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 Psychiatric Hospital’s plans to address their prioritized community health needs.

**SUMMARY OF MILWAUKEE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT 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 (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 public 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.
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 Psychiatric's 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 Psychiatric. Aurora Psychiatric prioritized the following health issues to be addressed with their 2023-2025 Community Health Implementation Strategy:

- Access to Innovative Care and Services
- Substance Use
- Workforce Development

**Access to Innovative Care and Services**
Access to health care was a top health issue identified in the Aurora Psychiatric 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.

**Substance Use**
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**
Across the majority of Advocate Aurora Health’s footprint, there are HRSA-designated mental health provider shortages from the census tract level to a county-wide level. Efforts to recruit, train and retain providers are necessary to increase the numbers of providers available to patients in the Advocate Aurora Health service area. Additionally, as with all health professions, continuing education is highly valuable for Behavioral Health professionals. It ensures that providers’ practice is current, aids in the development of contact with other behavioral health professionals, provides information about the health system, and enhances self-efficacy.
HEALTH PRIORITY: Access to Innovative Care and Services

IMPACT:
Improve mental health among residents by creating conditions that provide accessible, available, affordable, and targeted Behavioral Health care and services to support everyone’s ability to live well

DESCRIPTION OF HEALTH NEED DATA:

- Ten percent of Milwaukee County residents reported an inability to access mental health services in the last 12 months
- Eleven percent of City of Milwaukee residents reported an inability to access mental health services in the last 12 months

Source: Milwaukee Community Health Survey, 2021

- The rate of mental health emergency department visits for City of Milwaukee is 1,778.0 visits per 100,000 residents, and is nearly double for non-Hispanic Black residents, at 3,311.9 visits per 100,000 residents

Source: Wisconsin Health Association Information Center, 2017-2021

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: ADVOCATE AURORA COMMUNITY STRATEGY
- Access to Behavioral Health Services

NATIONAL: HEALTHY PEOPLE 2030
- Health Conditions: Mental Health and Mental Disorders

STRATEGY #1: Increase access to Behavioral Health care

<table>
<thead>
<tr>
<th>SPECIFIC INTERVENTIONS AT AURORA PSYCHIATRIC</th>
<th>COLLABORATIVE PARTNERS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
</table>
| • Continue to provide Aurora behavioral health team members at all 16 Aurora Health Care hospitals, either in person or via secure video link, to conduct intake assessments in the ED and direct patients to appropriate resources and levels of care | • Aurora Medical Group  
• Aurora Behavioral Health Services | • Identify and refer patients to appropriate Behavioral Health services |
| • Provide 24/7 Aurora Behavioral Health Services call center coverage, including assessment and crisis intervention | • Aurora Behavioral Health Services | • Increase access to Aurora Behavioral Health Services Call Center |
| • Continue to provide psychiatry/tele-psychiatry consultations at all Aurora Health Care hospitals, providing recommendations to all patients appropriate to their needs | • Aurora Medical Group  
• Aurora Behavioral Health Services | • Increase access to tele-intake assessments |
HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #1: Increase access to Behavioral Health care cont.

<table>
<thead>
<tr>
<th>SPECIFIC INTERVENTIONS AT AURORA PSYCHIATRIC</th>
<th>COLLABORATIVE PARTNERS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to expand outpatient capacity by partnering with outside organizations, and directing appropriate referrals to provide coordination of care</td>
<td></td>
<td>• Increase community-based referrals</td>
</tr>
</tbody>
</table>
| • Continue expansion of the behavioral health - primary care integration model | • Aurora Medical Group  
• Aurora Behavioral Health Services | • Improve partnerships and reduce wait time to Behavioral Health services |
| • Provide a full continuum of child and adolescent mental health services, including inpatient care, partial hospitalization, day treatment, group therapy, individual therapy, and family therapy | • Aurora Behavioral Health Services | • Increase access to child and adolescent mental health services |

MEASURING OUR IMPACT

• Number of ED intake assessments provided  
• Number of tele-intake assessment calls provided  
• Number of Aurora Behavioral Health Services Call Center calls offered; Number of calls answered; Number of service to Behavioral Health orders  
• Number of psychiatry consultations provided  
• Number of referrals provided  
• Process milestones of behavioral health - primary care integration; number of patients served; number of Primary Care Physicians supported  
• Number of children and adolescents served
HEALTH PRIORITY: Access to Innovative Care and Services cont.

STRATEGY #2: Increase access to innovative Behavioral Health services

<table>
<thead>
<tr>
<th>SPECIFIC INTERVENTIONS</th>
<th>COLLABORATIVE PARTNERS</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through the Milwaukee Health Care Partnership:</td>
<td>Milwaukee Health Care Partnership</td>
<td>- Increase access to Behavioral Health inpatient and outpatient care</td>
</tr>
<tr>
<td>• In response to the lack of a psychiatric Emergency Department within Milwaukee County, provide leadership on the Behavioral Health Provider group dedicated to increasing inpatient and outpatient behavioral health care capacity and psychiatric crisis center planning</td>
<td></td>
<td>- Increase linkages to permanent housing</td>
</tr>
<tr>
<td>• Participate in the MHCP Housing Initiative, which provides patients access to a housing navigator who will facilitate linkages to permanent housing</td>
<td></td>
<td>- Increase access to virtual Behavioral Health care</td>
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<tr>
<td>• Continue to provide expanded access to virtual Behavioral Health care</td>
<td></td>
<td>- Serve students with behavioral or mental health diagnoses who struggle to succeed in traditional school environments</td>
</tr>
<tr>
<td>• Kradwell School is a private, nontraditional and nonsectarian school located on our campus for children in grades 8 through 12 with diagnoses such as dyslexia, ADD/ADHD, anxiety, bipolar disorder, depression, PTSD, OCD, reactive attachment disorder, Asperger’s syndrome, and more. Additionally, scholarships are subsidized by Advocate Aurora Health and awarded to families in need of the unique educational support Kradwell School offers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MEASURING OUR IMPACT

