



# Implementation Strategy

## Community Health Improvement Plan

Froedtert Health Neighborhood Hospital, LLC  
Doing Business As:

Froedtert Community Hospital – Mequon  
Fiscal Year 2024-2026

Approved by Froedtert Health Neighborhood Hospital, LLC Board of Managers  
on 08/07/2023

This implementation strategy serves to describe how Froedtert Community Hospital - Mequon will address the community needs as described in the Community Health Needs Assessment (CHNA) Report. Effective July 1, 2023 in fiscal year 2024 to comply with federal tax law requirements set forth in Internal Revenue Code Section 501(r) and to satisfy the requirements set forth in IRS Notice 2011-52 and the Affordable Care Act for hospital facilities owned and operated by an organization described in IRC Section 501(c)(3).

A digital copy of this CHNA is publicly available at <https://www.froedtert.com/community-engagement/froedtert-community-hospital> or by calling 414-777-1926.

CHNA adopted by the Froedtert Health Neighborhood Hospital, LLC Board of Managers on 05/01/2023

CHNA made publicly available on 05/02/2023

Implementation Strategy/Community Health Improvement Plan adopted by the Froedtert Health Neighborhood Hospital, LLC Board of Managers on 08/07/2023

Implementation Strategy/Community Health Improvement Plan made publicly available on 08/08/2023

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# Hospital Information and Mission Statement

Froedtert Community Hospital - Mequon  
 11421 N Port Washington Rd.  
 Mequon, WI 53092



## Overview

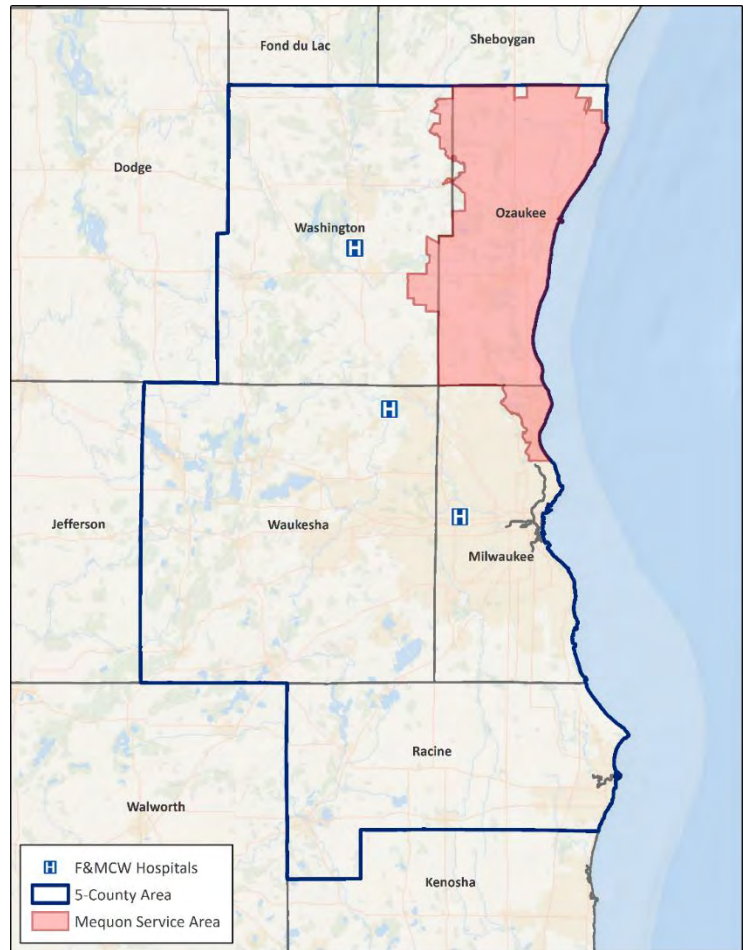
Froedtert Community Hospital, part of the Froedtert & the Medical College of Wisconsin health network, includes locations in Mequon, New Berlin, Oak Creek and Pewaukee. Each licensed, accredited, acute-care facility provides high-quality care close to home in a small-scale hospital setting and features an emergency department, inpatient beds, laboratory, pharmacy and imaging services.

## Mission Statement

The Froedtert & the Medical College of Wisconsin health network advances the health of the people of the diverse communities we serve through exceptional care enhanced by innovation and discovery.

