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I. Hospital Information and Mission Statement

Overview

Froedtert & the Medical College of Wisconsin is a 604-bed academic medical center and a leading destination for advanced medical care. The primary adult teaching affiliate of the Medical College of Wisconsin (MCW), Froedtert Hospital is a major training facility for more than 1,000 medical, nursing and health technical students annually. Froedtert Hospital also operates the region's only adult Level I Trauma Center. It is also a respected research center, participating in some 2,000 research studies, including clinical trials, every year. Froedtert Hospital is located on the Milwaukee Regional Medical Center campus. Froedtert Hospital is part of the Froedtert & MCW health care network, which also includes Community Memorial Hospital, Menomonee Falls; St Joseph's Hospital, West Bend; and more than 25 primary and specialty care health centers and clinics.

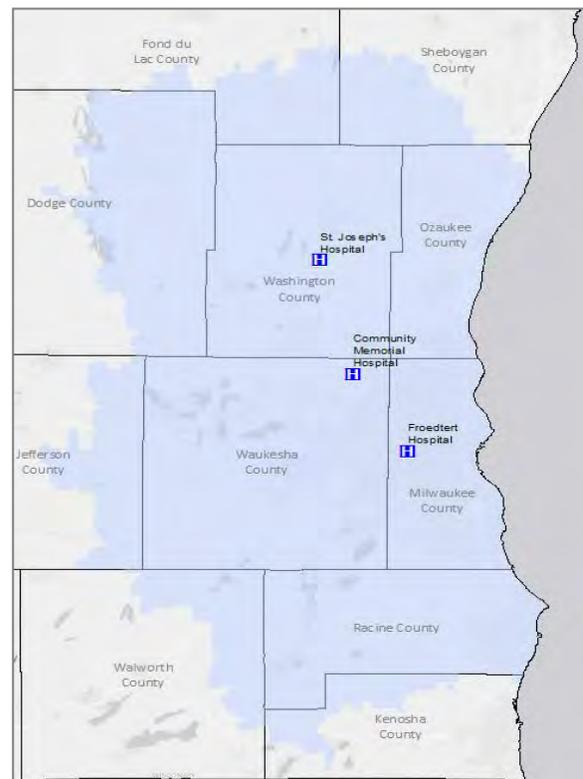
Mission Statement

Froedtert & MCW advance the health of the communities we serve through exceptional care enhanced by innovation and discovery.

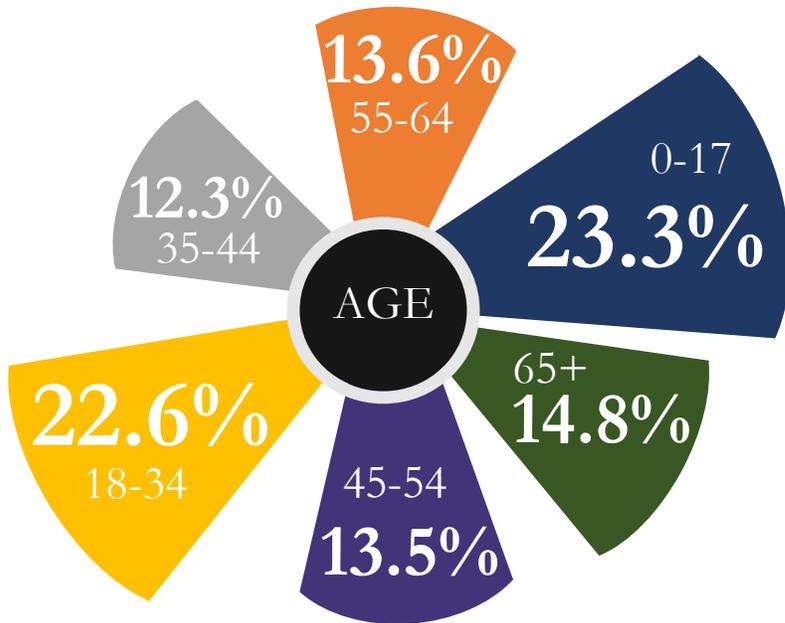
Froedtert Hospital Service Area and Demographics

Froedtert Hospital develops its health improvement strategies and programs to meet the needs of the communities it serves. The Froedtert Hospital service area consists of 140 zip codes. The area covers Milwaukee, Ozaukee, Washington, Waukesha and Racine counties, and parts of Dodge, Fond du Lac, Jefferson, Kenosha, Sheboygan and Walworth counties. The Froedtert Hospital primary service area is synonymous with the Froedtert & the Medical College of Wisconsin (F&MCW) primary service area.

