



Community Memorial
Hospital

Implementation Strategy

Community Health Improvement Plan

Community Memorial Hospital
Fiscal Year 2014

Adopted and Approved by the Community Outreach Steering
Committee on December 13, 2013

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Overview

This Implementation Strategy serves as the *community health improvement* component of Community Memorial Hospital's community benefit strategy, focusing on Access to Primary/Specialty Care, Chronic Disease Management, Alcohol and Other Drug Abuse and Prevention/Wellness.

Community Memorial Hospital's community benefit framework is to improve the quality of life in the communities we serve through health care programs and services that are measurable, accessible, and culturally appropriate.

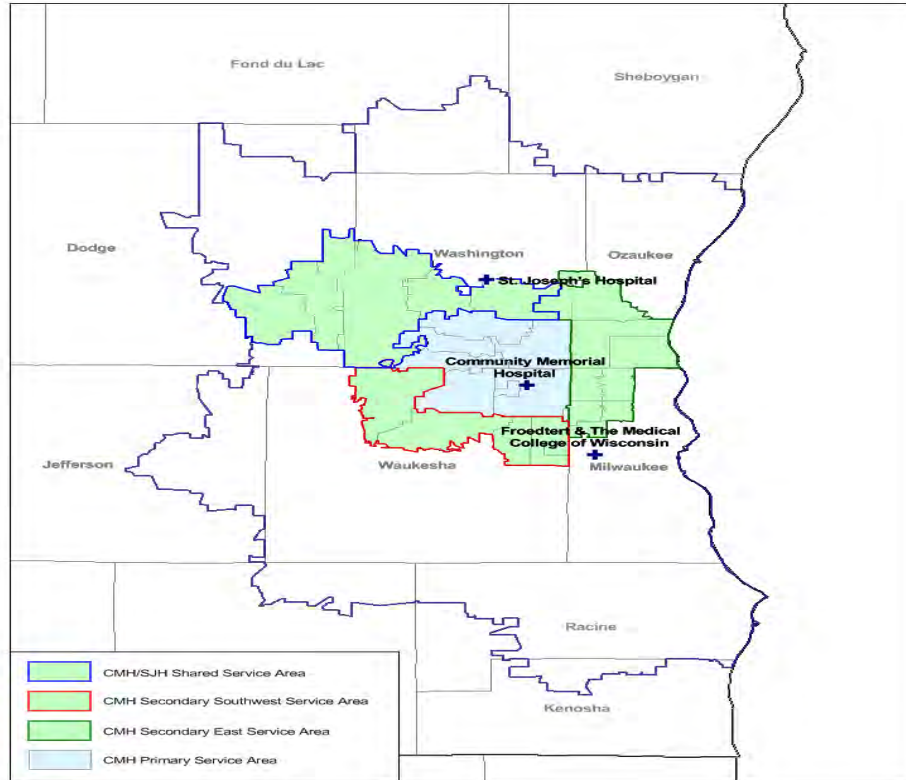
Community Outreach Steering Committee

The Community Outreach Steering Committee (COSC) which is a subcommittee of the hospital's Board of Directors actualizes the mission of Community Memorial Hospital (CMH) through community benefit activities that improve the quality of life and enhance wellness resources which meet identified comprehensive health needs of the communities served. The Community Outreach Steering Committee is appointed annually by the hospital president and is advisory to the CMH Board and Administration. Membership appointments are made each June with members serving one-year terms. The COSC meets quarterly and is composed of hospital and board representatives plus community members representing the various constituencies of the total service area. Functions include:

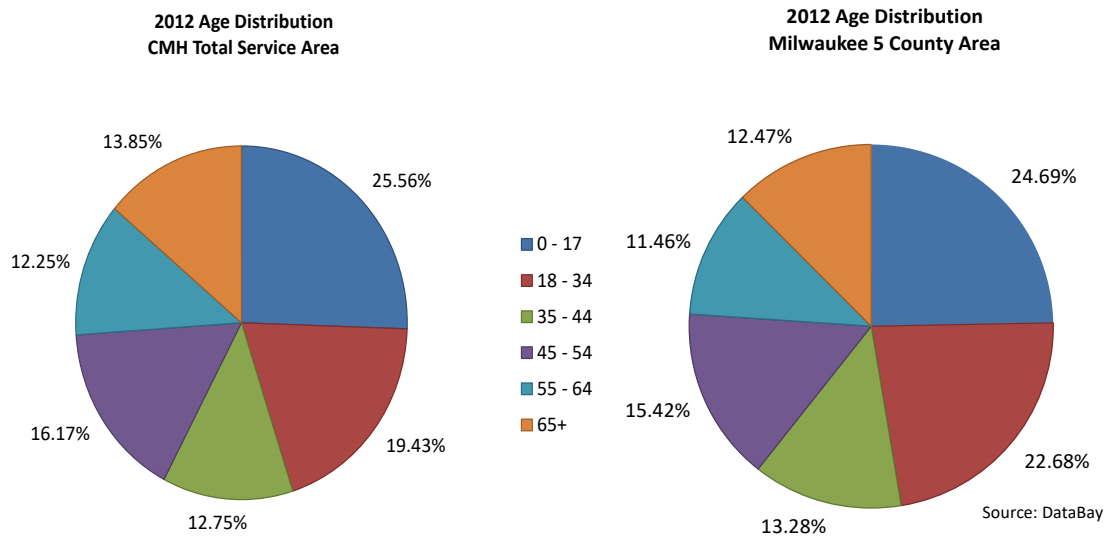
- Provide a leadership role in advocating community-wide responses to health care needs in the community.
- Facilitate and support community and health care partnerships.
- Envision, assess and guide new community benefit opportunities.
- Identify and describe unmet health needs.
- Promote universal access to health care.
- Determine allocation of the Community Outreach Services Fund which awards \$50,000 annually towards area non-profits efforts to improve health disparities focused on Access to Care, Mental AODA, Chronic Disease Management and Prevention and Wellness in the communities CMH serves.

Community Demographics

Community Memorial Hospital develops its health improvement strategies and programs to meet the needs of the communities it serves. Community Memorial Hospital's total service area map reflects the 29 zip codes within the Milwaukee five-county area.

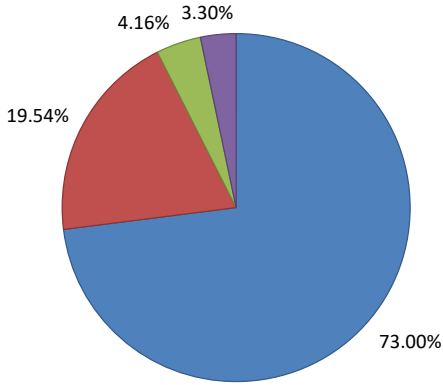


- **Age** – The CMH Total service area has a comparable age distribution as the Milwaukee five-county area. The percentage of 35-44, critical ages when people begin getting routine screenings, is 12.75% in the CMH Total service area and slightly higher at 13.28% in the five-county area.

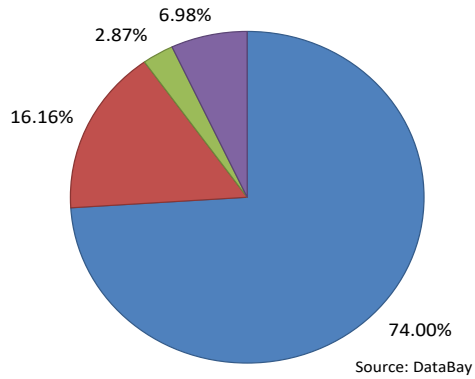


- **Race/Ethnicity** – Similar to the age distribution, the racial distribution of the CMH Total service area is comparable to the five-county area with a Caucasian majority.

**2012 Racial Distribution
CMH Total Service Area**



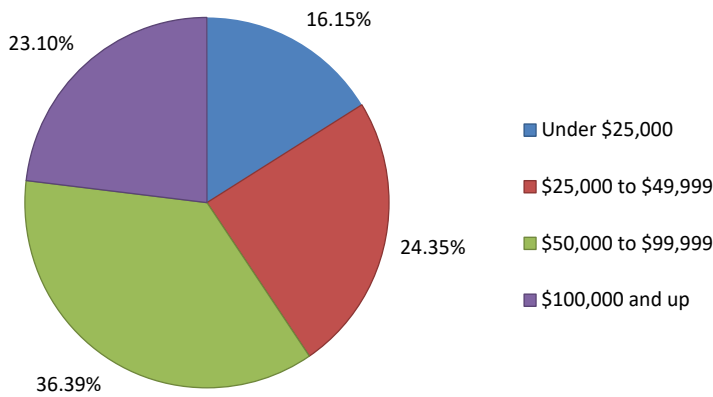
**2012 Racial Distribution
Milwaukee 5 County Area**