## Froedtert Community Hospital – Mequon Service Area and Demographics

For the purpose of the Community Health Needs Assessment, the community is defined as ZIP codes within Ozaukee County, because 60.9% of discharges occur from this geography. All programs, activities, and partnerships under the CHNA will be delivered in Ozaukee County. Froedtert Community Hospital – Mequon determines its primary service area by completing an annual review and analysis of hospital discharges and market share according to various determinants.



Primary Service Area			
53004	Belgium	53080	Saukville
53012	Cedarburg	53092	Mequon
53021	Fredonia	53097	Mequon
53024	Grafton	53217	Milwaukee
53074	Port Washington		

# Froedtert Health Community Engagement

Community Engagement proactively addresses community health needs through innovative programs and partnerships that improve population health and reduce disparities.



## Charitable Giving

Sponsorship | Community Grants | Scholarships | United Way Campaign

## Programs and Initiatives

501(r) Regulations and Reporting | Community Health Needs Assessments | Community Health Implementation Strategies | Social Determinants of Health | Prevention and Education | Collective Impact

## Population Health/Clinical Services

Health Screenings | Community Care-A-Van/Outreach Nursing | Free Clinics | Federally Qualified Health Centers | Access and Navigation to Resources

## Community Partnerships

Health Equity | Milwaukee Bucks | Milwaukee Health Care Partnership | Educational Institutions | Community Advisory/Outreach Councils | Public Health Department Partnerships | Chambers of Commerce

## Community Investments

Sixteenth Street Community Health Centers | Progressive Community Health Centers | Community Smiles Dental | Community Health Navigators/Workers | Albrecht Free Clinic | Community Outreach Health Clinic

## Health Care Career Exploration/Training

Preceptorship | Mentoring | Internships | Job Shadowing | Physician Residency Program | Project SEARCH | Carmen Schools of Science and Technology

## Staff Engagement

Froedtert In Action | Community Involvement | Civic Engagement

## Environmental Sustainability

Waste Management | Energy Consumption | Water Use | Sustainable and Local Procurement

## Community Engagement Guiding Principles

1. Community Engagement is committed to health equity.
2. Froedtert Health serves all people. As such, Community Engagement builds partnerships and forges collaborations to strengthen the economic vitality and quality of life of all people in the communities we serve.
3. Timeliness is essential for success. Immediate presence of Community Engagement initiatives, digitally and/or experientially, will advance our community connection, community reach and brand.
4. Community Engagement will leverage Froedtert Health resources to benefit our community including our people, financial, time, marketing, IT and digital resources.
5. Presence in the community will be achieved in person and digitally, safely, thoughtfully and with support from internal partners.
6. Community Engagement will actively listen and respond to the needs of our community partners. We will prioritize our efforts aligned with our clinical strengths and mission.

**Froedtert**

# About the Community Health Needs Assessment and Implementation Strategy

## **Community Health Needs Assessment (CHNA)**

Froedtert Community Hospital - Mequon assesses the health needs of the communities it serves through a comprehensive data collection process from a number of key sources. Data and research included information from community members, public health officials, community leaders/experts, and non-profit organizations representing vulnerable populations in the hospital service area. The following information/data sources were collected and taken into consideration for assessing and addressing community health needs:

- Community Health Survey
- Key Informant Interviews
- Secondary Data Sources
- Internal Hospital Data

The Froedtert Community Hospital - Mequon CHNA report and supporting information can be found at <https://www.froedtert.com/community-engagement/froedtert-community-hospital>.

## **Implementation Strategy/Community Health Improvement Plan (CHIP)**

An implementation strategy (sometimes called a Community Health Improvement Plan) is a written plan of the long-term, systematic effort to address each significant health need identified in the community health needs assessment. Every three years, the CHNA serves as the basis for the creation of the implementation strategy to improve health outcomes and reduce disparities in the Froedtert Community Hospital - Mequon service area.

Explanations of the significant health needs identified as priorities for Froedtert Community Hospital – Mequon’s 2024-2026 Implementation Strategy include:

- Strategies and actions planned to address each need
- Evaluation metrics
- Anticipated impact of those strategies
- Resources committed to those strategies
- Planned collaborative partners

# Implementation Strategy Development Process

## 1) CHNA: Identify significant health needs

Froedtert Community Hospital – Mequon, in collaboration with local health systems and the Washington Ozaukee Public Health Department, assessed the health needs of the communities it serves through a comprehensive data collection process from a number of key sources.