Due to the vast Froedtert Hospital service area, specific Community Health Implementation Plans are created by county. The following Community Health Improvement Plan focuses on Milwaukee County.

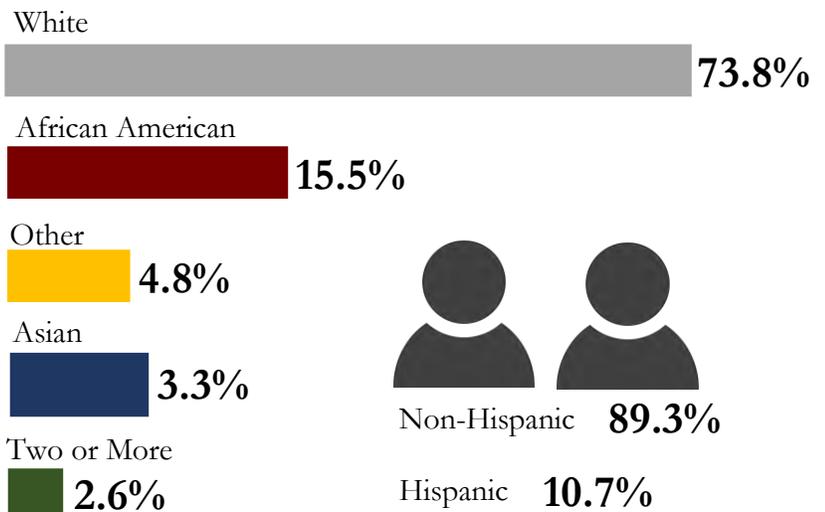


F&MCW Primary Service Area Demographics

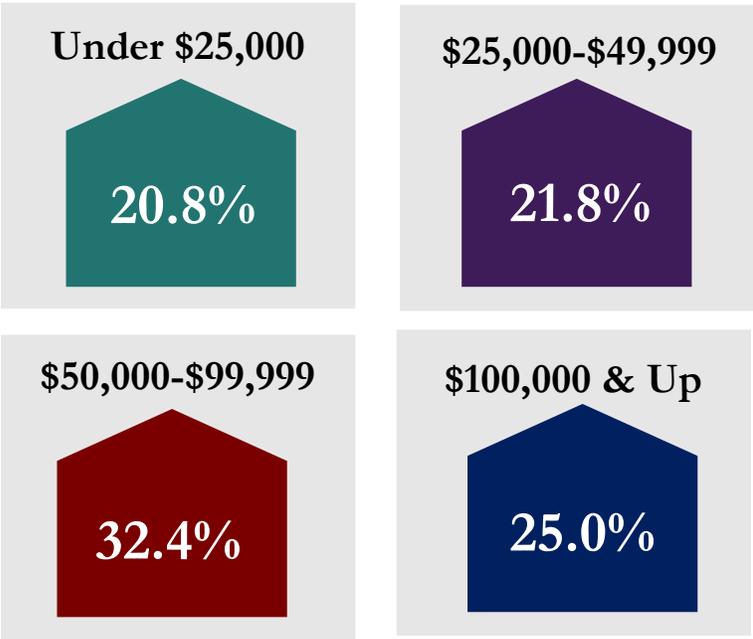


Age – The two youngest cohorts comprise the largest percentage of the F&MCW primary service area: 45.9%. The 65+ age cohort is 14.8% of the population.

Race – In the F&MCW primary service area, the racial distribution is predominantly White (74.1%) and African American (15.8%). The census makes a distinction between race and ethnicity because individuals of Hispanic descent cross multiple races.

