



Implementation Strategy

Community Health Improvement Plan

Froedtert Health Neighborhood Hospital, LLC
Doing Business As:

Froedtert Community Hospital – Oak Creek
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 – Oak Creek 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 – Oak Creek
 7901 S 6th Street
 Oak Creek, WI 53154



Overview

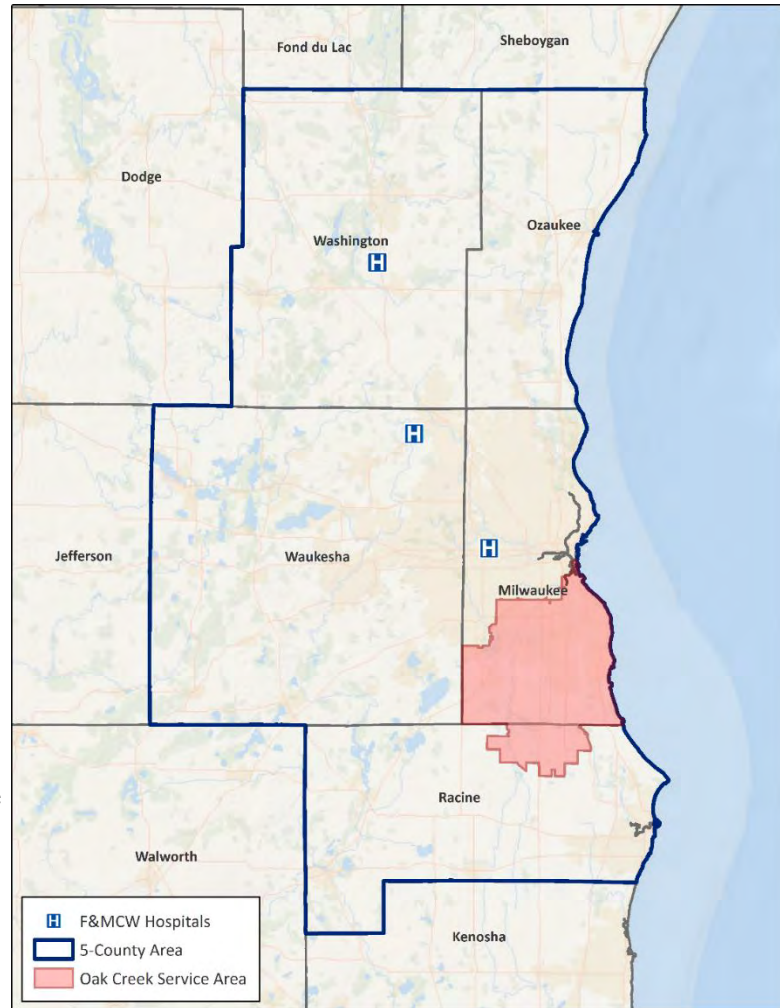
Froedtert Community Hospital, part of the Froedtert & the Medical College of Wisconsin health network, includes locations in Mequon, New Berlin, Oak Creek and Pewaukee. Each licensed, accredited, acute-care facility provides high-quality care close to home in a small-scale hospital setting and features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

For the purpose of the Community Health Needs Assessment, the community is defined as zip codes within Milwaukee and Racine County, because 71.3% of discharges occur from this geography. All programs, activities and partnerships under the CHNA will be delivered in Milwaukee County. Froedtert Community Hospital – Oak Creek 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

53108	Caledonia	53172	South Milwaukee
53110	Cudahy	53207	Milwaukee
52319	Greendale	53220	Milwaukee
53130	Hales Corners	53221	Milwaukee
53132	Franklin	53228	Milwaukee
53154	Oak Creek	53235	Saint Francis

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 – Oak Creek 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 – Oak Creek 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 – Oak Creek service area.