## 2) Prioritization: Select priority health needs

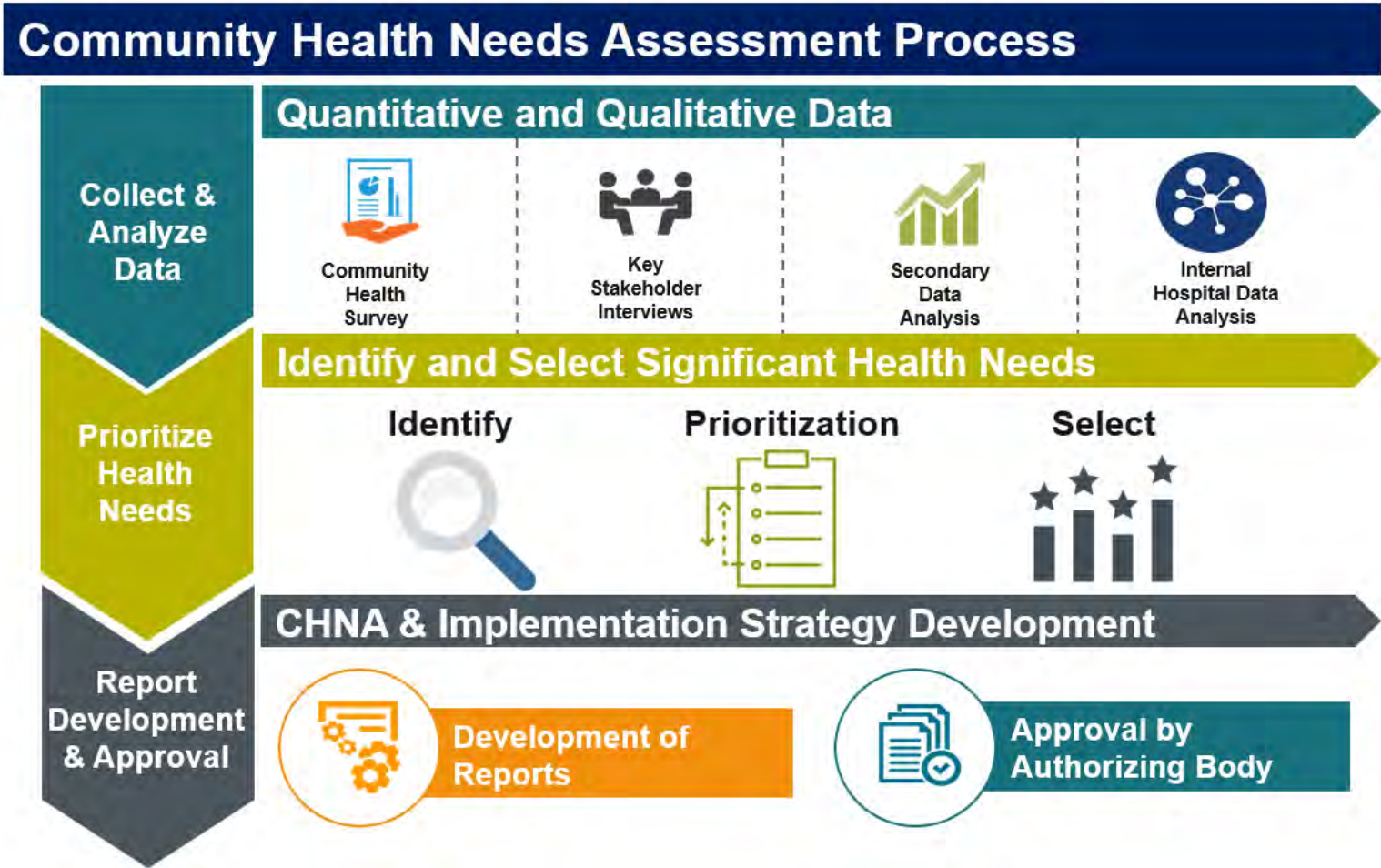
Froedtert Community Hospital - Mequon CHNA/Implementation Strategy Advisory Committee reviewed CHNA data, identified key themes, and prioritized and selected significant health needs.

## 3) Strategy Development: Identify actions to address priority health needs

The Community Engagement team, in partnership with key stakeholders, identified evidence-based strategies, partnerships and resources to address significant health needs utilizing a health equity lens.