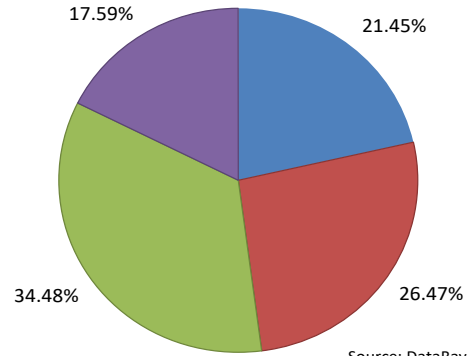
Source: DataBay

- Household Income** – 59.50% of the CMH Total service area earn more than \$50,000 annually whereas in the five-county area, only 52.07% of the population earns \$50,000 or more.

**2012 Household Income Distribution
CMH Total Service Area**



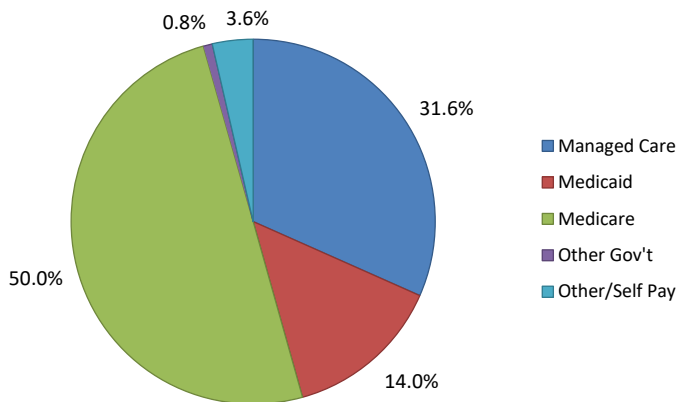
**2012 Household Income Distribution
Milwaukee 5 County Area**



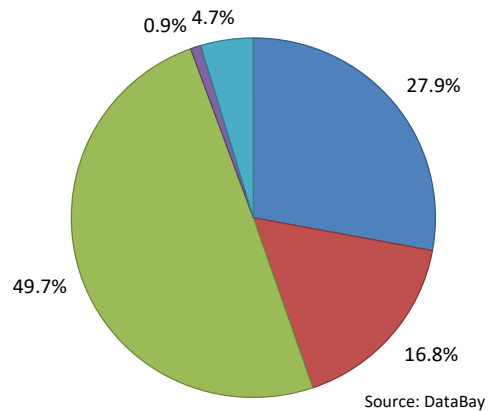
Source: DataBay

- Payer Mix** – 17.6% of the patients in the CMH Total service area are Medicaid or Self Pay (uninsured) patients, compared to 21.5% in the five-county area.

**FY 2012 Payer Mix
CMH Total Service Area**



**FY 2012 Payer Mix
Milwaukee 5 County Area**



Source: DataBay

Community Health Needs Assessment

Froedtert Health is a member of the Milwaukee Health Care Partnership www.mkehcp.org, a public private consortium dedicated to improving care for underserved populations in Milwaukee County. Through the Partnership, Milwaukee’s five health systems and the Washington County and Washington County Health Departments aligned resources to complete a shared community health needs assessment (CHNA) in 2012. 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 800 adults, significant key informant interviews and a secondary source data analysis. This shared CHNA serves as the foundation for Community Memorial Hospital’s implementation strategy to improve health outcomes and reduce disparities in Washington and Waukesha Counties.

The CHNA summary and full reports can be found on Community Memorial Hospital’s website:

- [Washington County CHNA Executive Summary](#)
- [Washington County CHNA Community Health Survey](#)
- [Waukesha County CHNA Executive Summary](#)
- [Waukesha County CHNA Community Health Survey](#)

Identified Community Health Needs in Washington and Waukesha Counties

Priorities across the CHNA Health Survey, Stakeholder Interviews and Secondary Data	
Access to Health Care Services: includes behavioral, oral health and prenatal services	
Health Insurance Coverage	
Mental Health: includes Alcohol and Other Drug Abuse (AODA)	
Obesity, Nutrition and Physical Activity	
Chronic Disease	
Sexual Health: includes sexually transmitted infections and teen pregnancy	
Health Literacy and Navigation	
The Washington and Waukesha County Community Health Surveys and the Stakeholder Interviews reported slightly different health need priorities	
<p style="text-align: center;">Identified Survey Priorities</p> <ul style="list-style-type: none"> • Alcohol & Other Drug Abuse (AODA) • Chronic Diseases • Mental Health or Depression • Teen Pregnancy • Infectious Diseases • Violence • Infant Mortality 	<p style="text-align: center;">Key Informant & Focus Group Priorities</p> <ul style="list-style-type: none"> • Access to Primary and Specialty Care • Transportation • Chronic Diseases • Health Insurance Coverage • Mental Health & AODA • Obesity, Nutrition and Physical Activity • Prevention and Wellness • Dental (Adult)

