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 Washington County. Further, we recognize that we are accountable to our patients and communities, and that our initiatives to support our communities must fit our role as a not-for-profit community hospital.

The implementation strategies presented here are the result of our process for assessing community health needs, obtaining input from community members and public health representatives, prioritizing needs and consulting with our hospital staff and physician partners.

Our full Washington County Community Health Needs Assessment Report is available here: www.aurora.org/commbenefits.
Our implementation strategies are organized into three main categories aligned with three core principles of community benefit:

<table>
<thead>
<tr>
<th>Category</th>
<th>Community Benefit Core Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority #1</td>
<td><strong>Access and Coverage</strong>&lt;br&gt; 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.</td>
</tr>
<tr>
<td>Priority #2</td>
<td><strong>Community Health Improvement Plan</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>Priority #3</td>
<td><strong>Social Determinants of Health</strong>&lt;br&gt;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.</td>
</tr>
</tbody>
</table>

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.

**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 [www.aurora.org/commbenefits](http://www.aurora.org/commbenefits).
Priority No. 1: Access, a signature community benefit focus for Aurora Health Care

Current findings
In 2019, 7% of Washington County respondents had an unmet medical need in the past 12 months, 15% delayed medical care due to cost, and 7% delayed filling a prescription due to cost. Access to health care was a ranked as a top issue by key stakeholders (Source #3).

Our strategy
For our patients
• Provide appropriate follow-up with non-emergent patients using our emergency department (ED) for primary care
  – Past impact: 62 non-emergent ED patients without a primary care physician saw an AHC provider within 28 days in 2019
• Actively screen patients for coverage through the Marketplace or financial assistance programs and assist with application processes

MEASURES, number of:
• Non-emergent ED visits without a primary care physician; seen by an AHCMG primary care provider within 28 days

For our community
• Accept vouchers from Albrecht Free Clinic for ancillary services (lab, radiology and physical therapy) and specialty care
  – Past impact: Accepted $97,355.56 in vouchers from Albrecht Free Clinic for ancillary services in 2018 and 2019
• In partnership with the Medical Center Foundation of Hartford, provide discounted transportation for elderly and underserved patients using our facilities
  – Past impact: Provided $1,151 in transportation vouchers for elderly and underserved patients in 2018 and 2019
• NEW: In collaboration with Froedtert & the Medical College of Wisconsin, United Way of Washington County, and the Washington County Human Services Department, partner with Impact 2-1-1 to better integrate and promote access to services in Washington County

MEASURES:
• Number of ancillary service vouchers accepted, by type
• Number of transportation vouchers provided
• Process milestones of Impact 2-1-1 partnership

Target population
Uninsured residents of Washington County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partner
• Albrecht Free Clinic (AFC)
The Albrecht Free Clinic, a non-profit 501(c)(3) organization, aims to ensure that Washington County residents have access to basic medical care. Since 1996, AFC has served as a safety net for those who are uninsured and underinsured. The clinic also cares for a growing number of patients who have chronic conditions such as heart disease, diabetes, asthma, lower back pain, dental decay and infection.

• Medical Center Foundation of Hartford
Since 1977, the Medical Center Foundation of Hartford has had a rich history of helping individuals in Hartford and surrounding communities.

• Froedtert & the Medical College of Wisconsin

• United Way of Washington County

• Washington County Human Services Department

Impact goal
Increase access to care
Priority No. 2: Alignment with Community Health Improvement Plan focus on behavioral health

**Target population**
Residents of Washington County

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

**Community partners**
- National Alliance on Mental Illness (NAMI)
- Well Washington County
- Washington Ozaukee Public Health Department

**Impact goal**
Increase linkages to appropriate care for behavioral health

**Current findings**
Mental health and alcohol and other drug use (behavioral health) ranked among the top five health issues for Washington County. In 2019, 21% of Washington County adults reported a mental health condition (such as depression, anxiety disorder or post-traumatic stress disorder). Additionally, 39% of Washington County residents reported binge drinking in the past month (Source #1). The rate of opioid-related hospital discharges was 451.8 per 10,000 population in 2017, lower than Wisconsin rate of 475.4 per 10,000 population (Source #2).

**Our strategy**

**For our patients**
- Provide ABHS referrals through tele-intake services in our ED and through inpatient tele-psychiatry consultations

**MEASURES, number of:**
- Individuals screened and referred

**For our community**
- Partner with local schools and agencies to provide education on behavioral health and resources available within the community
- Support the Cultivate: Mental Health Friendly Community Project in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Washington County

**MEASURES:**
- Process milestones for work with local schools and agencies
- Process milestones related to the implementation of the Cultivate program in the pilot city of West Bend
Priority No. 3:
Alignment with Community Strategy focus on social determinants of health – community safety

Current findings
Threats to an individual’s safety can take many forms. Sexual violence is defined as sexual activity when consent is not obtained or not given freely. The rate of rape for Washington County was 14.75 reports per 100,000 persons, lower than Wisconsin’s overall rate of 27.21 per 100,000 in 2018 (Source #2). However, sexual assault and rape are underreported and the definition of rape varies across different agencies; therefore, the number and rate may vary depending on the source. In 2018, the total number of injury emergency department (ED) visits among Washington County adults aged 65 years and older was 1,299, which is a rate of 5,601.6 per 100,000, lower than the state rate of 6,711.3 per 100,000. Of the ED visits by Washington County adults aged 65 years and older, 822 resulted from falls.

