate
- Number of prescriptions provided; dollar value

STRATEGY #2: Increase access to innovative services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Utilize the Identification of Seniors at Risk (ISAR) tool in our Emergency Department to identify our elderly patients who are at risk, and establish a network of referrals and care throughout the Advocate Aurora Health system	• Aurora Medical Group	• Enhance population health and reduce emergency department visits and readmissions

MEASURING OUR IMPACT

- Number of individuals screened using ISAR

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use

IMPACT:

Improve mental health and reduce misuse of drugs and alcohol among Milwaukee County residents through preventative strategies and increased access to behavioral health services

DESCRIPTION OF HEALTH NEED DATA:

- Ten percent of Milwaukee County residents reported an inability to access mental health services in the last 12 months
- Nine percent of South Milwaukee/St. Francis residents reported an inability to access mental health services in the last 12 months
- Nine percent of Cudahy residents reported an inability to access mental health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- In Milwaukee County, the rate of drug overdose mortality was 41.7 per 100,000 population, higher than the Wisconsin rate of 21.7 per 100,000 population

National Vital Statistics System-Mortality, 2016-2020

- The rate of mental health emergency department visits for the South Milwaukee municipal region* is 1,127.0 visits per 100,000 residents, higher than the Wisconsin average of 935.8 visits per 100,000 residents

**South Milwaukee municipal region is defined as South Milwaukee, St. Francis, Cudahy and Oak Creek*

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Access to Behavioral Health Services

STATE: **WISCONSIN STATE HEALTH PLAN PRIORITY AREAS**

- Alcohol
- Opioids
- Suicide

NATIONAL: **HEALTHY PEOPLE 2030**

- Health Conditions: Mental Health and Mental Disorders
- Health Behaviors: Drug and Alcohol Use

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use cont.

STRATEGY #1: Increase access to Behavioral Health Services

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide Aurora Behavioral Health resources in our Emergency Department to expedite appropriate referrals and assist with navigation, facilitate interactions with staff, and provide inpatient transfers, appointment scheduling and motivational interviewing	• Aurora Behavioral Health Services	• Identify and refer patients to appropriate Behavioral Health services
• Implement Behavioral Health Integration program at Aurora Layton Avenue clinic, which will allow a warm transfer straight to a Behavioral Health Care Coordinator immediately following a Primary Care Provider visit. The Behavioral Health Care Coordinator will screen and schedule the patient with a therapist	• Aurora Behavioral Health Services • Aurora Medical Group	• Improve partnerships and reduce wait time to Behavioral Health services
Through a partnership between local school districts and the Advocate Aurora Health Student and Family Assistance Program (SFAP) provide: • Virtual or in-person confidential counseling • Behavioral education on topics such as anger management and marijuana use • Life-balance services, such as financial counseling, legal consultation or assistance finding childcare	• Aurora Employee Assistance Program	• Increase access to Behavioral Health resources for students and their families

MEASURING OUR IMPACT

- Number of Emergency Department patients assessed for Behavioral Health services
- Number of patients scheduled; average wait time
- Number of school districts partnerships; number of families served

2024 Update: Behavioral Health Services were consolidated in September 2023

HEALTH PRIORITY: Behavioral Health: Mental Health and Substance Use cont.

STRATEGY #2: Improve mental health through community collaborations

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Support Community Health Improvement Planning coalitions	• Local Health Departments	• Increase community health education on drug and alcohol use and abuse
• Provide alcohol and other drug screenings and counseling on our campus	• IMPACT	• Increase access to substance abuse services
• Explore opportunities to increase number of group peer therapy options and sites		• Support the initiation and maintenance of recovery

MEASURING OUR IMPACT

- Number of educational sessions held by local coalitions; number of attendees
- Number of IMPACT referrals made
- Number of group therapy sessions held; number of attendees

HEALTH PRIORITY: Workforce Development

IMPACT:

Increased opportunities for stable employment

DESCRIPTION OF HEALTH NEED DATA:

- The median household income in Milwaukee County is $55,078, which is lower than the state's median household income of $66,706
- There is a large racial disparity in the median household income with the non-Hispanic White and Asian or Pacific Islander populations having the highest household incomes and the non-Hispanic Black, Native American and Hispanic or Latino populations having the lowest median household incomes

Source: American Community Survey, 2016-2020

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: **ADVOCATE AURORA COMMUNITY STRATEGY**

- Workforce Development

STATE: **WISCONSIN STATE HEALTH PLAN – KEY CONDITIONS**

- Improved Social and Community Conditions
- Healthy Environments and Supportive Systems

NATIONAL: **HEALTHY PEOPLE 2030**

- Social Determinants of Health: Economic Stability

STRATEGY #1: Increase opportunities for stable employment

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	OBJECTIVES
• Provide training programs for nursing assistant, medical assistant, sterile processing/surgical tech, and phlebotomist positions	• Herzing University • ACL Laboratories • Center for Healthcare Careers of Southeast Wisconsin	• Hire trained individuals into permanent positions and upskill frontline team members
• 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	• Wisconsin Division of Vocational Rehabilitation (DVR)	• Offer permanent employment opportunities at Advocate Aurora Health when positions become available
• Provide NAVIGATE program, which includes soft-skills workshops, mentorship, and career coaching and development		• Provide advancement opportunities for current team members

MEASURING OUR IMPACT

- Number of individuals, by program type trained and hired, by position
- Number of individuals completing interns; number of interns hired
- Number of team members participating in NAVIGATE; advancement outcomes

HEALTH PRIORITY: Living Well
Injury Prevention in Older Adults

IMPACT:

Create conditions that support living well for community members reducing injuries among older adults

DESCRIPTION OF HEALTH NEED DATA:

- The rate of unintentional fall emergency department visits among adults 65 and older for the South Milwaukee municipal region* is 6,583.2 visits per 100,000 residents, higher than the Wisconsin average of 5,759.5 visits per 100,000 residents

**South Milwaukee municipal region is defined as South Milwaukee, St. Francis, Cudahy and Oak Creek*

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

NATIONAL: HEALTHY PEOPLE 2030

- Health Behaviors: Injury Prevention
- Population: Older Adults: Injury Prevention

STRATEGY #1: Reduce injuries among older adults

SPECIFIC INTERVENTIONS	COLLABORATIVE PARTNERS	INTENDED RESULTS
• Active participation in the Milwaukee County Falls Prevention Coalition including but not limited to community outreach and distribution of Fall Prevention Toolkits	• Milwaukee County Falls Prevention Coalition	• Raise awareness about ways for community members to reduce their fall risk and be connected with the necessary resources in the community
• Host Stepping On, a high-level, evidence-based program proven to reduce falls and build confidence in older adults, at our hospital	• Aging and Disability Resource Centers of Milwaukee County	• Reduce falls among older adults
• NEW: Through a partnership with the Cudahy Health Department, which formalized a plan and procedure for extreme weather response in Cudahy, WI., Aurora St. Luke's South Shore was designated to serve as a facility that provides temporary and limited refuge from extreme temperatures. Aurora will manage the facility, determine the site's hours of operations and levels of accessibility	• Cudahy Health Department	

MEASURING OUR IMPACT

- Number of Stepping On series offered; number of attendees
- Number of hours of accessibility; number of community members served

Note: Plans to address selected CHNA priorities are dependent upon resources and may be adjusted on an annual basis to best address the health needs of our community.