



Implementation Strategy

Community Health Improvement Plan

Froedtert Hospital

Fiscal Year 2017-2019

Approved on 5/19/2016 by Froedtert Hospital Board of Directors

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Hospital Information and Mission Statement

Overview

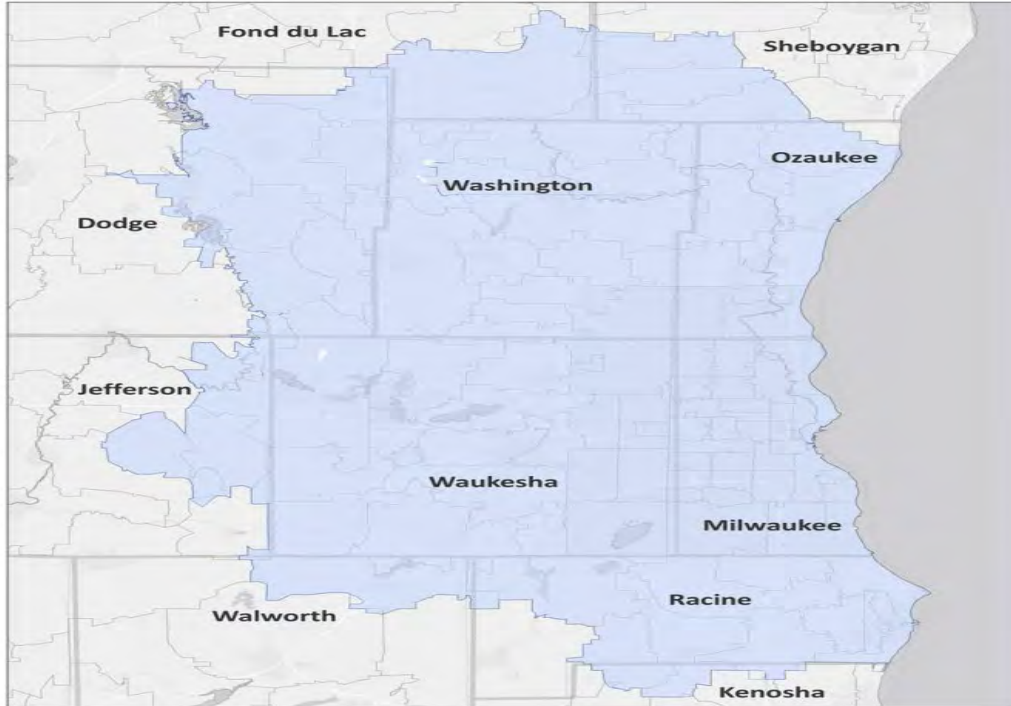
Froedtert & the Medical College of Wisconsin, is a 500-bed academic medical center and a leading destination for advanced medical care. The primary adult teaching affiliate of the Medical College of Wisconsin (MCW), Froedtert Hospital, is a major training facility for more than 1,000 medical, nursing 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 & the Medical College of Wisconsin advance the health of the communities we serve through exceptional care enhanced by innovation and discovery.

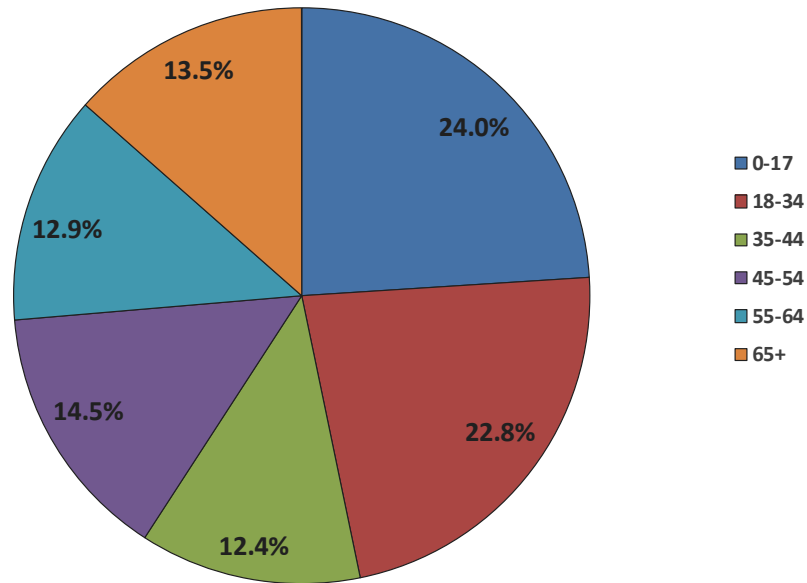
Froedtert Hospital Service Area and Demographics

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.