- Process milestones in expanding service and participation in MHCP Behavioral Health Provider Group
- Number of patients admitted to inpatient at Aurora Psychiatric from Milwaukee County Mental Health Emergency Center as a community inpatient Behavioral Health provider
- Number of virtual visits
- Number of students served (by placement and county); dollar value of scholarships provided
HEALTH PRIORITY: Substance Use

IMPACT:
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:
• 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

**Alignment with existing strategies**

<table>
<thead>
<tr>
<th>LOCAL: ADVOCATE AURORA COMMUNITY STRATEGY</th>
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<tbody>
<tr>
<td>• Access to Behavioral Health Services</td>
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<table>
<thead>
<tr>
<th>STATE: WISCONSIN STATE HEALTH PLAN PRIORITY AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Alcohol</td>
</tr>
<tr>
<td>• Opioids</td>
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</table>

<table>
<thead>
<tr>
<th>NATIONAL: HEALTHY PEOPLE 2030</th>
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</thead>
<tbody>
<tr>
<td>• Health Behaviors: Drug and Alcohol Use</td>
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</table>
### HEALTH PRIORITY: Substance Use cont.

**STRATEGY #1: Increased and improved linkages to appropriate care for AODA treatment**

<table>
<thead>
<tr>
<th>SPECIFIC INTERVENTIONS</th>
<th>COLLABORATIVE PARTNERS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Provide increased access to ambulatory substance abuse treatment</td>
<td>• Aurora Behavioral Health Services</td>
<td>• Increase access to ambulatory substance abuse treatment</td>
</tr>
<tr>
<td>• Provide increased access to hospital-based substance abuse treatment</td>
<td>• Aurora Behavioral Health Services</td>
<td>• Increase access to hospital-based substance abuse treatment</td>
</tr>
<tr>
<td>• The Lighthouse on Dewey is a stand-alone facility dedicated to addressing the physical, spiritual, and emotional effects of drug and alcohol addiction to build the foundation for life-long recovery. At Lighthouse, continue to provide non-clinical meeting space seven days a week to accommodate support groups serving individuals and their families through the journey to maintain sobriety</td>
<td>• Support groups utilizing Lighthouse include Alcoholics Anonymous, Cocaine Anonymous, Heroin Anonymous, Narcotics Anonymous, SMART Recovery, Women for Sobriety, ALANON, Couples in Recovery, Family Dynamics, Parents of Addicted Children, Veterans groups, and more</td>
<td>• Provide peer support services in community settings</td>
</tr>
<tr>
<td>• Participate on local coalitions to address substance abuse</td>
<td></td>
<td>• Support local coalition work</td>
</tr>
<tr>
<td>• Provide referrals to and provide staff for hospitals participating in ED2Recovery program to support peer support services for individuals who have experienced a drug overdose</td>
<td>• Wisconsin Community Services (WCS)</td>
<td>• Increase referrals to ED2Recovery program to link people who have experienced an overdose with peer support specialists</td>
</tr>
<tr>
<td>• Operate the Alumni House, staffed by Peer Support Specialists, which provides safe housing and supportive, structured living conditions for up to nine months to individuals exiting drug rehabilitation programs at the Aurora Dewey Center</td>
<td></td>
<td>• Provide a transitional environment for individuals to maintain their sobriety</td>
</tr>
</tbody>
</table>

### MEASURING OUR IMPACT

- Average number of hours per week Lighthouse on Dewey is utilized by support groups
- Average number of support groups and individuals attending per week
- Progress milestones of local partnerships
- Number of ED2Recovery referrals
- Number of Alumni House and disposition
HEALTH PRIORITY: Workforce Development

IMPACT:
Increased numbers of professionals equipped to respond to Behavioral Health needs

DESCRIPTION OF HEALTH NEED DATA:
• Across the majority of Aurora’s footprint, there are HRSA-designated mental health provider shortages from the census tract level to a county-wide level

ALIGNMENT WITH EXISTING STRATEGIES

LOCAL: ADVOCATE AURORA COMMUNITY STRATEGY
• Access to Behavioral Health Services

NATIONAL: HEALTHY PEOPLE 2030
• Settings and Systems: Health Care

STRATEGY #1: Increase trained Behavioral Health professionals

<table>
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</tr>
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<tbody>
<tr>
<td>• Continue to hire additional behavioral health providers system-wide</td>
<td>• Aurora Behavioral Health Services</td>
<td>• Increase number of trained Behavioral Health professionals</td>
</tr>
<tr>
<td>• Create training opportunities to continue to support workforce expansion</td>
<td>• Aurora Behavioral Health Services</td>
<td>• Increase training opportunities for Behavioral Health professionals</td>
</tr>
<tr>
<td>• Continue to host and provide continuing education through the Evidence Based Health Series of lectures and intensive workshops to enhance knowledge in specialized areas of behavioral health and requested clinical topics</td>
<td>• Aurora Behavioral Health Services</td>
<td>• Increase training opportunities for Behavioral Health professionals</td>
</tr>
</tbody>
</table>

MEASURING OUR IMPACT
• Number of providers employed, by type; new providers
• Process milestones of workforce expansion

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.