Aurora Medical Center Manitowoc County Implementation Strategy

Update for 2015

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

Our AMCMC 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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</table>
| Priority #1: Access | Access for persons in our community with disproportionate unmet health needs | • Access (including mental health)  
• Health care coverage |
| Priority #2: Community Health Improvement | Build links between our clinical services and local health department community health improvement plan | • Physical activity, nutrition and overweight/obesity |
| Priority #3: Community Benefit Hospital Focus | Address the underlying causes of persistent health problems | • Chronic disease  
• Injury (falls prevention among older adults)  
• Breastfeeding |

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

Principal community health improvement tool: Community Partnerships

For any community health concern, it is widely recognized that a diverse team of engaged community partners is essential for implementing strategic community health improvement initiatives that make a difference. Therefore, we recognize the need to be a good community partner. Our implementation strategies strongly reinforce our role as a partner for community capacity-building to address unmet community health needs.

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

The implementation strategy does not include specific strategies for asthma, high blood pressure and high blood cholesterol as these are part of the standard continuum of clinical care at AMCMC and Aurora clinics. There is important work being done through organizations within the community to address alcohol and tobacco use, injury prevention and mental health.

Healthiest Manitowoc County (HMC), a community-based initiative with a mission to improve the health of Manitowoc County, mobilizes numerous volunteers representing all sectors of the community. The Manitowoc County Health Department and the United Way of Manitowoc County are key partners. Currently, HMC coalitions are focused on injury prevention, mental health and substance abuse prevention, including alcohol and tobacco.

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 a an Aurora Health Care signature community benefit focus**

In 2013, 11% of adult respondents reported there was a time in the last 12 months they did not receive needed medical care. Additionally, 11% of adults reported there was a time in the last 12 months they did not receive needed dental care (Community Health Survey).

Unmet medical care can lead to further health complications and increase future costs. Access to medical care can detect and treat disease at an earlier stage, improve overall health, prevent disease and disability and reduce preventable deaths. Access to oral health services can prevent cavities, gum disease and tooth loss, improve the detection of oral cancer and reduce future dental care costs.

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

**Community partners**
- Lakeshore Community Health Center (LCHC) — a non-profit, multi-specialty clinic providing urgent and primary care three days per week
- Healthiest Manitowoc County (HMC) – Access to Healthcare Coalition
- Healthy Teeth-Healthy Communities Dental Clinic
- Touched Twice Annual Free Clinic – Hosted by the Christian Community of Manitowoc County
- Salvation Army of Manitowoc Clinic (opened one day per week)

**Target population**
- Uninsured and Medicaid-eligible patients using our hospital emergency department (ED) for primary care and frequent ED users using the ED for non-emergent conditions

**Intended impact**
- A demonstrable increase in “health home” capacity and utilization by underserved populations (Medicaid-eligible and uninsured) in Manitowoc County
- Uninsured and Medicaid-eligible patients will successfully transition to the Marketplace and acquire affordable coverage
- Uninsured and Medicaid-eligible patients currently relying on our hospital ED for primary care services, chronic disease management and dental care will successfully transition to a “health home”

**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 patients referred for primary and dental care (Lakeshore Community Health Center and Healthy Teeth-Healthy Communities Clinic)
- 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)