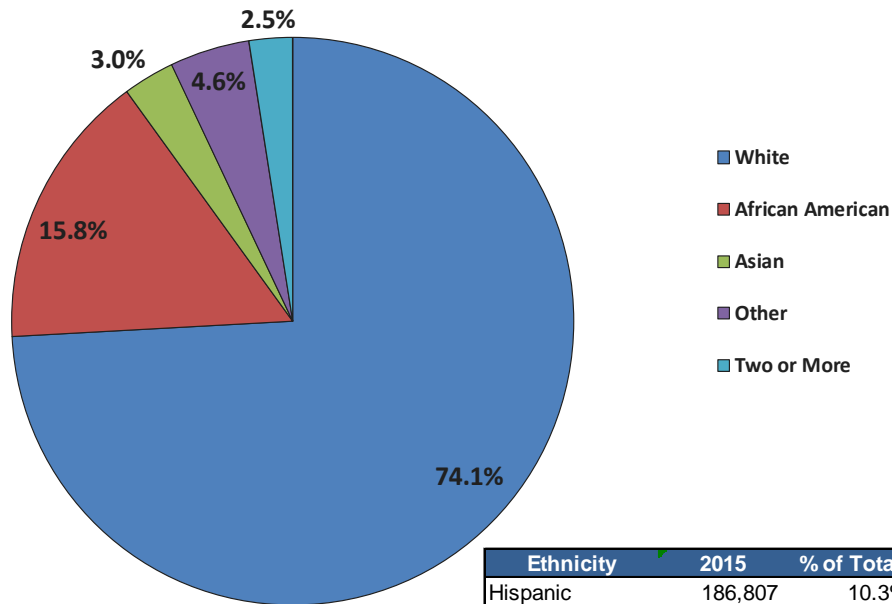
Age – The F&MCW primary service area has the two youngest cohorts as the top two age groups as a percent. Ages 0 – 17 and 18 – 34 make up 24.0% and 22.8% of the population, respectively. The 65+ age cohort is 13.5% of the population.

**2015 Age Distribution
F&MCW Primary Service Area**



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.

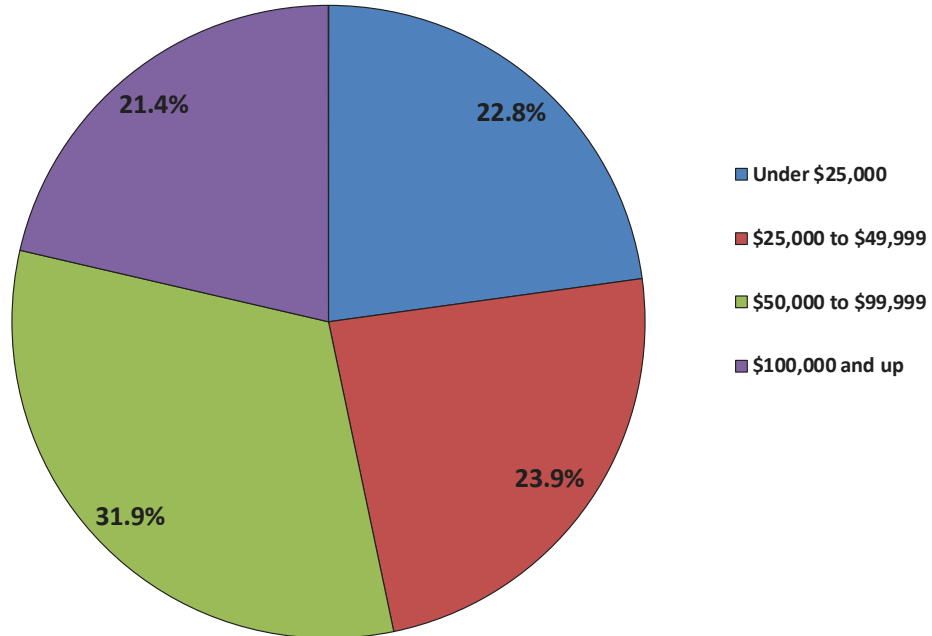
**2015 Racial Distribution
F&MCW Primary Service Areas**



