Aurora Medical Center in Grafton
Update for 2016
Posted: December 31, 2015
Aurora Medical Center in Grafton Implementation Strategy

Update for 2016

In 2014, AMCG completed and published its Community Health Needs Assessment (CHNA) Report and 2015-2017 Implementation Strategy, which was adopted by the Social Responsibility Committee of the Aurora Health Care Board of Directors on December 11, 2014 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 2015 Implementation Strategy informed the process for updating it for 2016.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Community Benefit Core Principle</th>
<th>Focus area</th>
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</thead>
<tbody>
<tr>
<td><strong>Priority #1:</strong> Access</td>
<td>Access for persons in our community with disproportionate unmet health needs</td>
<td>• Access</td>
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<td></td>
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<td>• Health care coverage</td>
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<td>• Lung cancer screening</td>
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<tr>
<td><strong>Priority #2:</strong> Community Health Improvement</td>
<td>Build links between our clinical services and local health department community health improvement plan</td>
<td>• Blood pressure, cholesterol, overweight/obesity, stroke</td>
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<td>• Mental health, substance use and abuse</td>
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<td>• Tobacco use</td>
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<tr>
<td><strong>Priority #3:</strong> Community Benefit Hospital Focus</td>
<td>Address the underlying causes of persistent health problems</td>
<td>• Injury (youth and older adults)</td>
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<td>• Cancer</td>
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**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.

**Significant health needs/issues not specifically addressed in our implementation strategy and the reason**

The implementation strategy does not include specific strategies for asthma and heart disease/conditions as these are part of the standard continuum of clinical care at AMCG and Aurora clinics. Our hospital provides the American Heart Association *Heartsaver* Basic Life Support (CPR/BLS) training and certification classes to Grafton high school students. Access to prescription medication is addressed through our integrated healthcare system and strategic partnerships. Currently, dental care and oral health is not specifically addressed since community resources are limited at this time.

**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

Based on the 2014 Ozaukee County Community Health Survey:
- 10% of respondents reported unmet medical care in the past 12 months (8% in 2011).
- 16% of respondents reported delayed or did not seek medical care because of high deductible, high co-pay or because they did not have coverage for the care in the past 12 months (16% in 2011).

Access to medical care can detect and treat disease at an earlier stage, improve overall health, prevent disease and disability, and reduce preventable deaths. Unmet medical care can lead to further health complications and increase future costs.
- Among the key informants interviewed, access (ranked #4) was included as top five health issues for Ozaukee County. Lack of transportation was cited as a challenge or barrier for access.

Principal partner
- Aurora Health Care Medical Group physician partners

Community partners
- United Way of Northern Ozaukee County and member agencies

Target population
- Medicaid-eligible and uninsured patients in need of hospital services
- Our patient population at risk for lung cancer

Intended impact
- Increased community awareness of services available to uninsured and underinsured population
- Improved transportation options or services to access medical services
- Patients at increased risk for lung cancer identified and treated
- Increased community awareness of lung cancer screening program

Measures to evaluate impact
- 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)
- Number of uninsured screened and enrolled in financial assistance programs (e.g., Aurora Helping Hand Patient Financial Assistance program) or the Marketplace (the health insurance exchange)
- Number of United Way of Northern Ozaukee County member agencies with Aurora representation or otherwise contacted by Aurora
- Number of meetings with United Way of Northern Ozaukee County and partner agencies that will result in idea generation
- Number of lung cancer screenings conducted

Action plan (see next page)
<table>
<thead>
<tr>
<th>Action plan</th>
<th>Target date</th>
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<tbody>
<tr>
<td>Engage in conversations with United Way of Northern Ozaukee County and member agencies to discuss strategies for improving transportation</td>
<td>December 2015</td>
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<tr>
<td>Develop a pro forma for a transportation service line and forecast costs</td>
<td>2016</td>
</tr>
<tr>
<td>Contingent upon financial and United Way/member agency support, implement plan</td>
<td>2017</td>
</tr>
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</table>

