Advocate Aurora Health is one of the 12 largest not-for-profit, integrated health systems in the United States and a leading employer in the Midwest with more than 75,000 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 Advocate Aurora Health hospital, we recognize our role in addressing concerns about the accessibility and affordability of health care in Washington County. Further, we acknowledge 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 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 Strategy is organized into three main priorities:

<table>
<thead>
<tr>
<th>Category</th>
<th>Community Benefit Core Principle</th>
</tr>
</thead>
</table>
| Priority #1       | Access and Coverage  
*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.* |
| Priority #2       | Behavioral Health  
*In this priority we outline our approach to addressing behavioral health needs, a top finding in our needs assessment.* |
| Priority #3       | Social Determinants of Health  
*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.* |

In addition to alignment with community benefit principles, our 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 acknowledge the need to be a good community partner. Our strategies strongly reinforce our role as a partner for community capacity-building to address unmet community health needs.

These 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 Advocate Aurora Health

**Target population**
Uninsured residents of Washington County

**Principal partner**
Aurora Medical Group (AMG)

**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

**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 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 AMG 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 AMG 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 AFC 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
  - NEW: Provide language services for AFC patients

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

**Target population**
Uninsured residents of Washington County

**Principal partner**
Aurora Medical Group (AMG)

**Community partner**
- Albrecht Free Clinic (AFC)
- Medical Center Foundation of Hartford
- 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: 
Behavioral Health, a signature community benefit focus for Advocate Aurora 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 community mental health coalitions in development and implementation of strategies to educate residents on mental health resources and reduce stigma within Washington County
• Designate team members to participate on Washington County Heroin Task Force

MEASURES:
• Process milestones for work with local schools and agencies
• Process milestones related to local mental health coalition work
• Process milestones of Washington County Heroin Task Force

Target population
Residents of Washington County

Principal partners
• Aurora Medical Group (AMG)
• 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
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.\(^1\)
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.\(^2\) Of the ED visits by Washington County adults aged 65 years and older, 822 resulted from falls.\(^3\)

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.\(^4\)

**Our strategy**
**For our patients**
Consistent with Aurora’s system-wide Forensic Nursing and AHAS programs, provide:

- 24/7 trauma-informed and victim-sensitive services by our specially trained Sexual Assault Nurse Examiners (SANEs), including examination, STI and HIV prophylactic medications, forensic evidence collection and SDFI®-TeleMedicine forensic photodocumentation system 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

---

**Target population**
Residents of Washington County

**Principal partners**
- Aurora Medical Group (AMG)
- Aurora Sports Health (ASH)
- Aurora Healing and Advocacy Services (AHAS)

**Community partners**
- Local high schools: West Bend, Kewaskum, Kettle Moraine Lutheran, Slinger
- Local law enforcement
- FRIENDS, Inc. empowers and provides safety to those affected by domestic and sexual violence through support services and prevention education in Washington County
- Aging and Disability Resource Center of Washington County (ADRC)

**Impact goal**
Increased injury prevention and improved response
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 AMG 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 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
- NEW: Support the Tri-county (Sheboygan, Ozaukee, Washington) Child Advocacy Center in Saukville to provide care to children who are suspected to have experienced domestic/sexual abuse

MEASURES:

- Number of baseline concussion screenings provided
- Number of athletic training visits
- Number of athletic events supported
- Number of youth injury prevention educational sessions provided; attendees
- Number of sexual assault awareness events conducted or supported; attendees
- Number of Stepping On sessions provided; attendees
- Children served through Child Advocacy Center

---

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

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 Washington County workforce development initiatives in providing a sustainable pipeline of appropriately trained and work-ready individuals to support the needs of business and industry in Washington County
• NEW: Establish the Central Wisconsin Patient Service Area Inclusion Core Team to facilitate the local execution and implementation of system-wide Diversity, Equity & Inclusion strategies and actions. The Core Team serves as a platform for sharing best practices and serves as a conduit for sharing Diversity, Equity & Inclusion resources and education
• NEW: Through the NAVIGATE program, provide current team members in entry-level or middle-skilled positions (CNAs, food services, transporters, environmental services, etc.) with soft-skills workshops, mentorship, and career coaching and development designed to help them advance into higher-level positions

MEASURES:
• Number of scholarships awarded
• Process milestones in support of Washington County Workforce Alliance
• Number of Diversity, Equity & Inclusion education hours completed by team members
• Team members participating in NAVIGATE; advancement outcomes

Target population
High school students in Washington County

Principal partner
Aurora Medical Group (AMG)

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

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 aimed at teaching children ages seven through twelve 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

Target population
Residents of Washington County

Principal partner
Aurora Medical Group (AMG)

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

Impact goal
Increased access to nutritious foods for local residents

---

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

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 Wisconsin service area. Advocate Aurora Health 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.
• NEW: Provide COVID-19 vaccine to patients and community members

MEASURES:
• Process milestones to establish testing for hospital patients
• Number of patients tested within our hospital
• Number of virtual and telephone visits provided
• Number of patients vaccinated; number of community members vaccinated

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.