## 4) Approval: Authorizing body

The three-year implementation strategy is approved by the Froedtert Health Neighborhood Hospital, LLC Board of Managers. Community Engagement leadership and staff will regularly monitor and report progress toward achieving goals and objectives.



# Prioritizing Significant Health Needs

Froedtert Community Hospital – Mequon, in collaboration with community partners and JKV Research, LLC, analyzed secondary data of several indicators and gathered community input through online and phone surveys and key stakeholder interviews to identify the needs in Ozaukee County. Based on the information from all the CHNA data collection sources, the health needs were identified as:

- Mental Health and Access to Mental Health Services
- Alcohol Use
- Other Drug Use
- Nutrition
- Physical Activity
- Obesity
- Communicable Diseases/COVID-19
- Accessible and Affordable Health Care
- Safe and Affordable Housing
- Economic Stability and Employment

The CHNA was reviewed by the Froedtert Community Hospital - Mequon CHNA/Implementation Strategy Advisory Committee (**Appendix A**), which consists of members of the Froedtert Community Hospital – Mequon Community Advisory Committee, Ozaukee County community partners, the Washington Ozaukee Public Health Department and hospital and health system leadership and staff. Members of the committee were selected based on their specific knowledge of health needs and resources in Ozaukee County for a collective analysis of the findings from the Community Health Needs Assessment. Under the direction of the Department of Community Engagement leadership team and a trained meeting facilitator, the planning process included four steps in prioritizing Froedtert Community Hospital – Mequon’s significant health needs:

- Review current hospital and community health improvement initiatives and strategies.
- Review the Community Health Needs Assessment results for identification and prioritization of community health needs.
- Rank and selected priority areas.
- Brainstorm evidence-based strategies, partnerships and programs to address community health needs.

During a facilitated workout session in January 2023, members of the CHNA/Implementation Strategy Advisory Committee were asked to rate each health need based on the following criteria, to identify the significant health needs:

**Alignment:** the degree to which the health issue aligns with Froedtert Health’s mission and strategic priorities.

**Feasibility:** the degree to which the hospital can address the need through direct programs, clinical strengths and dedicated resources.

**Partnerships:** the degree to which there are current or potential community partners/coalitions.

**Health Equity:** the degree to which disparities exist and can be addressed.

**Measurable:** the degree to which measurable impact can be made to address the issue.

**Upstream:** the degree to which the health issue is upstream from and a root cause of other health issues.

Based on those results, one overarching significant health need was identified as the priority for Froedtert Community Hospital - Mequon's Implementation Strategy for fiscal 2024-2026:

