



Implementation Strategy

Community Health Improvement Plan

Froedtert Health Neighborhood Hospital, LLC
Doing Business As:

Froedtert Community Hospital – New Berlin
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 – New Berlin will address the community needs as described in the 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 adopted by the Froedtert Health Neighborhood Hospital, LLC Board of Managers on 08/07/2023

Implementation Strategy made publicly available on 08/08/2023

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Hospital Information and Mission Statement



Froedtert Community Hospital – New Berlin

4805 S Moorland Road
New Berlin, WI 53151

Overview

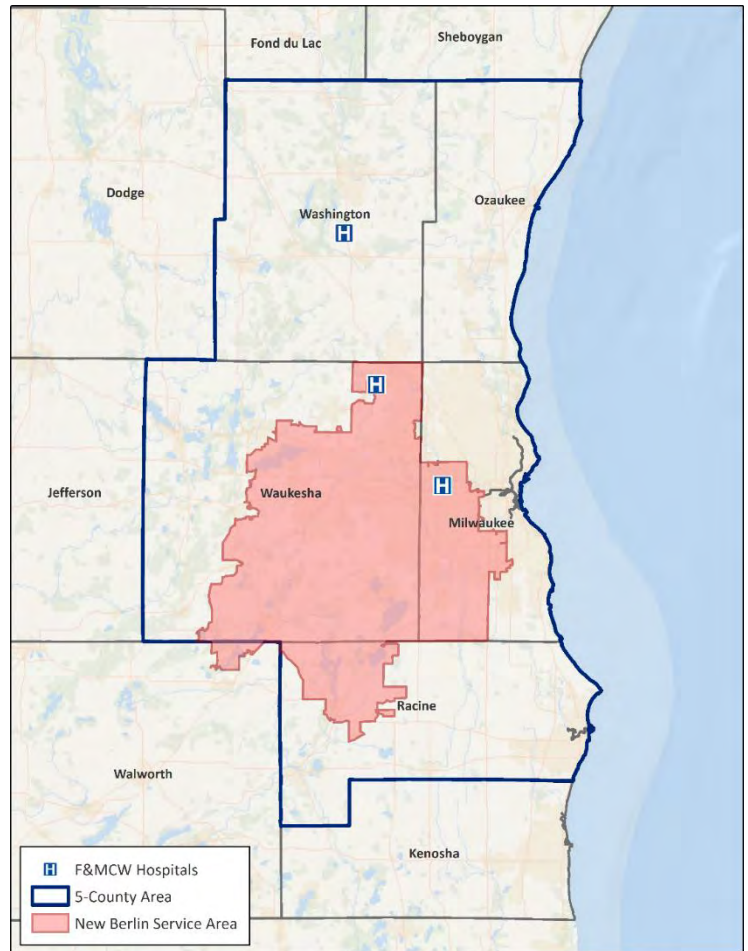
Froedtert Community Hospital, part of the Froedtert & the Medical College of Wisconsin health network, includes locations in Mequon, New Berlin, Oak Creek and Pewaukee. Each licensed, accredited, acute-care facility provides high-quality care close to home in a small-scale hospital setting and features 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 – New Berlin Service Area and Demographics

For the purpose of the Community Health Needs Assessment, the community is defined as ZIP codes within Milwaukee, Racine, and Waukesha County, because 19.1% of discharges occur from this geography. All programs, activities, and partnerships under the CHNA will be delivered in Waukesha County. Froedtert Community Hospital – New Berlin 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

53005	Brookfield	53122	Elm Grove	53149	Mukwonago	53188	Waukesha	53220	Milwaukee
53045	Brookfield	53129	Greendale	53150	Muskego	53189	Waukesha	53221	Milwaukee
53051	Menomonee Falls	53130	Hales Corners	53151	New Berlin	53213	Milwaukee	53226	Milwaukee
53072	Pewaukee	53132	Franklin	53185	Waterford	53214	Milwaukee	53227	Milwaukee
53103	Big Bend	53146	New Berlin	53186	Waukesha	53219	Milwaukee	53228	Milwaukee

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 – New Berlin 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 – New Berlin CHNA report and supporting information can be found at <https://www.froedtert.com/community-engagement/froedtert-community-hospital>.