**Improve coverage for uninsured and Medicaid-eligible patients using our 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
- Follow up appointments to primary care will be made for all patients contingent upon centralized scheduling redesign

**Improve access for community members at increased risk of lung cancer**

- Continue to promote and conduct our newly launched Lung Cancer screening program for persons at high risk for lung cancer

**Improve access to sexual assault and/or domestic violence prevention and treatment resources:**

- Through Aurora’s *Better Together Fund* grant of $16,500, train up to 50 advocates, social workers and crisis counselors through the Advocates of Ozaukee County; monitor progress and impact

See Priority #3
Focus | Blood pressure, cholesterol, overweight/obesity, and stroke

Based on the 2014 Ozaukee County Community Health Survey:
- 32% of respondents reported high blood pressure and 25% reported high cholesterol in the past three years (21% and 22%, respectively, in 2014). High blood and cholesterol can increase the risk for stroke.
- In 2014, 65% of respondents were classified as overweight or obese (59% in 2003).

Based on the Key Informant Interview Report, chronic disease (ranked #5) is among the top five health issues for Ozaukee County.

Cerebrovascular disease, also referred to as stroke, is a leading cause of death and is a major cause of adult disability. A healthy lifestyle may prevent or reduce the risk of stroke. Additionally, knowing the signs and symptoms, and receiving fast treatment is important to prevent death and disability from stroke. Based on Wisconsin Interactive Statistics on Health:
- In 2011, the Ozaukee County cerebrovascular disease death rate was 46.0 per 100,000, similar to Wisconsin (45.0 per 100,000).

Principal partners
- Aurora Health Care Medical Group

Community partners
- INVEST Coalition partners
  - Cedarburg Parks and Recreation
  - Grafton Parks and Recreation
  - Local Harvest
  - Mequon, Port Washington-Saukville and Grafton Schools
  - YMCA

Target population
- Ozaukee County residents

Intended impact
- Ozaukee County residents will learn and/or know their numbers for Body Mass Index (BMI), blood pressure and cholesterol
- Ozaukee County residents will know the risk factors for stroke as well as the acronym F.A.S.T.

Measures to evaluate impact
- Number of BMI and blood pressure screenings, cholesterol assessments at community events
  - Number of BMI screenings conducted
  - Number of blood pressure screenings conducted
  - Number of cholesterol assessments conducted
- Number of events and community members reached at stroke education presentations given by our Stroke Coordinator

Action plan (see next page)
<table>
<thead>
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<tr>
<td><strong>Supporting the INVEST committee on obesity:</strong></td>
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<tr>
<td>• Increase hands-on, interactive health education and learning opportunities at major public events to raise awareness about how food choices and activity levels affect health</td>
<td>Ongoing</td>
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<tr>
<td>• At the Ozaukee County Fair hospital booth, staff will provide BMI screenings and additional BMI informational materials to community members</td>
<td>Annual - summer</td>
</tr>
<tr>
<td>• At Celebrate Grafton events hospital staff will provide BMI screenings and additional BMI informational materials to community members</td>
<td>Annual</td>
</tr>
<tr>
<td>• Pursue other opportunities to offer screenings and informational materials for BMI, cholesterol and blood pressure in community venues</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Improve stroke awareness and education in the community:</strong></td>
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<tr>
<td>• Increase opportunities throughout the community to raise awareness about risk factors for stroke as well as signs and symptoms that warrant calling 911 and getting to the hospital immediately</td>
<td>Ongoing</td>
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</table>
**Focus | Mental health**

Based on the 2014 Ozaukee County Community Health Survey:

- 15% of respondents reported a mental health condition such as depression, anxiety, post-traumatic stress disorder in the past three years (11% in 2008).
- Mental health or depression among top three community health issues in Ozaukee County
  - Survey respondents were asked to pick the top three health issues in Ozaukee County out of eight listed (alcohol or drug use, chronic diseases, infant mortality, infectious diseases, lead poisoning, mental health or depression, teen pregnancy, violence). Mental health or depression ranked #3, while alcohol and drug use ranked #1 and chronic diseases ranked #2.