**Action plan** (see next page)
**Priority No. 1: Access**

**Implementation Strategy**

<table>
<thead>
<tr>
<th>Action plan</th>
<th>Target Date</th>
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<tr>
<td><strong>Ensure that primary, emergent and mental health care needs of underserved and uninsured persons living in Manitowoc County can be appropriately addressed:</strong></td>
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<tr>
<td>• Commit hospital leadership to serve on the <em>Healthiest Manitowoc County</em> (HMC) <em>Access to Healthcare Coalition</em></td>
<td>Ongoing</td>
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<tr>
<td>• Financially support Lakeshore Community Health Center (LCHC), ($15,000/year for three years; third year is 2015)</td>
<td>Through 2015</td>
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<tr>
<td>• Provide referral and navigation to uninsured persons seen in our emergency department (ED) to urgent care, primary care and mental health services available at LCHC</td>
<td>Ongoing</td>
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<tr>
<td>• Provide referral and navigation support to uninsured persons seen in our ED who will benefit from the dental care provided by the <em>Healthy Teeth-Healthy Communities Dental Clinic</em> housed in the same building with LCHC</td>
<td>Ongoing</td>
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<tr>
<td>• Provide diagnostic imaging services for patients referred from LCHC and Salvation Army Clinic</td>
<td>Ongoing</td>
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<tr>
<td>• Support our AMG physicians and clinicians who provide health care services at the annual <em>Touched Twice Free Clinic</em> event</td>
<td>Annually</td>
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<tr>
<td>• Donate supplies and equipment to LCHC and the annual <em>Touched Twice Free Clinic</em></td>
<td>Annually</td>
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<td>• Provide complimentary transportation for anyone needing access to our health care facilities</td>
<td>Ongoing</td>
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<tr>
<td><strong>Ensure coverage for uninsured and Medicaid-eligible patients using our ED for primary and dental care:</strong></td>
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<tr>
<td>• Screen uninsured patients in ED for financial assistance programs, including Aurora’s <em>Helping Hand Patient Financial Assistance</em> program; assist with application processes</td>
<td>Ongoing</td>
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<tr>
<td>• Inform and educate all uninsured patients about the benefits of securing coverage through the Marketplace and assist those who need help</td>
<td>During open enrollment</td>
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Implementation Strategy

Priority No. 2: Community Health Improvement

Focus | Nutrition, physical activity and overweight/obesity

Based on the 2013 Manitowoc County Community Health Survey:
- 73% of adult respondents were classified as being overweight or obese, an increase from 2003 (66%).
- 42% reported engaging in recommended moderate or vigorous activity, down from 48% in 2007.
- 60% reported eating the recommended fruit servings, while 23% of adults reported eating the recommended vegetable servings.

Healthiest Manitowoc County and the 2020 Manitowoc County Community Health Improvement Plan (CHIP) identified nutrition and physical activity as one of the key health priorities.

Principal partner
- Aurora Health Care Medical Group (AHCMG)

Community partners
Healthiest Manitowoc County Coalition for Physical Activity and Nutrition
- Manitowoc County Extension Office
- Manitowoc County Area Schools
- Manitowoc County Public Health Department
- The Y

Target population
- Manitowoc County residents

Intended impact
- Percent of adults and adolescents engaging in physical activity is increased
- Community participation purchasing locally grown food at farmers market is increased
- Successful partnership for Kid Shape 2.0 available to more students and their families

Measures to evaluate impact
- Number of community presentations and seminars to prevent sports injuries
- Number of educational sessions for grade school and high school students; number of participants
- Number of running clinics for Couch-to-5k and Monster Dash; number of participants
- Amount of cafeteria food donated to local food pantries (annually)
- Usage of Electronic Benefit Transfer (EBT) transactions at local farmers markets

For Kid Shape 2.0
- Number of children and families enrolled in Kid Shape 2.0 (per 6-week session)
- Percent of children and families who complete the entire session
- BMI/weight before and after 8-week session
- Behavioral modification assessment before and after 6-week session

Note: the following Healthy Manitowoc County 2020 objectives for physical activity and nutrition will be reassessed in the 2016 CHNA
- By 2020, 53% of adults will report engaging in moderate or vigorous physical activity for 60 minutes daily, five days per week (Baseline: CHNA Survey 2010: 49%)
- By 2020, 53% of high school students will report being physically active five or more days per week for at least 60 minutes daily (Baseline YRBS 2011: 50%)
- By 2020, 50% of food vendors at Farmer’s Markets in Manitowoc County will accept Food Share (food stamps) payment using Electronic Benefit Transfer cards (2011: none)
### Priority No. 2: Community Health Improvement