Implementation Strategy/Community Health Improvement Plan

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 – New Berlin service area.

Explanations of the significant health needs identified as priorities for Froedtert Community Hospital – New Berlin’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 – New Berlin, in collaboration with local health systems and the Waukesha County 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

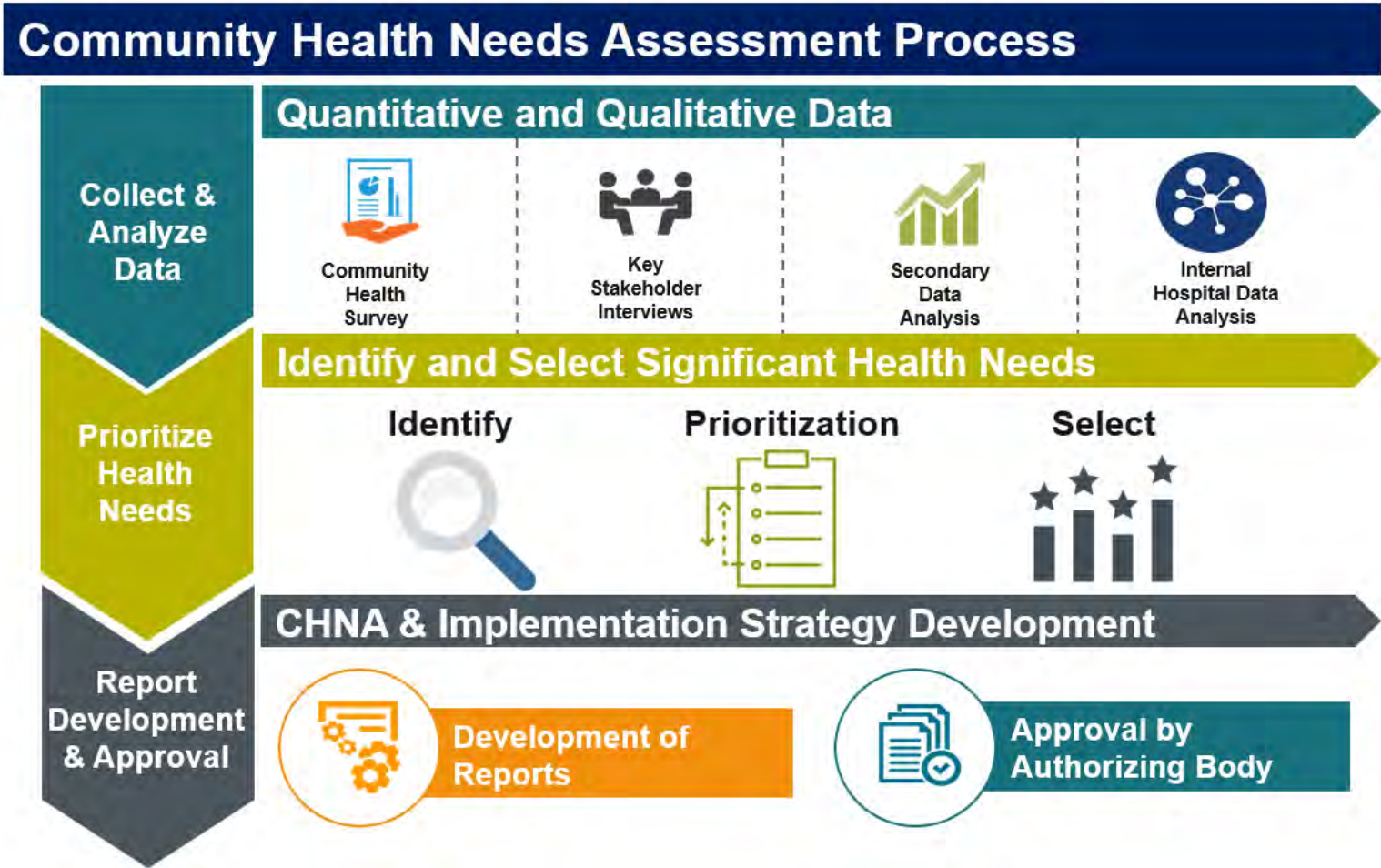
Froedtert Community Hospital – New Berlin CHNA/Implementation Strategy Advisory Committee reviewed CHNA data, identified key themes, and prioritized and selected significant health needs.