Based on the Key Informant Interview Report, mental health was top five health issue for Ozaukee County (ranked #2).

**Principal partners**
- Aurora Health Care Medical Group physician partners
- Aurora Behavioral Health Services

**Community partners**
- Community resources within a tri-county area
- COPE Hotline

**Target population**
- Residents of Ozaukee County
- Our patient population

**Intended impact**
- Assure community members with mental health issues are able to find appropriate resources for their needs
- Improved access to local behavioral health services for residents of Ozaukee County

**Measures to evaluate impact**
- Progress reports or success stories produced by INVEST

<table>
<thead>
<tr>
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<tr>
<td><strong>Support the INVEST sub-committee on mental health:</strong></td>
<td>Ongoing</td>
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<tr>
<td>• Continue to be actively engaged on the mental health sub-committee</td>
<td></td>
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<tr>
<td>• Refer patients to our newly enhanced outpatient Behavioral Health Services on our campus</td>
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</table>
Focus | Substance use and abuse

Based on the 2014 Ozaukee County Community Health Survey:

- 35% respondents reported binge drinking in the past month (15% in 2003). Binge drinking (also referred to as excessive drinking) is associated with an array of health problems, including but not limited to unintentional and intentional injuries, alcohol poisoning, high blood pressure, stroke and other cardiovascular diseases, and poor control of diabetes.

- Alcohol and drugs among top three community health issues in Ozaukee County
  - Survey respondents were asked to pick the top three health issues in Ozaukee County out of eight listed (alcohol or drug use, chronic diseases, infant mortality, infectious diseases, lead poisoning, mental health or depression, teen pregnancy, violence). Alcohol and drug use ranked #1, while chronic diseases ranked #2 and mental health/depression ranked #3.

Youth alcohol use

Based on findings from the 2013 Wisconsin High School Youth Risk Behavioral Survey, 30 days before the survey:

- 20.6% rode with a driver who had been drinking alcohol (in a car or other vehicle one or more times)
- 8.9% drove when drinking alcohol
- 32.7% currently drank alcohol (at least one drink of alcohol on at least one day)

Note: While the High School Youth Risk Behavioral Survey is administered throughout Ozaukee County, countywide (aggregate) data is unavailable; therefore state level data is referenced.

Principal partners

- Aurora Health Care Medical Group physician partners
- Aurora Behavioral Health Services

Community partners

- INVEST Coalition partners
- Starting Point of Ozaukee County

Target population

- Residents of Ozaukee County, with a special focus on youth and the adults who have regular contact with them (educators, parents, etc.)

Intended impact

- Increased likelihood that adults will be able to identify youth at risk for abusing alcohol and seek and secure help
- Increased the number of community events where wrist banding has been implemented
- More community members, particularly high school students, will be educated about the risks of drinking and driving

Measures to evaluate impact

- Progress reports or success stories produced by INVEST

Action plan (see next page)
<table>
<thead>
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<th>Action plan</th>
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<tr>
<td><strong>Educate the community about underage and excessive drinking and substance abuse and support the INVEST Committee for underage drinking:</strong></td>
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<tr>
<td>• Participate in educating school counselors, teachers and parents about the signs of underage drinking and substance abuse (e.g. sponsoring educational talks on drug and alcohol abuse by Dr. Fidlin)</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Assist INVEST in advocating for mandatory wrist banding at community events where alcohol is served (for example, Port Washington’s Fish Days, Cedarburg’s Strawberry Fest and the Ozaukee County Fair)</td>
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<tr>
<td><strong>Educate the community about the risks of drinking and driving:</strong></td>
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<tr>
<td>• Explore other avenues for educating the community about these risks during community events (through partnership with Starting Point as well as existing Aurora participation at local events and festivals)</td>
<td>December 2015</td>
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<tr>
<td>• Implement additional education strategies identified in 2015</td>
<td>December 2016</td>
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<tr>
<td>• Further implement education strategies identified in 2015 and 2016</td>
<td>December 2017</td>
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Focus | Tobacco use