Ethnicity	2015	% of Total
Hispanic	186,807	10.3%
Non-Hispanic	1,629,475	89.7%
Population Total	1,816,282	100.0%

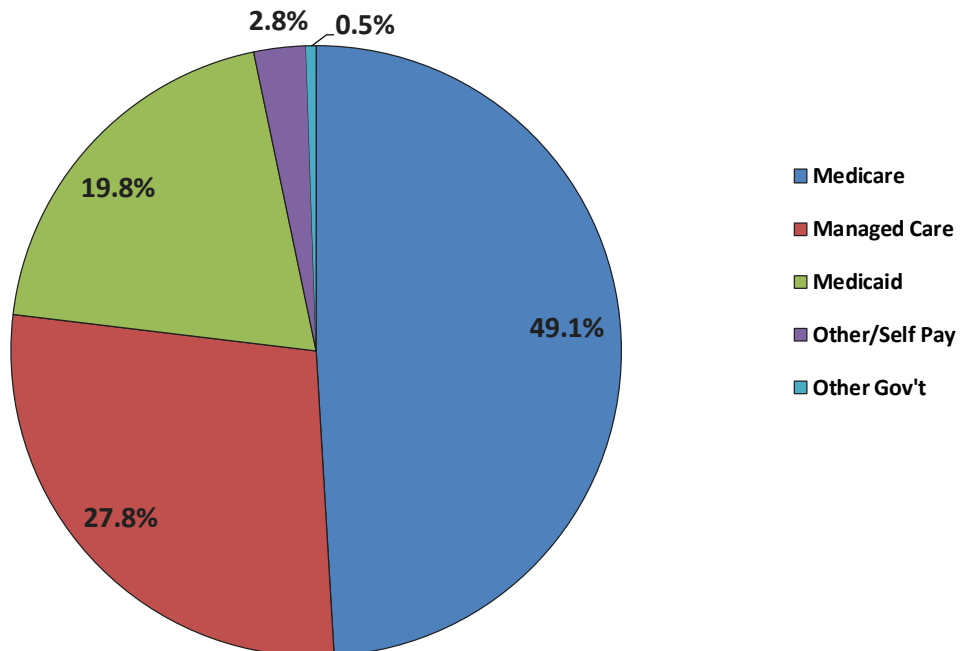
Household Income – 46.7% of households in the F&MCW primary service area earn less than \$50,000 with the largest household income cohort is household earnings between \$50,000 and \$99,999 with 31.9%

**2015 Household Income Distribution
F&MCW Primary Service Area**



Payer Mix – Medicare, Medicaid, and Other Government payer sources make up 69.4% of the payer mix in the F&MCW primary service area. Medicaid and Self Pay—the uninsured portion of the population—make up 22.6% of the payer mix.

**FY 2015 Payer Mix
Patient Origin: F&MCW Primary Service Area**



Health Needs of the Community

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 five 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 2,000 adults, 41 key informant interviews, 4 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 on Froedtert Hospital's website:

[Milwaukee County CHNA Survey Summary](#)

[Milwaukee County CHNA Executive Summary](#)

[Milwaukee County CHNA Key Informant Interview Report](#)

[Milwaukee County CHNA Secondary Data Report](#)

Identified Community Health Needs in Milwaukee County

Priorities across the CHNA Health Survey, Stake Holder Interviews and Secondary Data Reports

CHNA Health Survey	Key Informant Interviews
Chronic Disease	Mental health
Alcohol & Other Drug Abuse	Alcohol & Other Drug Abuse
Injury & Violence	Injury & Violence
Mental Health	Chronic Disease
Teen Pregnancy	Access
Infectious Disease	Physical Activity
Infant Mortality	Nutrition
Lead Poisoning	Reproductive and Sexual Health

Hospital Implementation Strategy

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 council 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.

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 2016 - March 2016, findings from the assessment were categorized into 9 areas: Mental Health, Chronic Disease Management, Access to Care, Injury and Violence Prevention, Physical Activity and Nutrition, Alcohol and Other Drug Abuse (AODA), Cancer Prevention, Teen Pregnancy, and Infectious Disease. 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 ten health needs categories, four overarching themes were identified as the focus for Froedtert & Medical College of Wisconsin Implementation Plan for fiscal 2017-2019:

- Chronic Disease Management
- Injury & Violence
- Access to Care and Navigation
- Behavioral Health

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 hospitals IRS Form 990 Schedule H filing and other reporting sources associated with strategic partners and community coalitions.