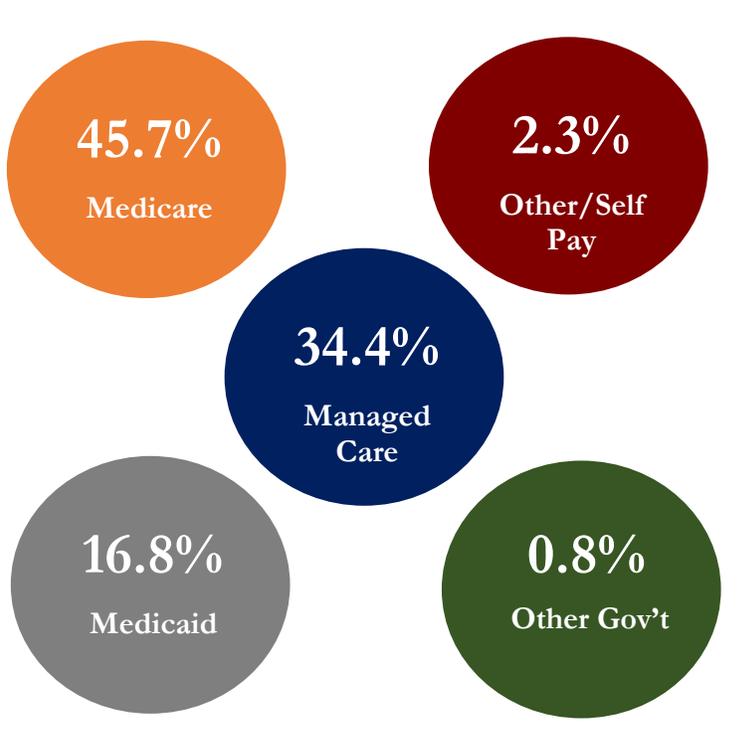


F&MCW Primary Service Area Demographics



Household Income – 42.6% of households in the F&MCW primary service area earn less than \$50,000 annually. The largest household income cohort is household earnings between \$50,000 and \$99,999, with 32.4%.

Payer Mix (Inpatient & Hospital-Based Outpatient) – Medicare, Medicaid, and Other Government payer sources make up 63.3% of the payer mix in Milwaukee County. Medicaid and Self Pay—the uninsured portion of the population—make up 19.1% of the payer mix.



II. Community Health Needs Assessment

Froedtert Health is a member of the Milwaukee County Health Care Partnership (www.mkehcp.org), a public/private consortium dedicated to improving care for the underserved populations in Milwaukee County. Through the partnership, Milwaukee’s four health systems and the Milwaukee County Health Department aligned resources to complete a shared community health needs assessment (CHNA). Supported by additional analysis from the center for Urban Population Health, this robust community-wide CHNA includes findings from a community health survey of over 1,300 adults, 40 key informant interviews, four focus groups and a secondary source data analysis. This shared CHNA serves as the foundation for Froedtert Hospital’s implementation strategy to improve health outcomes and reduce disparities in Milwaukee County. *The CHNA summary and full reports can be found at froedtert.com/community-benefit.*

Identified Community Health Needs in Milwaukee County

Priorities across the CHNA Health Survey, Stakeholder Interviews and Secondary Data Reports	
CHNA Health Survey	Key Informant Interviews
Chronic Disease	Mental Health
Substance Abuse	Access to Health Care
Access to Health Care	Violence
Infectious Disease	Substance Abuse
Violence or Crime	Nutrition and Healthy Food

III. Implementation Strategy Plan Development

Implementation Plan Development/Selection Process

Froedtert Hospital community engagement strategies are guided by the Community Health Improvement Advisory Steering Committee (CHIAC), with members representing a variety of stakeholder groups, including racial, ethnic, immigrant/refugee, disabled, elderly and faith-based organizations. The committee also includes key Froedtert & the Medical College of Wisconsin departments, and all members have a strong commitment to community health improvement and reducing health disparities. With particular expertise in public health, population health, wellness and process improvement, the members of this committee provide guidance to Froedtert Hospital’s community health improvement plan for the development and monitoring of the Implementation Strategy.