Explanations of the significant health needs identified as priorities for Froedtert Community Hospital – Oak Creek’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 – Oak Creek, in collaboration with local health systems and local health departments, 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

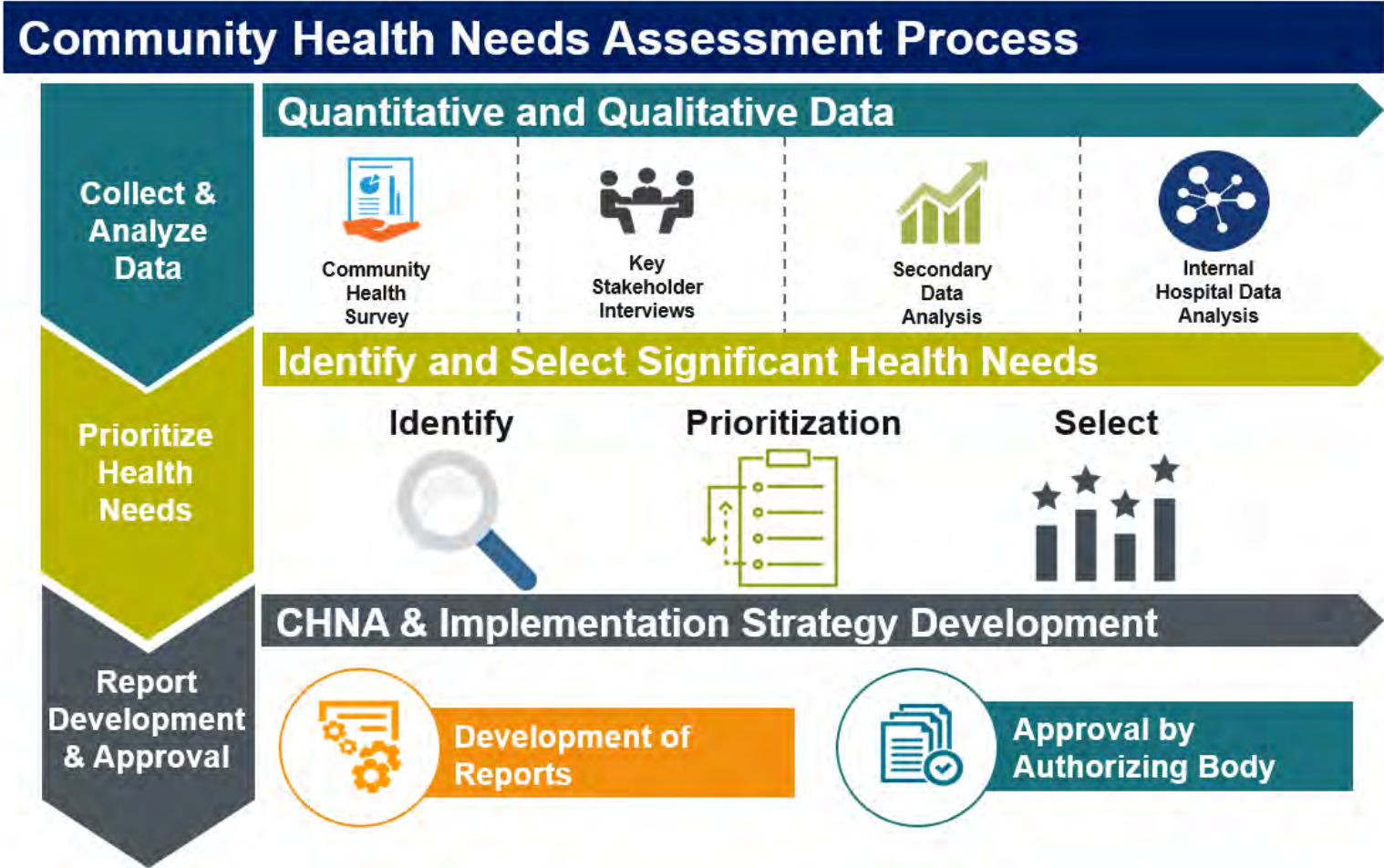
Froedtert Community Hospital – Oak Creek CHNA/Implementation Strategy Advisory Committee reviewed CHNA data, identified key themes, and prioritized and selected significant health needs.