**Implementation Strategy**

**Action plan**

<table>
<thead>
<tr>
<th>Support the Healthiest Manitowoc County priority around physical activity and nutrition for all ages:</th>
<th>Target Date</th>
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<tr>
<td>- Provide free community presentations and seminars on physical health and fitness and prevention of sports injuries featuring cardiac and orthopedic physicians, as well as rehabilitation specialists</td>
<td>Ongoing</td>
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<tr>
<td>- Provide coordinator and rehabilitation specialist to conduct educational sessions for students in local grade schools and high schools</td>
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<tr>
<td>- Provide free community presentations and seminars on physical health and fitness and prevention of sports injuries featuring cardiac and orthopedic physicians, as well as rehabilitation specialists</td>
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| - Provide on-site running clinics to prevent sports injuries among first-time exercisers who participate in community-building programs we sponsor, including:  
  - *Couch-to-5K*, a 10-week program to get anyone ready to successfully compete  
  - *Monster Dash*, a 5K run/walk for all age groups, held each spring in Two Rivers | Annually |
| - Expand partnership with The Y to offer *Kid Shape 2.0* in Manitowoc County twice during 2015. This 6-week community-based program for students who are overweight or obese, and their families, includes instruction and activities related to healthy eating, physical activity and behavior modification. | Spring & Fall 2015 |

**Ensure access to healthy food:**

| Supply cafeteria food to local food pantries and conduct food drives for the pantries | Ongoing |
| Support the annual local *Stock the Shelves* program | November 2015 |

**Ensure that unemployed and homebound persons have access to nutritious meals and locally grown foods:**

| Support the Farm to Fork program and continue to provide assistance for electronic benefits transfer for local farmers market | Ongoing |
| Subsidize the Two Rivers Meals-on-Wheels program providing over 1,000 meals per month | Ongoing |
**Focus | Emergency response services**
Cardiovascular emergencies continue to be one of the most common calls that our out-of-hospital emergency medical care and transportation system responds to, and as our population ages and people live longer, we anticipate an increase in cardiac arrests. The LUCAS™ Chest Compression is a tool that standardizes chest compressions. The implementation of these devices into our EMS delivery system will give our patients a much better chance of survival.

**Community partners**
- Manitowoc County Emergency Medicine Service (EMS) departments – Manitowoc, Valders, Two Rivers, Mishicot

**Target population**
- All citizens served by EMS providers in Manitowoc, Valders, Two Rivers, Mishicot

**Intended impact**
- The implementation of LUCAS™ devices will increase the likelihood of survivability of sudden onset cardiac arrest in our local ambulance services in Manitowoc County and greatly enhance the safety of our citizens

**Measures to evaluate impact**
- Number of LUCAS™ devices distributed
- Number of EMS trainings for the LUCAS™ device

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<tr>
<td>Purchase at least one LUCAS™ piston driven chest compression device for use in each Manitowoc County area Fire Department ambulances</td>
<td>December 2015</td>
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Focus | Chronic disease and fall prevention among older adults (65 years and older)

Based on the 2013 Manitowoc County Community Health Survey, adults ages 65 years or older were more likely to experience high blood pressure, high blood cholesterol, diabetes and heart disease/condition. Chronic conditions such as asthma, diabetes and heart disease can result in health complications, compromised quality of life and burgeoning health care costs.

The 2010 Manitowoc County injury hospitalization rate was 906.2 per 100,000, which is lower compared to the state (914.9 per 100,000). The average patient age was 58.7 years old, average length of hospital stay was 4.1 days, and average total cost was $25,598 (Secondary Data Report). Injuries among older adults can be prevented.