3) Implementation 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 regularly monitor and report progress toward achieving goals and objectives.



Prioritizing Significant Health Needs

Froedtert Community Hospital – New Berlin, 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 the Froedtert Community Hospital – New Berlin service area. Based on the information from all the CHNA data collection sources, the health needs were identified as:

- Mental Health
- Substance Use and Abuse (alcohol, tobacco and other drugs)
- Access to Health Care
- Chronic Diseases
- Access to Social Services

The CHNA was reviewed by the Froedtert Community Hospital – New Berlin CHNA/Implementation Strategy Advisory Committee ([Appendix A](#)), which consists of members of the Froedtert Community Hospital – New Berlin Community Advisory Committee, Waukesha County community partners, the Waukesha County Public Health Department and hospital and health system leadership and staff. Committee members were selected based on their specific knowledge of health needs and resources in the Froedtert Community Hospital – New Berlin service area for a collective analysis of the CHNA findings. 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 – New Berlin’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 – New Berlin’s Implementation Strategy for fiscal 2024-2026:

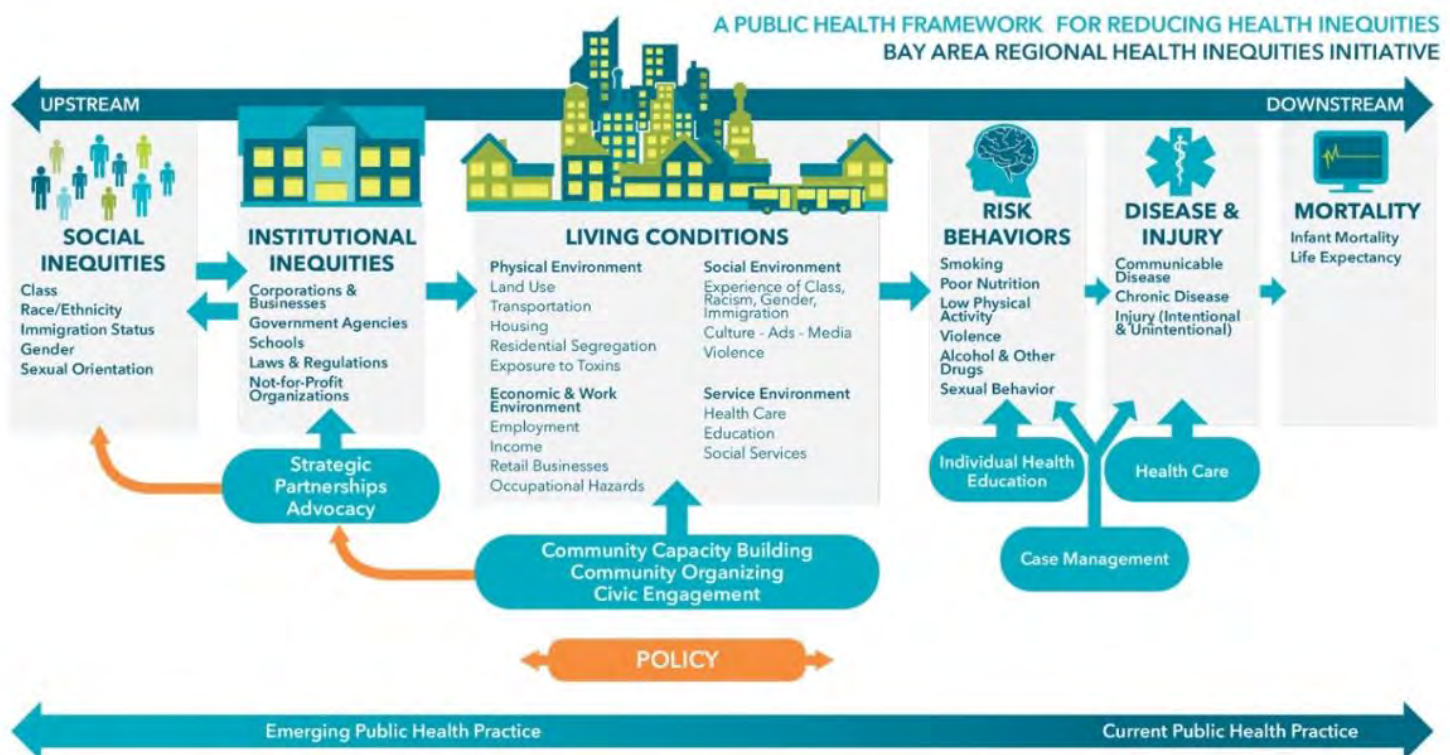


Mental Health

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 – New Berlin 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 – New Berlin 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 – New Berlin identified strategies to address those prioritized significant health needs.