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 – Oak Creek, 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 – Pewaukee service area. 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
- Equitable Access to Health Services
- Alcohol and Substance Use
- Safe and Affordable Housing
- Chronic Disease

The CHNA was reviewed by the Froedtert Community Hospital – Oak Creek CHNA/Implementation Strategy Advisory Committee (**Appendix A**), which consists of members of the Froedtert Community Hospital – Oak Creek Community Advisory Committee, Milwaukee County community partners, the local health departments 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 – Oak Creek 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 – Oak Creek’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 – Oak Creek’s Implementation Strategy for fiscal 2024-2026:

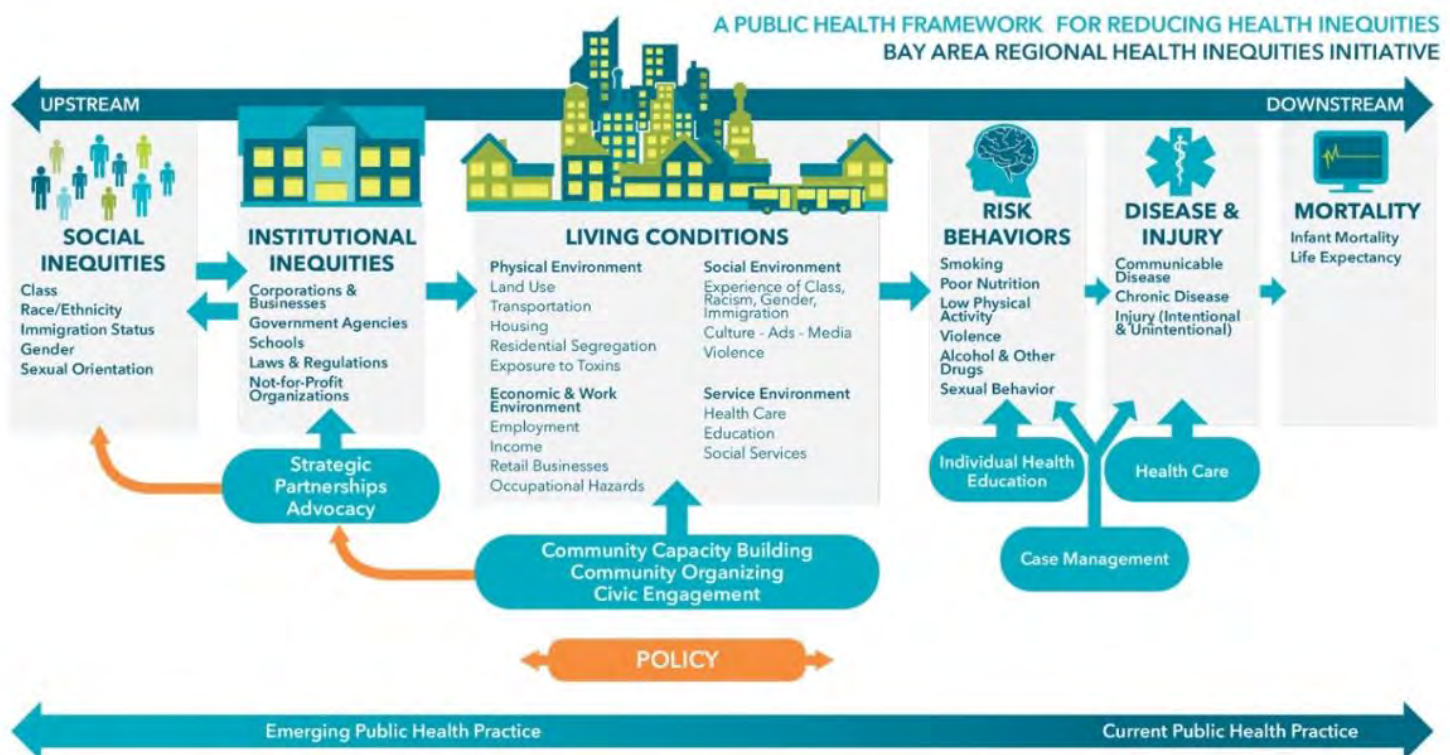


Mental Health

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 – Oak Creek 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 – Oak Creek 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 – Oak Creek identified strategies to address those prioritized significant health needs.



Significant Health Needs Not Addressed

Froedtert Community Hospital – Oak Creek 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.