CHIAC functions include:

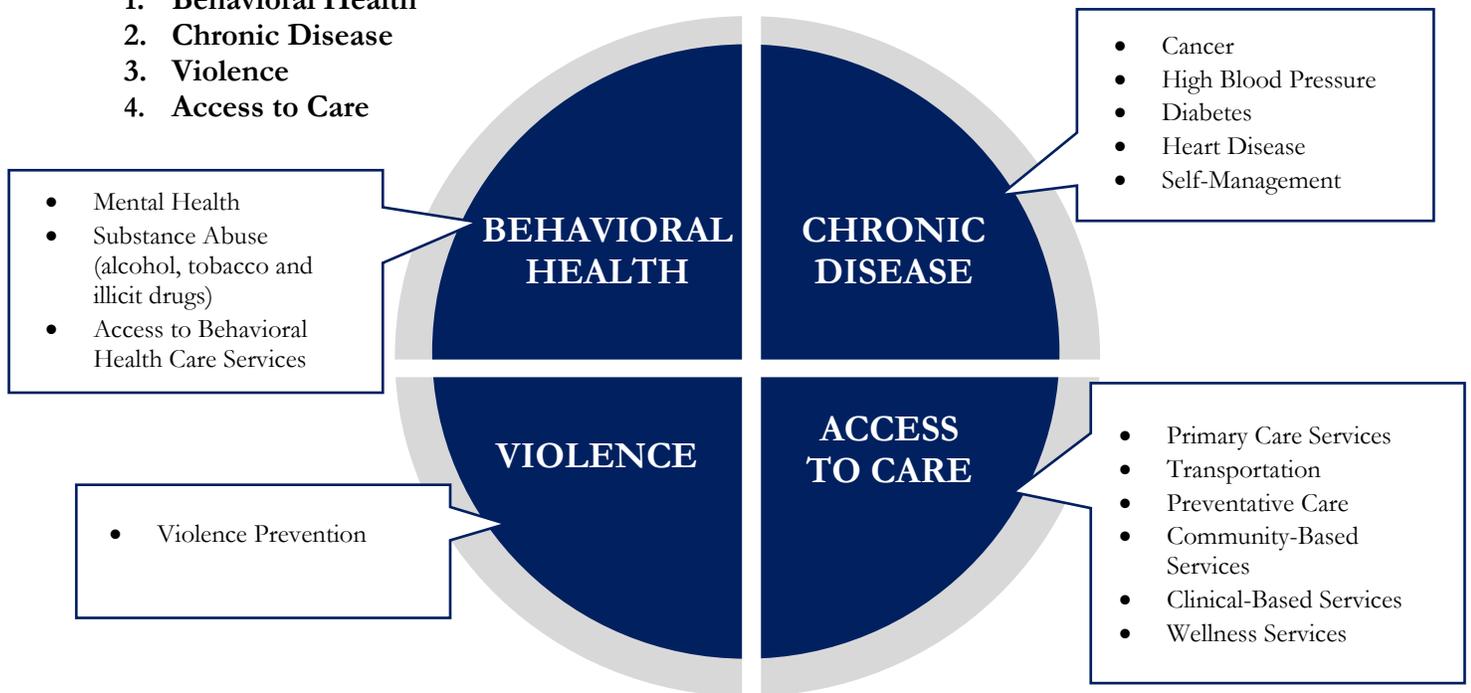
- Provide a leadership role in advocating community-wide responses to health care needs in the community
- Facilitate and support community and health care partnerships
- Identify and describe unmet health care needs

Under the direction of the Community Engagement Leadership Team and a trained meeting facilitator, the planning process included five steps in developing the Implementation Plan:

1. Reviewed the Community Health Needs Assessment results for identification and prioritization of community health needs
2. Reviewed previous implementation plan programs and results
3. Reviewed current hospital and community health improvement initiatives and strategies
4. Ranked and selected priority areas
5. Selected evidence-based strategies, partnerships and programs to address community health needs

After several facilitated workout sessions in January 2019-March 2019, findings from the assessment were categorized into seven areas: Mental Health, Chronic Disease, Access to Care, Violence Prevention, Substance Use, Infectious Diseases, and Nutrition and Healthy Food. To identify the top ranked priorities, members of the advisory committee were asked to rate each priority based on the following criteria: feasibility of Froedtert Hospital to address the need (direct programs, clinical strengths, and dedicated resources), and achievable measurable outcomes. Of those seven health needs categories, four overarching themes were identified as the focus for the Froedtert & Medical College of Wisconsin Implementation Plan for fiscal 2020-2022:

1. **Behavioral Health**
2. **Chronic Disease**
3. **Violence**
4. **Access to Care**



Implementation Strategy Evaluation

Froedtert Hospital’s Community Engagement team along with the Community Health Improvement Advisory Committee will regularly monitor and report on progress towards the implementation strategy objectives and provide quarterly reports to the Hospital’s Board of Directors Community Health Improvement Advisory 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.