Significant Health Needs Not Addressed

Froedtert Community Hospital – New Berlin 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 Waukesha County Substance Use Community Health Action Team, a collaboration of the local health department, health networks and community organizations.
- **Access to Social Services and Health Care:** This need is addressed through the hospital's care delivery system. The most recent Community Health Needs Assessment identified individuals in Waukesha 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.
- **Chronic Diseases:** Addressed through the Froedtert Menomonee Falls Hospital Community Health Improvement Plan, explaining chronic disease prevention and management efforts will continue throughout Waukesha County. Examples include chronic disease and cancer screenings, participation in community events focused on physical activity, and nutrition and supporting chronic disease management education.

Implementation Strategy Evaluation

Froedtert Community Hospital – New Berlin's Community Engagement 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, 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.

Froedtert Community Hospital – New Berlin 2022 Community Health Needs Assessment Results

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

- **19%** 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%)
- **4%:** unmet mental health care services in past year (baseline: <1%)
- **12:** suicide rate per 100,000 population (WI: 15)
- **Priority populations:** groups of people with the greatest health disparities and/or risk for poor health. The highest need populations in Waukesha County include **low income, racial/ethnic minorities and elderly.**

Froedtert Community Hospital – New Berlin 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 Waukesha County Mental Health Action Team.
- 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 Waukesha County Mental Health Action Team.	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 increased 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:

- Waukesha County Public Health Department - Partner to promote and implement mental health initiatives.
- Waukesha County school districts – Partner to expose youth to mental health care careers.
- National Alliance on Mental Illness (NAMI) Southeast Wisconsin – Partner to provide educational trainings in the community.
- Elevate, Inc. – Partner to provide education and resources.
- First responders – Partner to conduct front line mental health trainings.
- Impact 211 – Partner to increase awareness of resources.
- Eras Senior Network – Partner to provide mental health programs to elderly population.
- Addiction Resource Council – Partner to provide education and resources.
- CESA 1: Partner to engage students in health care career explorations.

Long-term metrics:

- County health rankings (Waukesha: #2)
- 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 – New Berlin CHNA/Implementation Strategy Advisory Committee

Name	Title	Organization	Hospital Affiliation
Michelle Clark	Hospital Administrator	Froedtert Community Hospital - New Berlin	CAC
Rolando DeLeon	Diversity Program Coordinator Diversity & Inclusion	Froedtert Health	
Barbara Jacob	Assistant Director	New Berlin Food Pantry	
Andy Kraus	Lieutenant	Muskego Police Department	
Katie Malone	Human Resources Manager	Wenthe-Davidson Engineering	CAC
Julie Niedfeldt	VP of HR and EHS	Dynatect Manufacturing, Inc.	CAC
Greg Raethke	Executive Director, Occupational Health	Froedtert Health	CAC
Jennifer Ruis	Association Sr. Director of Membership	YMCA of Greater Waukesha County	
Kellie Sanders	Chief Academic Officer	School District of New Berlin	CAC
Steve Thompson	Captain of Community Programs and Events	New Berlin Police Department	CAC
Andy Dresang	Executive Director, Community Engagement	Froedtert Health	
Larry Dux	Director, Clinical Informatics	Froedtert Health	
Melissa Kerhin	Community Engagement Coordinator	Froedtert Health	
Amanda Wisth	Manager of Community Benefit and Impact	Froedtert Health	
Patricia Nimmer	Director, Community Outreach/Partnerships	Froedtert Health	
Robert Ramerez	Director, Community Health	Froedtert Health	
Kiara Green	Executive Assistant Associate – Community Engagement	Froedtert Health	