- **Equitable Access to Health Services:** This need is addressed through the hospital’s care delivery system. The most recent Community Health Needs Assessment identified individuals in Milwaukee 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.
- **Alcohol and Substance Use:** Addressed through the Healthiest Oak Creek Coalition Substance Use Action Team, a collaboration of the local health department, health networks and community organizations.
- **Safe and Affordable Housing:** Froedtert Community Hospital – Oak Creek 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 – Oak Creek will continue to support housing through the Housing Navigation Program and charitable giving. In addition, Froedtert Community Hospital – Oak Creek is committed to participating with partners in addressing these needs and will continue to look for opportunities to do so.
- **Chronic Diseases:** Addressed through local health department community health improvement plans. Froedtert Community Hospital – Oak Creek is an active member of community coalitions that address this need.

Implementation Strategy Evaluation

Froedtert Community Hospital – Oak Creek’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 – Oak Creek 2022 Community Health Needs Assessment Results

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

- **19.2%** adults reported they have been diagnosed with depression.
- **17.3%** reported having 14 or more days of poor mental health in the past month (WI: 14.4%)
- **121.8:** age- adjusted emergency room visit rate due to mental health per 10,000 population (WI: 69.1).
- **55.6:** suicide ER rate per 10,000 population (WI: 47.3)
- **Priority populations:** groups of people with the greatest health disparities and/or risk for poor health. The identified highest need populations include **low income, racial/ethnic minorities** and **elderly**.

Froedtert Community Hospital – Oak Creek Strategies and Actions to Address Mental Health

Community Collaborations & Charitable Giving

Support mental health initiatives through community collaborations and charitable giving.

- Actively participate on the Healthiest Oak Creek Coalition.
- Support mental health efforts through charitable giving and sponsorship.

Health Care Career Exploration

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.

Educational Trainings

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.

Referral Applications

Provide access to mental health resources through referral applications.

- Utilize and promote Impact 211 as a central access point for people in need of mental health support.
- 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 Healthiest Oak Creek Coalition.	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:

- Local health departments - Partner to promote and implement mental health initiatives.
- Local 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.
- First responders – Partner to conduct front line mental health trainings.
- Impact 211 – Partner to increase awareness of resources.
- Milwaukee Area Technical College – Partner to target young adults.
- Eras Senior Network – Partner to provide mental health programs to elderly population.
- Oak Creek Health Department social worker – Partner to refer individuals for mental health services.
- Senior living facilities- Partner to provide services for older adults.

Long-term metrics:

- County health rankings (Milwaukee: #70)
- Unmet behavioral health services (CHNA baseline: 20.8%)
- Adult mental health ER rate (WI: 69.1)
- Frequent mental distress (14 or more days per month) (WI 14.4%)
- Depression diagnoses
- Suicide ER rate (WI: 47.3)

Appendix A: Froedtert Community Hospital – Oak Creek CHNA/Implementation Strategy Advisory Committee

Name	Title	Organization	Hospital Affiliation
Heather Bartnik	Clinic Manager	Community Medical Services - South Milwaukee	
Alyssa Cahoon	Paramedic Faculty	MATC Oak Creek Campus	CAC
Darcy DuBois	Health Officer	Oak Creek Health Department	CAC
Ashley Haas	Health Officer	Greendale Health Department	
Mike Havey	Assistant Fire Chief	Oak Creek Fire Department	CAC
KC Gouthro	Medical Student	South Milwaukee/St. Francis Health Department	
Nicole Heling	Public Health Manager	Greendale Health Department	
Dessa Johnson	Director, Emerging Markets & Inclusion	Froedtert Health	
Jackie Ove	Health Officer	South Milwaukee/St. Francis Health Department	
Jared Owen	Safety and Lean Director	Grunau Company	CAC
Heather Puente	Health Officer	Cudahy Health Department	
Jaimi Tellier	Clinical Supervisor	Community Medical Services – South Milwaukee	
Gurkirat Toor	Paramedic Faculty	MATC Oak Creek Campus	
Andy Dresang	Executive Director, Community Engagement	Froedtert Health	
Larry Dux	Director, Clinical Informatics	Froedtert Health	
Katie Halverson	Community Engagement Coordinator	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	