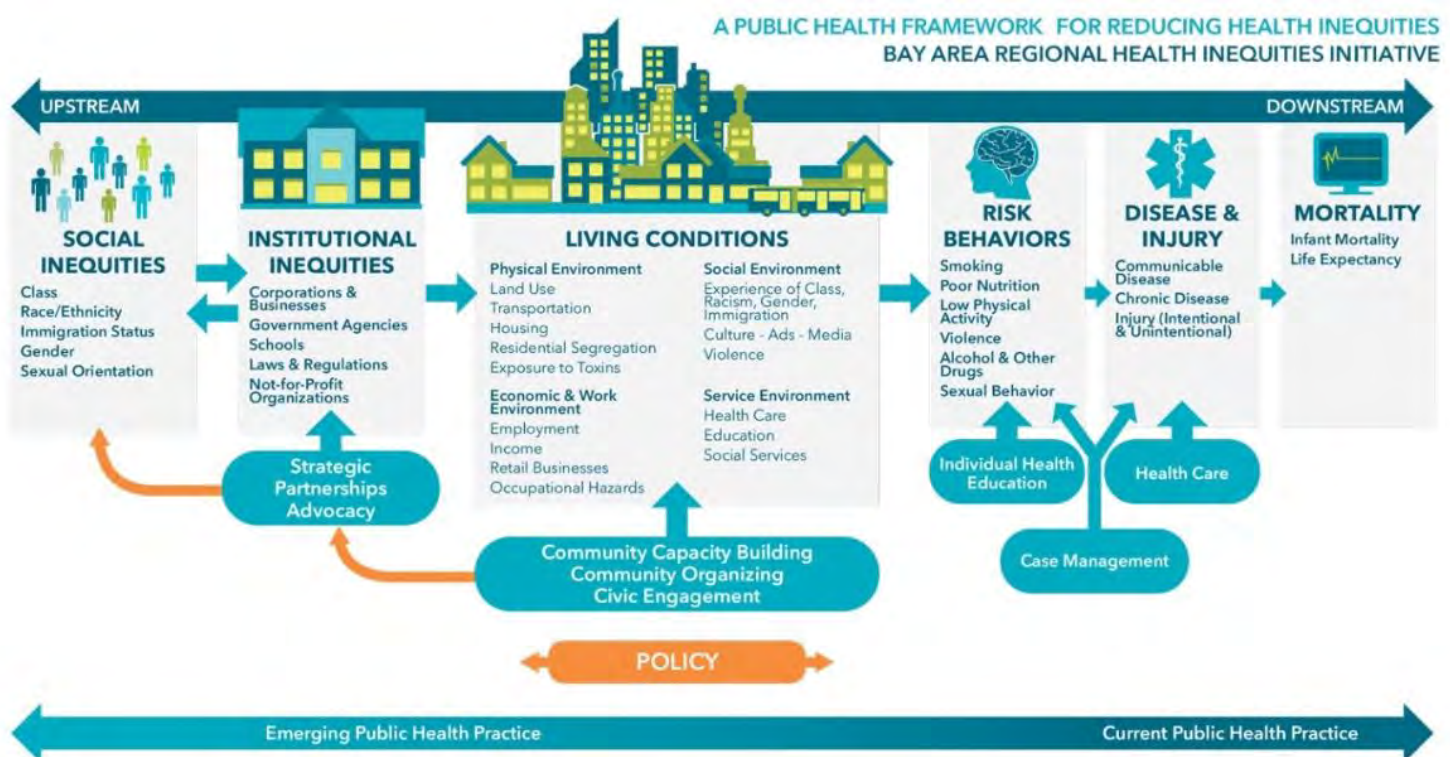


## Mental Health

**Mental Health:** Mental and physical health are equally important components of overall health. Poor mental health is associated with poor quality of life, higher rates of chronic disease and a shorter lifespan. Froedtert Community Hospital - Mequon is committed to working internally to expand mental health services and partnering with community organizations to address this health need through prevention.

## Implementation Strategy Development

After the facilitated workout session in January 2023, suggested strategies were identified utilizing the public health framework for reducing health inequities and understanding how social determinants of health impact health outcomes. The Froedtert & the Medical College of Wisconsin health network's mission is to advance the health of the people of the diverse communities we serve through exceptional care enhanced by innovation and discovery. Froedtert Community Hospital – Mequon has a commitment to being an inclusive and culturally competent organization that provides exceptional care to everyone; therefore, equity, diversity and inclusion are priorities for not only the hospital but also the entire health network. Health equity and social determinants of health were considered during the entire community health needs assessment, the identification of significant health needs and the prioritization of those needs. Furthermore, health equity, disparities and social determinants of health were considered as Froedtert Community Hospital – Mequon identified strategies to address those prioritized significant health needs.





# Significant Health Needs Not Addressed

Froedtert Community Hospital – Mequon is unable to address all of the identified community health needs due to limited resources, magnitude/severity of the issue, or the presence of existing resources already in place to address the need.

- **Alcohol Use and Substance Use:** Addressed through the Washington Ozaukee Substance Use Coalition, a collaboration of the local health department and non-profits.
- **Nutrition, Physical Activity and Obesity:** Not addressed as stand-alone significant health needs but will be included in prevention efforts to improve mental wellness.
- **Communicable Disease/ COVID-19:** As part of the Froedtert & the Medical College of Wisconsin health network, Froedtert Community Hospital – Mequon will continue to dedicate resources, including but not limited to medical supplies, PPE, COVID-19 testing, medical services and treatment for those with COVID-19 and community-focused interventions to address the ongoing COVID-19 pandemic.
- **Accessible and Affordable Health Care:** This need is addressed through the hospital’s care delivery system. The most recent Community Health Needs Assessment identified individuals in Ozaukee County as having high access to a variety of health care services. Access to mental health care is an identified need that will be addressed in the implementation plan strategies.
- **Safe and Affordable Housing:** Froedtert Community Hospital – Mequon is a small-scale community hospital offering emergency and inpatient care, with focus on a specific range of patient needs. Safe and affordable housing is outside the expertise, capacity and scope of services provided. However, as part of the Froedtert & the Medical College of Wisconsin health network, Froedtert Community Hospital – Mequon will continue to support housing through the Housing Navigation Program, charitable giving and community partnerships.
- **Economic Stability and Employment:** Froedtert & the Medical College of Wisconsin health network will continue to support economic stability and employment through workforce development efforts such as clinical rotations, job shadows and scholarships. Froedtert Community Hospital – Mequon will support efforts to expose youth to behavioral health careers through health care career exploration opportunities.