CHNA Implementation Strategy
 Froedtert & the Medical College of Wisconsin
 Fiscal Year 2017-2019

Program/Initiative:	Community Outreach Programs
CHNA Area of Focus:	Chronic Disease
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 29% of Milwaukee County residents reported having high blood pressure • 20% of Milwaukee County residents reported having high blood cholesterol • 14 % of Milwaukee County residents reported having asthma • 11% of Milwaukee County reported having diabetes • 9% of Milwaukee County residents reported having heart disease/condition • 19% of Milwaukee County residents reported having poor health status
F&MCW Strategic Plan: Develop and demonstrate capabilities in population health and risk management Align health system resources with identified health needs in the Community Health Improvement Plan for Milwaukee County (health literacy, care navigation, community health worker, evidence based models, best practice, community education)	
Goal: Improve self-management of chronic conditions for underserved populations in low socioeconomic areas in Milwaukee County	
Objective: Increase self-management for individuals living with chronic conditions and reinforce healthy lifestyles to encourage behavior change	
Actions the hospital intends to take to address the health need: <ul style="list-style-type: none"> • Offer a minimum of two Living Well Classes with Chronic Conditions/Diabetes each year • Explore new community partnerships/agencies in service area to hold Living Well with Chronic Conditions/Diabetes and service line programs • Explore partnership with food outlets to promote healthy food choices in Milwaukee County and those serving the Washington Park community (53208, 53206, 53204 zip codes) • Explore opportunities for expanding community health education /resources (Faith-Based communities, local FQHC's, Milwaukee Co. health departments) 	
Anticipated impact of these actions: <ul style="list-style-type: none"> • Increase care for individuals suffering from chronic conditions • Increase enrollment in Living Well programs in Milwaukee County • Increase patient engagement in self-management of chronic conditions • Connect individuals to a Froedtert Primary Care Physician (PCP) 	
Plan to evaluate the impact: <ul style="list-style-type: none"> • Number of participants who completed 6 weeks in the Living Well programs • Number of participants at health events • Number of community classes successfully executed and number of participants • Number of abnormal findings and referrals from health screenings 	

Froedtert Health Resources:

- Inpatient and Outpatient departments
- Case Management
- Community Education department
- Froedtert Memorial Lutheran Hospital (FMLH) staff
- Community Engagement staff
- MCW Partners
- FMLH staff

Froedtert Health Collaborative partners

- Wisconsin Institute for Healthy Aging
- Milwaukee County Food Pantries
- Fondy Food Market
- Faith based communities serving low socioeconomic areas
- American Heart Association
- Neighborhood Communities
- Progressive Community Health Center
- Core El Centro
- Sixteenth Street Community Health Center
- United Methodist Children's Services
- Milwaukee Health Care Partnership
- Milwaukee Area Health Education Center
- American Lung Association
- Outreach Community Health Center
- Repairers of the Breach
- Aids Resource Center of Wisconsin
- Milwaukee County Health Departments
- Milwaukee County Homeless Organizations