Wisconsin Assembly Bill 259 requires that youth who may have sustained concussion or head injury during an athletic activity may not continue participating in the activity until he or she is assessed by a health care provider who has been trained in the evaluation and management of concussion and head injuries. The law is designed to ensure the safety and well-being of our active youth.

Our strategy
For our patients
Consistent within Aurora’s system-wide Sexual Assault Nurse Examiner (SANE) program and AHAS, provide:

- 24/7 trauma-informed and victim-sensitive services, including forensic evidence collection and SDFI®-TeleMedicine forensic photodocumentation based on the Federal Rules of Evidence
- Referrals as appropriate to medical, clinical, counseling and advocacy services
- In partnership with FRIENDS, Inc., provide access to an advocate for all SANE patients
  - Past impact: Provided 31 individuals with services and medical care related to sexual assault in 2018 and 2019

MEASURES, number of:
- Individuals served and referrals provided
For our community

• Partner with area school systems to offer free pre-season baseline concussion screenings
  - Past impact: 1,240 student-athletes were assessed for concussions with algorithm applied and used to administer initial treatment in 2018 and 2019

• Partner with AHCMG staff for a consistent approach to post-concussion injury management including post-concussion testing and Return to Learn/Return to Play guidance
  - Past impact: 222 student-athletes treated for a concussion in 2018 and 2019

• Provide licensed athletic trainer and physician support for high school athletic events to deliver first aid, provide medical support and field equipment and inspection
  - Past impact: 1,193 athletic events supported in 2018 and 2019

• Provide non-concussion injury and illness care including assessment, treatment, rehabilitation, Return to Play decision-making, and communication between the physician, coach and family

• Provide administration services to establish athletic event venue emergency plans, manage site medical supplies, maintain electronic medical records, and analyze and report on injury trends

• Provide free education to students, parents and at public events in Washington County on topics including concussions, injury prevention and safety, nutrition and hydration, and fitness and training assistance
  - Past impact: Provided 34 classes on concussion education, injury prevention and safety, and fitness and training assistance with 575 attendees in 2018 and 2019

• Provide sexual assault community education/prevention/outreach trainings
  - Past impact: 10 sexual assault community education/prevention/outreach trainings provided with a total of 479 attendees in 2018 and 2019

• In partnership with FRIENDS, Inc., provide bystander intervention trainings at local high schools
  - Past impact: 4 bystander intervention trainings provided with a total of 510 attendees in 2018 and 2019

• NEW: In partnership with the ADRC, support the Stepping On program, a high-level, evidence-based program proven to reduce falls and build confidence in older people, and is open free of charge to the community

MEASURES, number of:

• Baseline concussion screenings provided

• Student athletes treated for a concussion (with previous concussion baseline screening)

• Youth injury prevention educational sessions provided; attendees

• Sexual assault awareness events conducted or supported; attendees

• Stepping On sessions provided; attendees


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

Target population  
High school students in Washington County

Principal partner  
Aurora Health Care Medical Group (AHCMG)

Community partners  
- Local high schools – West Bend, Kewaskum, Kettle Moraine Lutheran, Slinger, Hartford Union  
- Washington County Workforce Alliance

Impact goal  
Increased opportunity 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. In 2017, the average unemployment rate in Washington County was 2.4%, slightly lower than the Wisconsin average of 3.1% (Source #2).

Our strategy  
For our community  
- Provide $500 scholarships to area high school seniors who are seeking careers in health care  
  - Past impact: 23 scholarships provided to area high school seniors who are seeking careers in health care in 2018 and 2019  
- Support the Washington County Workforce Alliance in providing a sustainable pipeline of appropriately trained and work-ready individuals to support the needs of business and industry in Washington County

MEASURES:  
- Number of scholarships awarded  
- Process milestones in support of Washington County Workforce Alliance

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

Target population
Residents of Washington County

Principal partner
Aurora Health Care Medical Group (AHCMG)

Community partners
• Casa Guadalupe Education Center, Inc
• Washington Ozaukee Public Health Department

Impact goal
Increased access to nutritious foods for local residents

Current findings
Food insecurity is defined as the disruption of food intake or eating patterns due to lack of resources. Food insecurity, long-term or temporary, may be influenced by several factors including income, employment, neighborhood conditions, transportation, race/ethnicity and disability. Adults and children who are experiencing food insecurity may be at an increased risk for a variety of negative health outcomes and health disparities, including obesity. In 2019, 4% of respondents reported their household went hungry because they were unable to afford enough food in the past year (Source #1).

Our strategy
For our community
• NEW: Provide the Junior Chef Cooking Club for children ages seven through twelve years of age aimed at teaching about healthy cooking methods and eating habits
• NEW: Support the West Bend Parks & Recreation Free Summer Lunch and Playground Program through volunteer or charitable efforts
• NEW: Partner with Casa Guadalupe Education Center, Inc to provide education classes, with Spanish translation available, on family wellness and nutrition
• NEW: Support the Harvest of the Month program, which highlights a locally available crop each month of the year in school cafeterias, restaurants, workplaces, and grocery stores. In partnership with the Washington Ozaukee Public Health Department, the program expands across Washington and Ozaukee counties to help children, caregivers, and the broader community learn more about healthy, seasonal, whole-foods eating.

MEASURES:
• Number of classes provided; attendees
• Process milestones of summer lunch and playground program
• Number of classes provided
• Number of Harvest of the Month participants

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

Target population
Washington County Residents

Principal partners
• Aurora Health Care Medical Group (AHCMG)
• ACL Laboratories

Community partners
• Wisconsin Department of Health Services
• Washington Ozaukee Public 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 Washington 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. 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

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.

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