## Implementation Strategy Evaluation

Froedtert Community Hospital - Mequon’s Community Engagement team will regularly monitor and report on progress towards the Implementation Strategy objectives and provide quarterly reports to the Froedtert Health Neighborhood Hospital, LLC Board of Managers Board of Managers, Community Advisory Committee and health system’s Community Engagement Steering Committee. Additional progress on the Implementation Plan will be reported annually through the hospital’s IRS Form 990 Schedule H filing and other reporting sources associated with strategic partners and community coalitions.



## Why Mental Health?

Mental and physical health are equally important components of overall health. Poor mental health is associated with poor quality of life, higher rates of chronic disease and a shorter lifespan.

## Ozaukee County 2022 Community Health Needs Assessment Results

The following data is from the Ozaukee County 2022 Community Health Needs Assessment that supports the need to address mental health.

- **21%** reported having a mental health condition in the past three years (baseline: 13%)
- **12%** reported having frequent mental distress 14 or more days per month (WI: 13%)
- **6%:** unmet mental health care services in past year (baseline: 2%)
- **10.6:** suicide rate per 100,000 population (WI: 14.7)
- **Priority populations:** groups of people with the greatest health disparities and/or risk for poor health. The highest need populations in Ozaukee County include **low income, racial/ethnic minorities and elderly.**

## Froedtert Community Hospital – Mequon Strategies and Actions to Address Mental Health

### Community Collaborations & Charitable Giving

**Support mental health initiatives through community collaborations and charitable giving.**

- a. Actively participate on the Washington Ozaukee Mental Health Committee.
- b. Support mental health efforts through charitable giving and sponsorship.

### Health Care Career Exploration

**Expose youth to mental health care careers.**

- a. Expand mental health care career exploration to offer at least two presentations or speakers for middle school or high school students per year.

### Educational Trainings

**Conduct an educational training for community organizations and health care staff who serve priority populations.**

- a. Collaborate with community organizations to conduct at least one educational training to increase awareness and skills to address mental health concerns, improve individual self-care and provide community with support, tools and resources.

### Referral Applications

**Provide access to mental health resources through referral applications.**

- a. Utilize and promote Impact 211 as a central access point for people in need of mental health support.
- b. Explore the expansion of SilverCloud to the community.

**Significant Health Need: Mental Health**

**Program/Initiative:** Coalition Participation, Charitable Giving and Sponsorship, Health Care Career Exploration, Educational Trainings and Referral Applications.

**Goal:** Support mental health and well-being through evidence-based, community-led prevention programs and navigation of support services that are equitable, high-quality, culturally responsive, and linguistically appropriate, specifically for priority populations.

OBJECTIVES	STRATEGIES	ACTIONS	FY24-FY26 TARGETS	TOTAL	MEASURES
Support mental health outreach, education and prevention programs by June 30, 2026.	Support mental health initiatives through community collaborations and charitable giving.	Actively participate on the Washington Ozaukee Mental Health Committee.	A minimum of 50 people impacted/year	150 people impacted	# of people impacted
		Support mental health efforts through charitable giving and sponsorship.	Support at least one organization addressing mental health per year. Impact a minimum of 50 individuals through funding per year.	Three organizations 150 individuals impacted	# of organizations; amount of funding; # of individuals impacted
	Expose youth to mental health care careers.	Expand mental health care career exploration to offer at least two presentations or speakers for middle school or high school students per year.	Two presentations/year A minimum of 20 attendees/year 50% of attendees increase knowledge Number of students indicating an interest in mental health careers through a student survey	Six presentations; 60 attendees; 50% of attendees increase knowledge; total mental health careers	# of presentations; # of attendees; Pre and post interest and knowledge survey; mental health careers
	Conduct an educational training for community organizations and health care staff who serve priority populations.	Collaborate with community organizations to conduct at least one educational training to increase awareness and skills to address mental health concerns, improve individual self-care and provide community with support, tools and resources.	Year 1: Engage a minimum of two collaborative partners Year 2: Develop implementation plan Year 3: Conduct training with a minimum of 25 individuals	25 individuals trained; minimum of two collaborative partners	# of people trained; # of collaborative partners
Improve access to mental health services and navigation to community resources by June 30, 2026.	Provide access to mental health resources through referral applications.	Utilize and promote Impact 211 as a central access point for people who are in need of mental health support.	Year 1: five organizations trained to update 211 system Year 2 and 3: A minimum 100 requests for mental health services	15 organizations trained; 300 211 mental health requests	# organizations trained; # of 211 mental health requests
		Explore the expansion of SilverCloud to the community.	Year 1: Gather information on system capabilities and gain support Year 2: Develop a pilot Year 3: Pilot SilverCloud in a community- based setting	Community-based SilverCloud	System progress and milestones