Based on the 2014 Ozaukee Community Health Survey:
- In 2014, 22% of respondents were current tobacco cigarette smokers (9% smoked some days and 13% smoked every day in the past month), slightly higher compared to the Wisconsin and the United States (20%) (up from 16% in 2003). Smoking increases the risk of coronary heart disease, stroke and several types of cancer (acute myeloid leukemia, bladder, cervix, esophagus, kidney, larynx, lung, mouth, pancreatic, throat and stomach). Cancer is a leading cause of death in Ozaukee County.

Based on the Key Informant Interview Report tobacco was a top five health issue for Ozaukee County (ranked #4, tied with access)

Principal partners
- Aurora Health Care Medical Group physician partners

Community partner
- INVEST Coalition

Target population
- Community members who use tobacco products
- Community members at increased risk of lung cancer, through our lung screening program (refer back to Access portion of Implementation Strategy)

Intended impact
- Ozaukee County residents will be better informed about tobacco use risks and how to access cessation programs

Measures to evaluate impact
- Progress report or success stories produced by INVEST

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<tr>
<td>Educate the community about tobacco-use risks and cessation options and support the INVEST subcommittee for tobacco cessation:</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- Support the INVEST initiatives to decrease tobacco use in Ozaukee County</td>
<td>Ongoing</td>
</tr>
<tr>
<td>- Provide educational materials on the risks of tobacco use and cessation options (where to get help) to our patients and at the community events</td>
<td>Ongoing</td>
</tr>
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</table>
Focus | Emergency Medical Dispatch for Ozaukee County

Our communities are underserved with dispatch talent that could make a difference in outcome (life or death). Community members are not fully aware of this lack of support. Lack of Emergency Medical Dispatch (pre-arrival instructions) for Ozaukee County and surrounding communities.

Principal partners
• Aurora Foundation
• Dr. Steven Zils

Community partner
• Municipalities of Grafton, Mequon, Cedarburg, and Ozaukee County

Target population
• 911 public services workers/emergency dispatch

Intended impact
• A better care model
• Improved outcomes for patients

Measures to evaluate impact
• Number of 911 dispatchers trained
• Rate of bystander CPR (pre and post implementation)
• Successful implementation of 911 public service answering training and software in Ozaukee, Sheboygan and Washington counties

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<th>Action plan</th>
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<tbody>
<tr>
<td>Increase the talent available for community Emergency Medicine Dispatch:</td>
<td>December 2015</td>
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<tr>
<td>• Provide each 911 public service answering point (PSAP) the training and software needed to deliver EMS pre-arrival, step by step instructions to a caller, allowing early access to care before first responders arrive. This program will first be rolled out to Grafton, Mequon, Cedarburg and Ozaukee County</td>
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<tr>
<td>• Roll out same program to Sheboygan</td>
<td>December 2016</td>
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<tr>
<td>• Roll out same program to West Bend and Washington County</td>
<td>December 2017</td>
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Focus | Youth and adult safety

Youth injuries
The Centers for Disease and Prevention estimates that 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.

Older adult injuries
Based on data from Wisconsin Interactive Statistics on Health:
- In 2012, for injury hospitalizations in Ozaukee County, the average age was 64 years, average hospital charges were $31,954 and total hospital charges were $23,166,829.
- The most common cause of ED visits for injury were falls (1,836.0 per 100,000), followed by struck by or against object or person (896.0 per 100,000).

Each year, one in every three adults age 65 and older falls. Falls can cause moderate to severe injuries, such as hip fractures and head injuries, and can increase the risk of early death. Fortunately, there are prevention strategies to reduce falls and related injuries.