Social Determinants of Health

It is estimated that clinical care contributes to about 20% of an individual's overall health. Where one lives, learns, works and plays is increasingly recognized as having a much greater impact on an individual's length and quality of life. These factors, also known as social determinants of health, include the physical environment, socioeconomic conditions, and individual behaviors — along with clinical care.

Behavioral health concerns cited a lack of resources, health insurance coverage, prescription coverage, and accessible clinical services as barriers to improved mental health in Milwaukee County. Other factors, such as adverse childhood events, the use of alcohol or recreational drugs, feelings of loneliness and isolation, and growing up in an environment where a parent uses drugs, also contribute to behavioral health concerns. Neighborhoods high in violence or poverty, lack of job security and racism are other social determinates that influence behavioral health.

Chronic disease research continues to show that low levels of education, income and employment status are associated with increased risk for chronic disease. An individual's employment status or occupation can also have an impact on heart health, as higher status occupations may be associated with better health.

Violence identified risk factors included high emotional distress, low parental involvement, social rejection and minimal economic opportunities as social determinates that influence health.

Access to care identified a number of issues including:

- Lack of awareness or confusion about availability and eligibility for Affordable Care Act (ACA) or Medicaid coverage due to low reimbursement, lack of providers — especially dental — who accept Medicaid
- Long wait times for appointments
- Behavioral health services that are complex and difficult to navigate
- Structural barriers such as the lack of child care and transportation, as well as limited appointments outside of traditional business hours



IV. Implementation Strategy

Program/Initiative:	Behavioral Health awareness, education, navigation and community partnerships.
CHNA Area of Focus:	Behavioral Health
Milwaukee County CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 8% reported feeling sad, blue, or depressed always or nearly always in the last month. • 6% reported they considered suicide in the past year, with 2% of Hispanic & 9% of African Americans reported considering suicide in the past year (Health Compass Milwaukee). • 9% reported alcohol use or abuse in the past year. • 27% reported substance use of either drugs, prescriptions, over the counter use or abuse in the past year. • 45% of Hispanic & 33% of African Americans reported having a mental health condition (Health Compass Milwaukee).
F&MCW Strategic Plan: Collaborate with community partners to address behavioral health issues in the primary service area. Reduce or remove barriers to accessing health care among F&MCW patients.	
Goal: To improve behavioral health through mental wellness and substance use prevention for Milwaukee County residents.	
Objective:	
<ol style="list-style-type: none"> 1. Support and enhance collaborations with community organizations. 2. Increase outreach, education and awareness of behavioral health in hospital, clinical and community-based settings. 	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Support FQHCs' integrated primary care/behavioral health model. • Support Milwaukee Health Care Partnership Psych Crisis Re-design for Milwaukee County. • Support the McKinley Health Center and social worker. • Engage people with lived experience to reduce stigma and increase awareness of behavioral health. • Increase awareness of telehealth opportunities. • Provide behavioral health educational opportunities for Froedtert staff. • Explore services provided by the criminal justice system. • Support the Froedtert Health Behavioral Health Strategic Plan. • Partner with Milwaukee County substance abuse and mental health task force(s). • Collaborate with additional community organizations on awareness, education, prevention and navigation. 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Increased collective impact to address behavioral health challenges. • Increased community awareness of behavioral health challenges through stigma reduction strategies. • Increased outreach and education in hospital, clinical and community-based settings. 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of meetings attended that focus on collective impact and behavioral health strategies. • Number of training opportunities for Froedtert staff. • Number of awareness and outreach initiatives around stigma reduction and behavioral health education. • Decision on Psych Crisis Re-design model and support. 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • FMLH Community Engagement staff • FMLH Case Management 	<ul style="list-style-type: none"> • FMLH Care Coordinators • FMLH & MCW Emergency Medicine staff • Froedtert Health Behavioral Health Services
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • Mental Health America & National Association of Mental Illness • Prevent Suicide Greater Milwaukee • Community-based organizations with licensed clinics/providers • Peer Support Groups • Silver Cloud (web-based tool) • FQHC Partners • Milwaukee Children's Mental Health Initiative • United Way of Greater Milwaukee & Waukesha County 	<ul style="list-style-type: none"> • School districts • Milwaukee Center for Independence • Faith-based organizations • WISE Wisconsin • IMPACT 2-1-1 • Serenity Inn • Milwaukee County health departments • Milwaukee County Substance Abuse Prevention Coalition • Milwaukee Health Care Partnership