Program/Initiative:	Cancer care navigation, awareness, screening - Froedtert Hospital
CHNA Area of Focus:	Chronic Disease –Cancer <ul style="list-style-type: none"> • Breast • Prostate • Lung
	<ul style="list-style-type: none"> • Milwaukee County cancer incidence rate 503.5 (per 100,000 populations) this is above state average of 447.7 (per 100,000 populations). • Cancer mortality rates for Milwaukee County are above national benchmarks. • Difficulty in navigating service lines within healthcare organizations was an identified concern from key informants and community members in Milwaukee Co.
F&MCW Strategic Plan:	Strengthen community engagement within the cancer service line through implementation of programs to increase cancer awareness, screenings and early detection
Goal:	Heighten awareness on cancer screening and early detection in low socioeconomic areas in Milwaukee County
Objective:	Implement programs to increase awareness, screenings and early detection at Froedtert Hospital and within Milwaukee county
Actions the hospital intends to take to address the health need:	<ul style="list-style-type: none"> • Provide quarterly cancer awareness and community education events • Dedicated Community Outreach Coordinator to work with underserved populations in Milwaukee County by providing community resources, navigation and education • Execute a minimum of two community cancer screenings per year • Partnership with the MCW’s cancer team • Introduce new service of mammography and ultrasound at Progressive Community Health Center
Anticipated impact of these actions:	<ul style="list-style-type: none"> • Increase awareness around importance of prevention and early detection • Improve access and referrals to community resources resulting in better outcomes • Increase participation in community cancer screenings – to support at risk and vulnerable populations • Increase awareness around smoking cessation
Plan to evaluate the impact:	<ul style="list-style-type: none"> • Number of community outreach events • Number of individuals screened • Number of abnormalities found during initial screening and referrals for follow up care • Number of referrals from Community Outreach Coordinator to community resources • Number of lives touched during community outreach initiatives
Froedtert Health Resources:	<ul style="list-style-type: none"> • FMLH Cancer Center Staff • F&MCW Community Physicians • Direct financial help through Froedtert Health Charitable Gifts & Sponsorships

Froedtert Health Collaborative Partners:

- American Cancer Society
- Wisconsin Breast Cancer Show House
- Sisters 4 Cure
- Susan G. Komen
- Milwaukee Public Schools
- American Lung Association
- Progressive Community Health Center
- Local Migrant Refugee service agencies
- Pink Shawl
- After Breast Cancer Diagnosis
- Faith based communities serving low socioeconomic areas
- Milwaukee County Homeless Organizations

Program/Initiative:	Partnership – Community Based Clinical Service and Community Health Worker Model
CHNA Area of Focus:	Access to Care/ Chronic Disease
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Lack of awareness of what services and programs exist for community members in Milwaukee County • Fragmented coordination of care and difficult to navigate resources in Milwaukee County • 12 % of Milwaukee County residents did not seek medical care due to cost • 18% of Milwaukee County residents did not take medication due to cost • 19% of Milwaukee County residents rate their health as poor • 11% of Milwaukee County residents are using the emergency department as their only source of access to healthcare • 4% of Milwaukee County residents are uninsured
F&MCW Strategic Plan:	
Align health system resources with identified health needs in the Community Health Improvement Plan for Milwaukee County (health literacy, care navigation, community health worker, effective models, and best practice). Develop and demonstrate capabilities in population health and risk management.	
Goal:	
Expand assistance, support, and navigation through the integration of community and clinical services for vulnerable populations. <ul style="list-style-type: none"> • Community Health Worker (CHW) • Milwaukee Health Care Partnership (MHCP) 	
Objective:	
<ul style="list-style-type: none"> • Increase self-management in high risk populations by addressing social determinants in health • Expand health resources to assist, support, and navigate through community based clinical services and insurance coverage 	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Recruit and train individuals on Community Health Worker Model • Utilize Community Health Worker to improve readmissions and /or navigation for high risk chronic conditions for patients in 53208 zip code • Actively participate in Milwaukee Health Care Partnership • Provide paths to improve health insurance access to underserved populations in Milwaukee County 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Reduce unnecessary healthcare costs • Increase health literacy and self-management for health conditions/healthy living (CHW) • Strengthen community capacity and collaboration for shared responsibility to address unmet health needs (Partnerships with health dept., MHCP, CHW) • Promote education and awareness in the community (health fairs, education resources given by CHW) • Support diverse workforce strategies • Decrease the number of uninsured residents in Milwaukee County 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of community partnerships 	

- Number of individuals receiving education, prevention, primary care referral and screenings at various locations (CHW, health events)
- Number of contacts with community residents (per CHW)
- 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

Froedtert Health Resources:

- Community Engagement staff
- FMLH Financial counselors

Froedtert Health Collaborative Partners:

- Sixteenth Street Community Health Center
- Progressive Community Health Center
- Outreach Community Health Center
- Aids Resource Center of Wisconsin
- United Methodist Children Services
- Milwaukee Area Health Education Center
- Core El Centro
- Milwaukee County Health Departments
- Neighborhood Organizations
- Milwaukee Health Care Partnership
- Food Pantries in Milwaukee County
- Medical College of Wisconsin
- Housing Authority
- Faith based communities serving low socioeconomic areas