Principal partners
- Aurora Health Care Medical Group (AHCMG)
- Aurora Sports Medicine Institute (ASMI)

Community partners
- Ozaukee County school districts
- Stepping On program

Target population
- Student athletes in Ozaukee County
- Geriatric population of Ozaukee County

Intended impact
- Fewer student athletes are referred to hospital ED
- Increased education and training for CPR/BLS
- Decreased admissions for falls in the elderly

Measures to evaluate impact
- Number of student athletes screened
- Number of concussion screenings and number of follow-up referrals
- Number of performance screenings performed
- Number of hours licensed athletic trainers devote to these activities
- Number of individuals who attend Stepping On classes

Action plan (see next page)
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<tr>
<td><strong>Support and protect student athletes in Ozaukee County:</strong></td>
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<tr>
<td>• Provide ASMI licensed athletic trainers (LATs) for on-site training, injury prevention and coverage of athletic events at local high schools</td>
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<tr>
<td>♦ LATs can address problems at site of injury</td>
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<td>♦ LATs are certified in automated external defibrillator/cardiopulmonary resuscitation and basic life support</td>
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<tr>
<td>• Provide reduced-cost performance screenings to local student athletes for baseline concussion, basic echocardiogram, ACL risk assessment and spine screen</td>
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<tr>
<td>• Partner with AHCMG to apply a post-concussion protocol injury in which students are held back from sports activities for five-to-six days following the concussion</td>
<td>Ongoing</td>
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<tr>
<td>• Provide American Heart Association <em>Heartsaver</em> Basic Life Support (CPR/BLS) training and certification classes at Grafton High School to incoming freshman and junior classes, by contributing:</td>
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<tr>
<td>♦ Instructors from Aurora Medical Center Grafton, three per class (nurses/nurse educators)</td>
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<td>♦ Adult manikins</td>
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<td>♦ Automated external defibrillators</td>
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<td>♦ Books and tip sheets</td>
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<tr>
<td>♦ Evaluations</td>
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<tr>
<td><strong>Encourage falls prevention education and efforts for the elderly population:</strong></td>
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<tr>
<td>• Provide support to local <em>Stepping On</em> program focused on reducing the risk of falls in the elderly</td>
<td>Ongoing</td>
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Focus | Health careers education

As outlined in the Wisconsin’s Health Care Workforce 2013 Report, hospitals should support the educational preparation of advanced practice professionals to meet existing and future workforce needs and for new and emerging roles as the rate of change in health care accelerates (Wisconsin Hospital Association, http://www.wha.org/pubarchive/reports/2013workforcereport.pdf).

Principal partners
- Aurora Health Care Medical Group

Community partners
- Ozaukee County school district and scout troops
- Portal Industries (dedicated to advancing employment and meaningful community life opportunities for people with developmental disabilities)

Target population
- High school students

Intended impact
- Area high school students pursue career opportunities in health care

Measures to evaluate impact
- Number of students who tour and/or job shadow on our campus (during 2015, 2016 and 2017)
- Percent of students who report they intend to pursue careers in health care (evaluation form)

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<tr>
<td>Promote career opportunities for the next generation of our healthcare workforce:</td>
<td>Ongoing</td>
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<tr>
<td>• Provide expanded job shadowing opportunities and tours for local students</td>
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<tr>
<td>• Provide content experts for educational outreach to local schools</td>
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<tr>
<td>• Partner with Portal Industries to provide learning and job-skill development for persons with disabilities</td>
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</table>
Focus | Cancer

Cancer is a leading cause of death in Ozaukee County. A person’s cancer risk can be reduced in a number of ways, including but not limited to, receiving regular medical care, avoiding tobacco, limiting alcohol use, eating a diet rich in fruits and vegetables, maintaining a healthy weight and being physically active.

Cancer incidence rates
- The Ozaukee County cancer incidence rate is higher compared to Wisconsin, 499.7 per 100,000 compared to 460.5 per 100,000, respectively.