Community Memorial Hospital's Implementation Strategy Priorities

Reflecting Community Memorial Hospital's clinical strengths and community partnerships, the CHNA identified priorities of **Access to Primary/Specialty Care, AODA, Prevention and Wellness, and Chronic Disease** as focus areas for its Implementation Strategy.

Implementation Strategy Evaluation

Community Memorial Hospital and its Community Outreach Steering Committee regularly monitors and reports on progress towards the Implementation Strategy objectives. Those reports will include, but are not limited to: access metrics regarding primary, specialty and preventive services; participation rates and qualitative data for individuals engaging in wellness and disease management programs; and, improvement in clinical health indicators associated with chronic disease management initiatives.

**Froedtert & the Medical College of Wisconsin Community Memorial Hospital
Implementation Strategy – Fiscal Year 2014 and 2015**

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Access to Primary, Specialty and Specialty Care					
Community Outreach Health Clinic – Free Clinic for Uninsured	<ul style="list-style-type: none"> Access to primary and specialty care for uninsured individuals <u>Washington County</u> <ul style="list-style-type: none"> 11% of population uninsured <u>Waukesha County</u> <ul style="list-style-type: none"> 7% of population uninsured 	<ul style="list-style-type: none"> CMH Lab and Radiology Depts. F&MCW Community Physicians CMH Case Management Community Memorial Foundation 	<ul style="list-style-type: none"> Aurora Advanced Healthcare Waukesha County Community Health Center Progressive Community Health Centers Waukesha County Community Dental Clinic United Way of Waukesha County United Way of Greater Milwaukee 	<ul style="list-style-type: none"> Reduce avoidable Emergency Department visits & admissions for the low income and uninsured. Increase referral process for uninsured populations from CMH Emergency Department to the Outreach Clinic Provide free or reduced ancillary services to COHC patients Facilitate referrals to Specialty Care physicians and other health professionals Reduce access barriers for uninsured populations in Washington and Waukesha Counties 	<ul style="list-style-type: none"> \$215,000 Emergency Room cost savings 152 New patients 1,728 existing patients Provided 2,701 lab procedures 119 Radiology procedures 24 Cardiology procedures 73 referrals to CP and Aurora Specialists
Bobbie Nick Voss Colorectal Cancer Screening Program Fiscal Year 2013 - 2015	<u>Washington County</u> <ul style="list-style-type: none"> Decrease in blood stool test in past year 69% of population age 50 and older had a colonoscopy in the past 10 years <u>Waukesha County</u> <ul style="list-style-type: none"> Decrease in blood stool test in past year 	<ul style="list-style-type: none"> Community Memorial Foundation F&MCW Gastroenterologists CMH Surgical Services Pathology Community Outreach Health Clinic Staff and Physicians 	<ul style="list-style-type: none"> Bobbie Nick Voss Charitable Funds 	<ul style="list-style-type: none"> Increase care navigation and facilitate access for vulnerable populations through health education and colonoscopy screenings 	<ul style="list-style-type: none"> Provided 18 colonoscopies to COHC patients