**Anticipated Impact:**

- Strengthened community capacity and collaboration for shared responsibility to address unmet mental health needs.
- Increased awareness and interest in mental health careers.
- Increased awareness, knowledge and skills to support individuals experiencing mental health concerns.
- Increased access to behavioral health services.

**FCH Available Resources:**

- Community Engagement leadership/staff
- Behavioral Health services
- Froedtert Menomonee Falls Hospital Community Outreach Steering Committee funds
- Froedtert Health sponsorship
- Workforce development
- The Department of Psychiatry and Behavioral Health
- The Medical College of Wisconsin
- Inception Health
- Behavioral Health liaison

**FCH Collaborative Partners:**

- Washington Ozaukee Public Health Department – Partner to promote and implement mental health initiatives.
- Washington County school districts – Partner to expose youth to mental health care careers.
- NAMI Ozaukee – Partner to provide educational trainings in the community.
- Impact 211 – Partner to increase awareness of mental health resources.
- United Way of Northern Ozaukee – Partner to increase awareness and navigation to mental health resources.
- Ozaukee Family Services – Partner to provide mental health education and services.
- Kettle Moraine YMCA Feith Family Branch – Partner to increase awareness of mental health resources.

**Long-Term Metrics:**

- County health rankings (Ozaukee: #1)
- Average number of poor mental health days in last 30 days (WI: 4.4)
- Unmet mental health care in past year (baseline: 2%)
- Ratio of mental health providers (WI: 440)
- Frequent mental distress (14 or more days per month) (WI: 13)
- Suicide rate (WI: 14.7)
- Reported mental health condition (baseline: 13%)
- Mental health emergency department visits for visits for BIPOC+A\*
  - *\*BIPOC+A includes race/ethnicity categories of 1) Black or African American, 2) American Indian or Alaska Native, 3) Native Hawaiian or Other Pacific Islander, 4) Hispanic, and 5) Asian*

# Appendix A: Froedtert Community Hospital – Mequon CHNA/Implementation Strategy Advisory Committee

Name	Title	Organization	Hospital Affiliation
David Bialk	Chief	Southern Ozaukee Fire & EMS	
Elizabeth Boyd	Hospital Administrator	Froedtert Health	CAC
Ashley Claussen	Public Health Strategist	Washington Ozaukee Public Health Department	
Marshall Hermann	Captain of Operations	Ozaukee County Sheriff's Department	
Lisa Holtebeck	Executive Director	Ozaukee Family Services	CAC
Will Jones	City Administrator	City of Mequon	CAC
Matt Joynt	Superintendent	Mequon-Thiensville School District	CAC
Megan Lockwood	Senior Public Health Strategist	Washington Ozaukee Public Health Department	
Matt MaCann	Branch Director	Feith Family YMCA	CAC
Matt Rehmann	Executive Director Business Development, Employer Services	Froedtert Health	
Tina Schwantes	Executive Director	Mequon-Thiensville Chamber of Commerce	CAC
Andy Dresang	Executive Director, Community Engagement	Froedtert Health	
Larry Dux	Director, Clinical Informatics	Froedtert Health	
Amanda Wisth	Manager of Community Benefit and Impact	Froedtert Health	
Patricia Nimmer	Director, Community Outreach/Partnerships	Froedtert Health	
Robert Ramirez	Director, Community Health	Froedtert Health	
Kiara Green	Executive Assistant Associate – Community Engagement	Froedtert Health	
Kate Nickel	Sr. Community Engagement Coordinator	Froedtert Health	