Principal partner
  • Aurora Health Care Medical Group (AHCMG)

Community partners
  • Aging and Disability Resource Center (ADRC)
  • Manitowoc County Public Health Department
  • Holy Family Memorial Hospital

Target population
  • Individuals ages 65 years and older with one or more chronic disease(s)

Intended impact
  • Improved quality of life for frail elderly persons in our county and those with chronic diseases
  • Improved confidence among persons 65 years and older to maintain an active life

Measures to evaluate impact
  • Surveys completed by the six area nursing homes in the Care Transitions program
  • Hospital admissions data for patients 65 and older
  • Reduction of reported falls in the home
  • Number of Stepping On participants; number self-reporting ability to remain active and live safely at home
  • Number of Living Well with Diabetes participants

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

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

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<tr>
<td><strong>A year-long calendar of educational programming to reduce hospital admissions; support those who provide in-home care:</strong></td>
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<td>• Collaborate with our Aging and Disability Resource Center (ADRC) and area skilled nursing facilities to maintain the success of the <em>Acute Care for the Elderly</em> (ACE) program launched in 2012 to ensure the most effective and least stressful ways to treat nursing home residents experiencing changes in their health status</td>
<td>Ongoing</td>
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</table>
| • Collaborate with ADRC and Holy Family Memorial to participate in the *Care Transition* program, which provides transition coaches to assist our elderly patients who are discharged from the hospital with a comprehensive plan of care to promote better communication between health organizations and foster greater patient empowerment  
  - Expand to provide transition coaches in the Emergency Department (ED) to screen and refer patients for the program |                           |
| • Provide our hyperbaric nurse to provide wound-care education for skilled nursing facilities                                                 |                           |
| • Collaborate with ADRC to provide facilitators for the *Stepping On* program, a 7-week workshop to help prevent falls among persons 65 years and older |                           |
| • **Provide a Registered Nurse to teach the 6-week program *Taking Care of You: Powerful Tools for Caregivers*, twice per year to support those who provide in-home personal care for a chronically ill, disabled or aged family member or friend** | April, October 2015       |
| • Provide a trainer to teach the *Living Well with Diabetes* six-week series at Lakeshore Community Health Center in collaboration with ADRC. | September 2015            |
Focus | Breastfeeding

With more than 400 newborn deliveries, our hospital has the opportunity to promote and support breastfeeding and healthy babies.

The American Academy of Pediatrics recommends “exclusive breastfeeding for about 6 months, followed by continued breastfeeding as complementary foods are introduced, with continuation of breastfeeding for one year or longer as mutually desired by mother and infant.” The Academy has identified breastfeeding as an optimal method of feeding and nurturing infants, and has recognized health, nutritional, immunological, developmental, psychological, social and economic benefits of breastfeeding.1

Increasing breastfeeding initiation, duration and exclusivity is part of the 2013-2020 Wisconsin Nutrition, Physical Activity and Obesity State Plan.

Principal partner
- Aurora Health Care Medical Group (AHCMG)

Community partners
- Breastfeeding Coalition of Manitowoc County
- Manitowoc County Health Department – Women, Infants and Children (WIC) Program
- The Community Partnership for Children of Manitowoc County. This coalition was formed by the Manitowoc County Health Department, along with United Way and other community partners, to build an integrated system that promotes optimal physical, social-emotional, and developmental health of children and their families
- The Crossing (women’s health center)

Target population
- All mothers who deliver babies at Aurora Medical Center Manitowoc County

Intended impact
- Increased breastfeeding rate among the mothers who deliver babies at AMCMC; achieve the Aurora system goal of 80%

Measures to evaluate impact
- Percent of mothers breastfeeding at discharge

Action Plan
- Free online breastfeeding education program
- This Side Up, a safe-sleep program to create awareness for new parents and caregivers
- Provide a dedicated pre- and post-natal RN instructor/coordinator to coach our new mothers
- Offer free lactation classes at The Crossing
- Actively participate in the Breastfeeding Coalition of Manitowoc County.