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Access to Primary, Specialty and Preventative Care					
Subsidized Transportation	<ul style="list-style-type: none"> Affordable and Accessible Transportation 	<ul style="list-style-type: none"> Emergency Department Community Engagement Nursing Administration Case Management 	<ul style="list-style-type: none"> Personalized Transportation Services Yellow Cab Taxi Washington County Shared Ride Taxi American United Mobile Medical Specialists 	<ul style="list-style-type: none"> Provide affordable and accessible medical transportation to individuals at or below 200% Federal Poverty Level 	<ul style="list-style-type: none"> Provided 643 rides to patients at or below 200% FPL
Prostate Screening Program	<ul style="list-style-type: none"> Decrease in Prostate Cancer Screening in the past two years in Washington and Waukesha Counties 	<ul style="list-style-type: none"> Cancer Center F&MCW Community Physicians Community Engagement Community Memorial Foundation Marketing and Communications 	<ul style="list-style-type: none"> ZERO – Mobile non-profit prostate screening organization 	<ul style="list-style-type: none"> Increase the amount of men having PSA and Digital exam every two years 	<ul style="list-style-type: none"> 34 patients screened in October 2014 7 patients had elevated PSA of 2.5 and referred for follow-up
Community Influenza Clinics	<ul style="list-style-type: none"> Decrease in populations not receiving the Influenza Vaccination in both Washington and Waukesha Counties – Lower than state and national averages 	<ul style="list-style-type: none"> Community Outreach Community Outreach Health Clinic Community Memorial Foundation Outpatient Pharmacy Hospital Leadership 	<ul style="list-style-type: none"> Sussex Food Pantry St. Boniface Food Pantry Menomonee Falls Food Pantry 	<ul style="list-style-type: none"> Increase the amount of vulnerable populations receiving the Influenza Vaccination Decrease the amount of Influenza related hospitalizations for Community Outreach Health Clinic Patients 	<ul style="list-style-type: none"> 86 vaccinations administered 20 COHC patients received vaccine

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Alcohol and Other Drug Abuse					
Every 15 Minutes Program	<p><u>Washington County</u></p> <ul style="list-style-type: none"> Increase in binge drinking – higher than state and national average 3% of population reported driving under the influence or was a passenger <p><u>Waukesha County</u></p> <ul style="list-style-type: none"> 22% of population reported binge drinking – higher than national average Increase in population reported driving while under the influence or was a passenger 	<ul style="list-style-type: none"> Emergency Dept Staff Community Engagement Emergency Preparedness Coordinator Communications and Marketing Nursing Admin Security Radiology Community Outreach Steering Committee Grant 	<ul style="list-style-type: none"> Germantown School District Menomonee Falls School District Germantown Police, Fire and EMS Menomonee Falls Police, Fire and EMS Flight for Life 	<ul style="list-style-type: none"> Increase awareness of dangers related to distracted driving Increase awareness of distractions related to inattentive driving as measured by post survey. Reduce youth underage drinking and driving Reduce traffic related impairment accidents and deaths in Washington and Waukesha Counties 	<ul style="list-style-type: none"> Distributed 500 pledge not to text pledge forms at various community events and health fairs Menomonee Falls program to occur in April 2015
Drug Free Communities Waukesha County Annual Drug Collection	<ul style="list-style-type: none"> Increase in the misuse of prescription, over the counter and other drugs in Waukesha County 	<ul style="list-style-type: none"> Community Outreach Steering Committee Grant Community Memorial Hospital Campus Community Engagement Environmental Services Pharmacy Hospital Leaders 	<ul style="list-style-type: none"> Menomonee Falls Police and Citizen Academy Cambridge Major Laboratories ProHealth Care Drug Enforcement Agency Waukesha County Drug Unit 	<ul style="list-style-type: none"> Reduce prescription drug abuse in Waukesha County Reduce youth alcohol use in 14 – 20 year olds Properly dispose of unused or expired medications Utilize CMH’s Drug Repository program for proper disposal or reutilization of unexpired cancer & chronic disease management medications 	<ul style="list-style-type: none"> 949 pounds of medications collected 623 households participated in drug collection