Program/Initiative:	Chronic Disease Management (cancer, high blood pressure, diabetes, heart disease)
CHNA Area of Focus:	Chronic Disease
Milwaukee County CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 28% residents reported having high blood pressure. • 20% reported having fair or poor health status, with 13% of Hispanics and 28% of African Americans reporting having fair or poor health (Health Compass Milwaukee). • 10% reported having diabetes, with 5.4% of Hispanics and 13.1% of African Americans reporting diabetes (Health Compass Milwaukee). • 8% reported having heart disease/condition. • Milwaukee County cancer incidence rate 494.4 (per 100,000 populations).
F&MCW Strategic Plan: Understand how social determinants of health impact health screening, prevention and early detection services for high-risk populations and the care of patients with cancer. Follow with tactics to enhance screening and improve care. Match F&MCW clinical expertise with community needs to drive positive outcomes in diagnosis, counseling, treatment and monitoring of hypertension. Development of proactive strategies to address health promotion and well-being to instill life-long healthy behaviors.	
Goal: To reduce the burden of chronic disease (cancer, high blood pressure, diabetes, heart disease) for Milwaukee County residents.	
Objective:	
<ol style="list-style-type: none"> 1. Build partner collaborations within select geography. 2. Improve chronic disease navigation and awareness of treatment and resources for targeted populations. 3. Increase opportunities for individuals to engage in physical activity and healthy eating. 4. Increase care for individuals suffering from chronic conditions. 	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Participate in programs that address physical activity/nutrition, such as community run/walks, Harvest of the Month, Farmer's Markets and BUCKSFit. • Implement the Community Care-A-Van in 53206, 53208 and 53218. • Promote and monitor the Girl Scouts Health in Action Patch Program (wellness education). • Explore food pantry models that provide healthier options. 	<ul style="list-style-type: none"> • Promote awareness of the 24-hour Cancer Care Clinic. • Connect to Cancer Outreach Coordinators and MCW cancer community outreach team. • Implement and promote Living Well with Chronic Disease programs. • Support Cancer Outreach Coordinator located at Progressive Community Health Center. • Explore fruit and vegetable subscription programs.
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Increased number of people who participate in chronic disease programs/services through the Community Care-A-Van, Living Well programs & cancer care services. • Increased participation in physical activity and healthy eating. • Increased community collaborations in the 53208, 53218, 53206 and 53204 zip codes. 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of participants that completed six weeks in the Living Well programs. • Number of individuals served through cancer care services. • Number of participants at health & wellness events. • Number of abnormal findings and referrals from health screenings from Cancer Outreach Coordinator at Progressive Community Health Center. • Number of new community collaborations. 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • FMLH Inpatient and Outpatient departments • FMLH Case Management • Froedtert Health Community Education department 	<ul style="list-style-type: none"> • FMLH staff • FMLH Community Engagement staff • FMLH Cancer Center
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • American Cancer Society • Susan G. Komen • Milwaukee Health Care Partnership • Milwaukee Area Health Education Center • Fondy Farmers Market • Victory Gardens • Faith-based organizations • Beauty salons/barbershops/laundromats • Community health workers (CHWs) 	<ul style="list-style-type: none"> • Milwaukee County health departments • Milwaukee County Parks System • Milwaukee Public Library System • Neighborhood associations • Girl Scouts of Wisconsin Southeast • MCW Cancer Community Outreach Team • Milwaukee Bucks • UMOS • Shelters • School districts and higher education