Cancer mortality rates
- In Ozaukee County, the leading cancer mortality rates for males (per 100,000) are: lung and bronchus (44.1), prostate (19.8) and colorectal (19.1).
- In Ozaukee County, the leading cancer mortality rates for females (per 100,000) are: lung and bronchus (28.8), breast (23.4) and colorectal (14.2).

Principal partners
- Aurora Cancer Services
- Aurora Health Care Medical Group
- Aurora Integrative Medicine

Community partners
- American Cancer Society
- Leukemia Lymphoma Society
- Wisconsin Well Women Wisconsin
- Stillwaters Cancer Support Services
- YMCA Livestrong

Target population
- Cancer patients
- Community members

Intended impact
- Increased number of cancer screenings (by type) conducted at our facilities from 2015-2017
- Increased number of at-risk people who participate in lung cancer screening, long-term follow-up, and tobacco cessation
- Reduction of distress in our patients

Measures to evaluate impact
- Number of people reached at events
- Number of cancer screenings by type (including Lung screening program)
- Number of patients referred to our community partners
- Patient distress tool results and referrals tracked in EPIC

Action plan (see next page)
### Implementation Strategy

#### Priority No. 3: Community Benefit Hospital Focus

**Action plan**

**Raise public awareness about the importance of cancer screenings:**

- Conduct a CT screening program for persons at high-risk for lung cancer identified in the electronic health record (55 years or older with significant smoking pack history) to follow-up with lung cancer nurse navigator for:
  - Low-dose CT chest screening
  - Long-term follow-up
  - Tobacco cessation
  - See logic model below

- Provide our cancer experts to staff multiple cancer support/community outreach opportunities across/within AMCG service area

**Improve outcomes of our newly diagnosed cancer patients:**

- Administer our distress tool to measure each patient’s level of distress

- For a score of 4 or higher on a scale of 1-10 we will refer the patient as appropriate to our principal and community partners (ACS, Stillwaters, Leukemia Lymphoma Society, YMCA, Livestrong, etc.)

**Emphasize survivorship and improve overall wellbeing of cancer patients:**

- Partner with Stillwaters Cancer Support Services to continue to strengthen/increase referrals for stress management, support groups and emotional support

- Host *Expressive Arts Studio* in our Cancer Care Center to aid cancer survivors in self-expression, relaxation and personal growth for community members with cancer (open to all)

- Host the American Cancer Society *Look Good Feel Better* program on a quarterly basis for community members with cancer

- Establish a Reiki therapy program for cancer patients (with hopes to increase access and awareness)

### Lung Cancer Logic Model

<table>
<thead>
<tr>
<th>Program</th>
<th>Activities</th>
<th>Impact</th>
<th>Short-term Outcomes</th>
<th>Intermediate Outcomes</th>
<th>Long-term Outcomes</th>
</tr>
</thead>
</table>
| Lung Cancer | - Smoking cessation programs  
- Lung cancer risk and education outreach (ap, Web, radio, PR materials, PFP offices, lobby boards, civic groups)  
- Connect cancer patients to vital cancer information by increasing support and referrals to local partners for cancer programs and services  
- Speaking and outreach opportunities for Aurora Health Care cancer experts within the community | - Number of patients in smoking cessation program  
- Number of patients participating in Lung CT Screening Program  
- Number of patients who interacted with VPApersoms  
- Increased community visibility of Aurora Cancer Care’s resources and education re: high-risk screening | - # of patients compliant with smoking cessation (any program & f/u)  
- # of patients diagnosed with lung cancer  
- High number of patients who met with programs to decrease smoking or lost weight  
- Increased number of patients who have been referred to services | - 5 year survival  
- Patients express they received supplemental support from volunteers during their treatments (qualitative feedback data)  
- Completed supportive referrals and documentation to provide appropriate and continuous follow-up and continuity of care  
- Overall increased knowledge of cancer screening benefits and cancer risks within diverse populations |