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objective & Outcomes	Deliverables
Chronic Disease Management					
Community Outreach Health Clinic Diabetes Case Management Program	<u>Washington County</u> <ul style="list-style-type: none"> 9% of population diabetic <u>Waukesha County</u> <ul style="list-style-type: none"> 7% of population diabetic 	<ul style="list-style-type: none"> Community Outreach Health Clinic Nurse Practitioners F&MCW Endocrinologists and Ophthalmologists COHC Volunteer Clinical Dietician Community Memorial Foundation 	<ul style="list-style-type: none"> Tri-County YMCA – Diabetes Management Program Rx Assist – Prescription Assistance Program Progressive Community Health Centers National Association of Free Clinics 	<ul style="list-style-type: none"> Improve Hemoglobin A1c levels to 7% or less and monitor improvement for all pre-diabetic and diabetic patients Promote a healthy diet for patients to reduce the chances of needing insulin Educate proper use of insulin and importance of continuous monitoring Improve physical activity Decrease Retinopathy in diabetic populations 	<ul style="list-style-type: none"> 54 patients enrolled in diabetic case management program 68% of patients at or below 7% A1c
Living Well with Chronic Conditions (Evidenced Based National Program)	<u>Washington County</u> <ul style="list-style-type: none"> 28% with high blood pressure 21% with high blood cholesterol 9% with diabetes <u>Waukesha County</u> <ul style="list-style-type: none"> 26% with high blood pressure 25% with high blood cholesterol 7% with diabetes 	<ul style="list-style-type: none"> Community Education department Wellness Works Community Outreach Health Clinic Community Engagement Nursing Administration Communications and Marketing F&MCW Community Physician Clinics 	<ul style="list-style-type: none"> Wisconsin Institute for Healthy Aging Sussex Outreach Services Menomonee Falls Area Food Pantry St. Boniface Food Pantry 	<ul style="list-style-type: none"> Increase COHC patient engagement in self-management of chronic disease Decrease in ED utilization for chronic disease related visits. Increase in self-management as measured by pre and post survey Increase communication with physician and medical team Increase physical activity 	<ul style="list-style-type: none"> 8 COHC patients completed program in fall 2013 19 individuals completed training in Spring 2014

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Prevention and Wellness					
CMH Community Garden	<ul style="list-style-type: none"> Decrease in recommended fruit and vegetable intake in Washington and Waukesha Counties 	<ul style="list-style-type: none"> Community Engagement Volunteer Services Grounds Community Outreach Health Clinic 	<ul style="list-style-type: none"> Sussex Food Pantry St. Boniface Food Pantry Menomonee Falls Food Pantry Shady Lane Nursery Menomonee Falls Community Education & Recreation UW-Extension Washington County UW-Extension Waukesha County Tri-County YMCA 	<ul style="list-style-type: none"> Promote awareness/education of healthy nutrition. Increase the number of fruits and vegetable intake as measured by the Community Health Needs Assessment in Washington and Waukesha Counties Provide healthy food options for diabetic and obese populations utilizing the Community Outreach Health Clinic and area food pantries 	<ul style="list-style-type: none"> 1,100 pounds of produce distributed to COHC, Sussex, Menomonee Falls and Germantown Food Pantries 25 different heart healthy recipe cards distributed to local food pantries

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Health Care Coverage					
Enrollment/Coverage Initiative	<ul style="list-style-type: none"> Open enrollment in Marketplace begins October 1, 2013 Transition of 5,031 individuals off Medicaid in Washington and Waukesha Counties 26,000 newly eligible for the Marketplace in Washington and Waukesha Counties 	<ul style="list-style-type: none"> Froedtert and The Medical College of Wisconsin Enrollment Outreach and Retention Task Force Froedtert Health Patient Financial Services Community Engagement F&MCW Community Physician Clinics 	<ul style="list-style-type: none"> Milwaukee Enrollment Network Milwaukee HealthCare Partnership Impact 211 Waukesha County Community Health Center 	<ul style="list-style-type: none"> Promote awareness and education of the Marketplace for the public. Train and deploy certified application counselors, assisters and mobilizers. Targeted outreach to identify eligibility and pathways for enrollment. Inform, train, and provide continuing education to F&MCW staff, physicians and community partners to support enrollment of patients. 	<ul style="list-style-type: none"> 123 individuals were assisted with enrollment in Badgercare; 148 received assistance in Marketplace. 2,789 ACA calls were received to Patient Financial Services

Program/Initiative	Community Health Need/Rationale	Froedtert Health Resources	Community Partners/Resources	Objectives/Outcomes & Deliverables	Deliverables
Restricted Financial Donations					
Community Outreach Services Fund \$50,000 Annually	<ul style="list-style-type: none"> Provide financial resources through grants administered by the Community Outreach Steering Committee of the Board of Directors which result in improvement of the community's overall health status 	<ul style="list-style-type: none"> Froedtert and The Medical College of Wisconsin Community Memorial Hospital Community Engagement Accounts Payable 	<ul style="list-style-type: none"> Community Outreach Steering Committee members 	<ul style="list-style-type: none"> Containment of the growth of community healthcare costs Improve access to care for uninsured/underinsured populations Supports existing programs which improve wellness and health improvement initiatives Establish new programs 	<p>Seven organizations received funding:</p> <ul style="list-style-type: none"> Safe Babies Healthy Families Tri-County YMCA Community Outreach Health Clinic Waukesha County Community Dental Clinic NAMI Waukesha Valley View School Citizen Advocates of Washington County