Program/Initiative:	Violence Interrupter Program/Forensic Nurse Examiner	
CHNA Area of Focus:	Violence	
Milwaukee County CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 14% had experienced one personal safety issue in the last year. • 9% residents reported being afraid for their personal safety in the past year. • 9% reported being pushed, kicked, or slapped in the past year. 	
F&MCW Strategic Plan: Align F&MCW health resources to support community partners and heighten awareness around injury and violence prevention initiatives.		
Goal: To reduce violence and intentional injuries, and lessen their consequences for all people in Milwaukee County.		
Objective:		
<ol style="list-style-type: none"> 1. Expand community partnerships to support violence prevention programs. 2. Enhance innovative violence prevention programs at Froedtert Hospital. 		
Actions the hospital intends to take to address the health need:		
<ul style="list-style-type: none"> • Support the Violence Interrupter Program through the efforts of the Comprehensive Injury Center. • Increase awareness of sexual abuse resources offered by Froedtert Hospital. • Explore resources with Milwaukee County crime prevention programs. • Collaborate with community partners across sectors to inform programming in the Washington Park (53208) and Silver Spring (53218) neighborhoods to minimize incidences of violent crimes. • Support 414 Life/Blueprint for Peace. • Support MHCP Violence Prevention workgroup efforts. • Increase education for frontline staff to be more family-inclusive. • Implement Trauma-Informed Care strategies to improve trauma patient outcomes. 		
Anticipated impact of these actions:		
<ul style="list-style-type: none"> • Increased partnership with community agencies addressing violent crimes in Milwaukee County. • Provided culturally sensitive care to FMLH patients of crimes. • Increased care and navigation of resources for those suffering from sexual abuse. • Increased trauma knowledge, skills and systematic Trauma Nursing Process to guide patient care. 		
Plan to evaluate the impact:		
<ul style="list-style-type: none"> • Number of interventions by FMLH violence interrupter staff. • Reduction in penetrating trauma seen at Froedtert Hospital from high crime areas. • Number of sexual abuse cases & referrals by the Sexual Assault Nurse Examiner (SANE). • Number of new partnerships to address violent crimes in Milwaukee County. • Number of F&MCW staff that complete the Trauma Nurse Core Course. 		
Froedtert Health Resources:		
<ul style="list-style-type: none"> • FMLH Inpatient and Outpatient departments • FMLH & MCW Trauma team • MCW Emergency Medicine staff • Froedtert Health Diversity & Inclusion Department 		
Froedtert Health Collaborative Partners:		
<ul style="list-style-type: none"> • Project Return • Running Rebels • Family Resource Center • Youth-based organizations • NAACP Milwaukee • Project Ujima • Sojourner • West Allis Cardiff Model • Safe and Sound • Milwaukee Muslim Women's Center • Milwaukee County Office of Violence Prevention • City of Milwaukee Office of Violence Prevention • YWCA • Black Panthers of Milwaukee • Employ Milwaukee • Community Advocates • ResCare • Medical College of Wisconsin • Neighborhood Associations • Milwaukee County fire departments • Milwaukee County police departments • Milwaukee County health departments • Milwaukee County public and private schools • Project Safe Neighborhoods • Black Health Coalition • Faith-based organizations • Social Development Commission 		