Program/Initiative:	Partnership - Community Clinics
CHNA Area of Focus:	Access to Care
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 12% of Milwaukee County residents did not seek medical care due to cost • 18% of Milwaukee County residents did not take medication due to cost • 19% of Milwaukee County residents rate their health as poor • 11% of Milwaukee County residents are using the emergency department as their only source of access to healthcare • 4% of Milwaukee County residents are uninsured
F&MCW Strategic Plan: Provide primary care access in Milwaukee County	
Goal: Improve primary care access to Milwaukee County residents	
Objective: Expand access to care and healthcare services to vulnerable populations in Milwaukee County	
Actions the hospital intends to take to address the health need: <ul style="list-style-type: none"> • Partnership with new Sixteenth Street Community Health Center for underserved populations in Milwaukee County zip code 53219 & 53215 • Expansion of new primary care clinic in Oak Creek • Explore food and nutrition outlet with new clinic expansions (i.e. Meijer) 	
Anticipated impact of these actions: <ul style="list-style-type: none"> • Provide additional access to primary care physicians • Reduce unnecessary health care costs 	
Plan to evaluate the impact: <ul style="list-style-type: none"> • Number of unique visits • Number of Specialty Access to Uninsured (SAUP) referrals • Number of Emergency Department (ED) referrals 	
Froedtert Health Resources: <ul style="list-style-type: none"> • Community Engagement staff • F&MCW primary care clinics • FMLH Dietitians 	
Froedtert Health Collaborative Partners: <ul style="list-style-type: none"> • Sixteenth Street Community Health Center • Milwaukee County Health Departments • Meijer or local grocery stores • Progressive Community Health Center • AIDS Resource Center of Wisconsin • Outreach Community Health Center • Milwaukee Health Services • Milwaukee Health Care Partnership • Outpost • Victory Gardens • Hunger Task Force • Feeding America • Faith based communities serving low socioeconomic areas 	

Program/Initiative:	School Health Program
CHNA Area of Focus:	Access to Care
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Access to health services continues to emerge in Milwaukee County. • Data demonstrates families located in lower socioeconomic status areas in Milwaukee County have greater health disparities. • Zip codes with lower socioeconomic status include; 53218, 53216, 53210, 53206, 53212, 53205, 53208, 53233, 53204, 53215.
F&MCW Strategic Plan:	
Reach underserved population with accessible affordable health services	
Goal:	
Improve access to preventative health and wellness programs to youth attending Westside Academy school	
Objective:	
Improve the educational performance and well-being of school aged children	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • FTE 0.75 school nurse in inner-city school in Milwaukee County in the 53208 zip code 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Increase return to class rates • Decrease number of students going home due to medical related incidence • Increase number of students that are immunization compliant • Increase the number of students receiving dental sealants • Promote awareness and access to simple physical activity • Increase participation in wellness and physical activity programs 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • School attendance percentage • Number of students going home in a school year • Number of students enrolled in smart smiles program • Number of students returning to class after seeing the school nurse • Number of participants attending wellness events/education 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • Community Engagement staff 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • Milwaukee Public Schools (MPS) • Westside Academy schools • Progressive Community Health Center • Smart Smiles Dental Program • Children’s Hospital of Wisconsin • Milwaukee County Health Departments 	