Program/Initiative:	Navigation and support to community-based providers: Community Care-A-Van, Screening, Education		
CHNA Area of Focus:	Access to Care		
Milwaukee County CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 20% rate their health as fair or poor. • 12% did not take medication due to cost. • 9% are uninsured. • 8% did not seek medical care due to cost. • 6% are using the emergency department as their primary source of access to healthcare. 		
F&MCW Strategic Plan:	Reduce or remove barriers to accessing health care among F&MCW patients. Develop and implement a standard approach to assess and honor the individual communication and health literacy needs of patients and families. Identify and prioritize innovative tools and technologies for health screening and education.		
Goal:	To improve access to comprehensive, culturally competent, quality health & wellness services.		
Objective:	<ol style="list-style-type: none"> 1. Increase reach to vulnerable populations to access healthcare services. 2. Support local efforts to increase community-based access to care. 		
Actions the hospital intends to take to address the health need:	<ul style="list-style-type: none"> • Implement the Community Care-A-Van with a focus in 53206, 53208 and 53218 zip codes. • Increase access and navigation of resources through Community Health Worker, other healthcare navigators/coordinators, translation services & Froedtert Health Ambulatory Sites. • Continue to expand opportunities through the school nurse at Westside Academy. • Increase awareness for telehealth opportunities. • Support Specialty Access for Uninsured Program (SAUP) & Emergency Department Medical Home (EDMH) programs and community clinics. • Support the Milwaukee Health Care Partnership Housing Navigator Program for homeless population. • Explore opportunities to increase health literacy by implementing universal screenings during intake process. 		
Anticipated impact of these actions:	<ul style="list-style-type: none"> • Increased reach to vulnerable populations through Community Care-A-Van, CHW, school nurse, translation services, healthcare navigators/coordinators and ambulatory sites. • Reduction of unnecessary healthcare costs. • Increase health literacy and self-management for health conditions/healthy living. • Strengthen community capacity and collaboration for shared responsibility to address unmet health needs. • Promote education and awareness in the community. • Decrease the number of uninsured residents in Milwaukee County. • Reduced length of stay in targeted population. 		
Plan to evaluate the impact:	<ul style="list-style-type: none"> • Number of individuals receiving education, prevention, primary care referral and screenings from CHW in Washington Park neighborhood and MSW at McKinley Health Center • Number of individuals served by the Community Care-A-Van, school nurse, translation services, healthcare navigator/coordinators & ambulatory sites. • Number of phone calls to FMLH financial counselors related to marketplace insurance enrollment. • Number of people who we were able to help gain insurance in Milwaukee County. • Number of FMLH patients connected to CHW and supported to medical home/community resources. 		
Froedtert Health Resources:	<ul style="list-style-type: none"> • Community Engagement staff 	<ul style="list-style-type: none"> • FMLH Financial counselors 	
Froedtert Health Collaborative Partners:	<ul style="list-style-type: none"> • Faith-based organizations • MKEN • Impact 2-1-1 • Federally Qualified Health Centers • Milwaukee Bucks • Milwaukee Health Care Partnership • Milwaukee County health departments • Milwaukee County Parks System • Milwaukee Public Library System • Neighborhood Associations 	<ul style="list-style-type: none"> • Lutheran Social Services • Insurance Companies • Neighborhood House/International Learning Center • MKE Elevate • SWIM Initiative • Children's Hospital of Wisconsin • AIDS Resource Center • Milwaukee County food pantries • United Methodist Children Services 	<ul style="list-style-type: none"> • Silver Spring Neighborhood Center • Greater Galilee Missionary Baptist Church Community Development Center • Milwaukee Public Schools • Covering Wisconsin • Catholic Charities • Muslim Community Health Center • Islamic Society of Milwaukee • Milwaukee Muslim Women Coalition

COMMUNITY HEALTH IMPROVEMENT PLAN:

VIOLENCE CRIME INITIATIVES

- HOW TO DISRUPT/INTERRUPT VIOLENCE?
- RE-ENTRY PROGRAMS PROJECT RETURN
- RUNNING REBELS
- BOYS & GIRLS CLUB
- FAMILY RESOURCE CENTER
- PROJECT WJMA
- YOUTH SUMMITS
 - CONFLICT RESOLUTION
 - HEALTHY RELATIONSHIPS
- TRAUMA INFORMED CARE education
- SOJOURNER
- CARDIFF INFORMATION/MODEL & PREVENTION STRATEGIES
- AMBASSADOR FEELING TO HELP PEOPLE MOVE TO SAFE NEIGHBORHOOD
- INCLUDE FAMILIES

LET'S DO MORE UPSTREAM!

DO WE TOUCH THESE?

20-50% OF PEOPLE WHO ARE SHOT WILL BE SHOT AGAIN.

WHO DO WE PARTNER WITH?

- MKE COUNTY VIOLENCE PREVENTION
- SAFE & SOUND
- BLACK PANTHERS
- MMWC
- NAACP
- YWCA - GET PEOPLE employed
- EMPLOY MILWAUKEE

FRICITION IN COMMUNITY IS OVER ECONOMIC STABILITY & VIABILITY

HOW DO PEOPLE NEW TO COMMUNITY FIND OUT ABOUT PROGRAMS & RESOURCES?

- CULTIVATE SPONSORSHIP FROM COMMUNITY PARTNERS
- FOSTER CONTINUITY

THANK YOU!



- MARITZA CONTRERAS
- KATE SWEENEY
- CARMEN PANGILINAN
- DR. ERNESTINE WILLIS
- AMANDA WISTH
- AZURE'DE WILLIAMS
- MONIQUE GRAHAM
- DR. SAHAR KATIB KAYATA
- CHARLIE MOORE
- SARA KOHLBECK
- JENNIFER LEFEBER
- ELLA DUNBAR
- DR. SYED AHMED
- JULIE BLUMA
- DR. JOHN FANGMAN
- DEBRA FIELDS
- BREEN CAUSEY
- KERRY FREIBERG
- JENNIFER CASEY