Program/Initiative:	Injury and Violence prevention programs/partnerships
CHNA Area of Focus:	Injury & Violence
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Injury and Violence were among the top three concerns in Milwaukee County. • Issues identified from Milwaukee County key informants and residents included; domestic and intimate partner violence, childhood trauma, youth violence, and gun violence. • There was an identified need for collaboration among community partners across sectors in Milwaukee County • 10% of Milwaukee County residents had experienced one personal safety issue in the last year. • 10,919 hospitalizations for injuries for Milwaukee County. • 7,953 Milwaukee County ED visits for motor vehicle traffic crashes • 11,142 Milwaukee County ED visits struck by or against object or person • 22,352 Milwaukee County ED visits for falls • 6,509 Milwaukee County ED visits for unspecified cause or injury
F&MCW Strategic Plan:	
Develop and demonstrate capabilities in population health and risk management Align system health resources with identified needs in community health improvement plan	
Goal:	
Heighten awareness and address incidence related to distracting driving in Milwaukee County Partner with community organizations to minimize incidences of violent crimes in specific Milwaukee County Neighborhoods with emphasis in the Washington Park neighborhood	
Objective:	
<p style="text-align: center;"><u>Injuries</u></p> <ul style="list-style-type: none"> • Increase awareness of dangers related to distracted driving • Increase awareness of slips, trips, and falls <p style="text-align: center;"><u>Violence</u></p> <ul style="list-style-type: none"> • Collaborate with community partners across sectors to inform programming being brought to the Washington Park neighborhood. 	
Actions the hospital intends to take to address the health need:	
<p style="text-align: center;"><u>Injuries</u></p> <ul style="list-style-type: none"> • Provide forever changed program minimum twice per year • Provide falls prevention education minimum twice per year • Provide injury prevention & vehicle safety program minimum twice per year <p style="text-align: center;"><u>Violence</u></p> <ul style="list-style-type: none"> • Partner with Milwaukee County crime prevention programs (i.e. Milwaukee Homicide Review Board) • Explore research based programs (i.e. Cardiff Model in the ED program to reduce street violence and accident and emergency (A & E) violence related attendances) • Explore partnership with non- profit organizations to support reductions in violence 	
Anticipated impact of these actions:	
<p style="text-align: center;"><u>Injuries</u></p> <ul style="list-style-type: none"> • Heighten the awareness of the consequences of distracting driving and driving under the influence of alcohol and drugs 	

- Educate the importance of using good judgment when driving
- Educate on home safety for older adults

Violence

- Partnership with community agencies addressing violent crimes in Milwaukee County (i.e. Sojourner, Safe & Sound, Neighborhood Associations)
- Provide culturally sensitive care to FMLH patients of crimes and injuries

Plan to evaluate the impact:

- Number of partnerships with Milwaukee County agency addressing violence
- Number of ED visits for motor vehicle crashes
- Number of ED visits for falls
- Number of ED visits for gun shots, wounds, stabbings, and assaults
- Number of classes successfully executed
- Number of participants completing injury related classes

Froedtert Health Resources:

- FMLH Inpatient and Outpatient departments
- FMLH & MCW Trauma team
- MCW Emergency Medicine team

Froedtert Health Collaborative Partners:

- Milwaukee County Homicide Review Board
- Medical College of Wisconsin
- Sojourner Peace Center
- Benedict Center
- Neighborhood Associations
- Milwaukee Public Schools
- Safe and Sound
- Milwaukee County Fire Departments
- Milwaukee County Police Departments
- Milwaukee County Health Departments
- Milwaukee County Public and Private Schools
- National Black Nurses Association- Milwaukee Chapter
- Holy Cathedral- Word of Hope Ministries
- Project Safe Neighborhoods
- Black Health Coalition
- Washington Park Neighborhood
- Faith based communities serving low socioeconomic areas

Program/Initiative:	Partnership with community organizations and health service agencies
CHNA Area of Focus:	Behavioral Health
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 18% of Milwaukee County residents reported having mental health conditions • Milwaukee County residents reported in increase in opioid and prescription drug abuse. • Milwaukee County has seen an increase in suicide death rates
F&MCW Strategic Plan:	
Reach underserved population with accessible affordable health services Define behavioral health strategy as its relates to community health improvement plan for Milwaukee County	
Goal:	
Collaborate with community organizations to understand and address behavioral health concerns throughout Milwaukee County	
Objective:	
Increase community awareness of Mental Health and Alcohol and Other Drug Abuse (AODA) problems and collaborate for better case management and navigation of treatment	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Partner with Milwaukee County opioid and heroin task force • Explore partnerships with community organizations and health service agencies in Milwaukee County who currently serve this population • Collaboration with Federally Qualified Health Centers (FQHC's) behavioral health strategies/offerings 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Increase awareness and self-management of mental health conditions • Creating more connections between community resources and clinical staff 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of partnerships 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • FMLH Community Engagement staff • FMLH Case Management • FMLH Care Coordinators • FMLH & MCW Emergency Medicine staff 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • Behavioral Health Division Milwaukee County • Health and Human Services in Milwaukee County • National Association of Mental Illness • United Way of Greater Milwaukee & Waukesha County • Opioid and Heroin Task Force in Milwaukee County • Milwaukee Police Department • Milwaukee Public Schools • Milwaukee Center for Independence • Progressive Community Health Center • Washington Park • Department of Corrections Community Justice Council • Faith based communities serving low socioeconomic areas 	