Implementation Strategy

Community Health Improvement Plan

Froedtert Menomonee Falls Hospital

Fiscal Year 2019 - 2021

Plan Approved by Community Outreach Steering Committee on 6/8/2018
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Hospital Information and Mission Statement

Overview
Froedtert & the Medical College of Wisconsin Froedtert Menomonee Falls Hospital, founded in 1964 by the citizens of Menomonee Falls and surrounding communities, is a full-service hospital that specializes in cancer care, heart and vascular care, orthopaedics, women’s health and advanced surgical procedures. Froedtert Menomonee Falls Hospital is part of the Froedtert & MCW health care network, which includes Froedtert Hospital in Milwaukee, eastern Wisconsin's only academic medical center; hospitals in Kenosha, Pleasant Prairie and West Bend; and more than 40 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.

Service Area and Demographics
For the purpose of Froedtert Menomonee Falls Hospital’s (FMF) Community Health Needs Assessment and Implementation Strategy, programs, activities and partnerships are delivered in its primary service area of Northeastern Waukesha County and Germantown in Washington County. Through the Froedtert & the Medical College of Wisconsin Health Network, Froedtert West Bend Hospital’s CHNA Report and Implementation Strategy focuses on programs and partnerships in Washington County; and Froedtert Hospital’s focus is on Milwaukee County and municipalities aligned with its primary service area. Froedtert Health determines its primary and secondary service areas with an annual review of discharges and market share.

Froedtert Menomonee Falls Hospital total service area consists of Waukesha County as well as zip codes in southern Washington County and western Milwaukee County.

The map reflects the 25 zip codes – 53005 (Brookfield), 53007 (Butler), 53012 (Cedarburg), 53017 (Colgate), 53022 (Germantown), 53027 (Hartford), 53029 (Hartland), 53033 (Hubertus), 53037 (Jackson), 53040 (Kewaskum), 53045 (Brookfield), 53046 (Lannon), 53051 (Menomonee Falls), 53072 (Pewaukee), 53076 (Richfield), 53086 (Slinger), 53089 (Sussex), 53090 (West Bend), 53095 (West Bend), 53122 (Elm Grove), 53218 (Milwaukee), 53222 (Milwaukee), 53223 (Milwaukee), 53224 (Milwaukee), and 53225 (Milwaukee).

Northeast Waukesha County and Germantown in Washington County is our primary service area for purposes of the CHNA/Implementation Strategy and we derive 73% of our discharges from this geography.
Age – The FMF 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 12.1% in the FMF Total Service Area and slightly higher at 12.3% in the five-county area.

![2017 Age Distribution](image1)

Race/Ethnicity – The racial distribution in the FMF Total Service Area is predominantly White (74.1%) and African American (17.7%). This is similar to the Milwaukee Five-County Area which is also predominantly White (73.1%) and African American (16.0%).

![2017 Racial Distribution](image2)
**Household Income** – 37.9% of the FMF Total Service Area earns less than $50,000 annually whereas in the five-county area, 44.1% of the population earns $50,000 or less.

![Household Income Pie Chart]

**Payer Mix** – 18.0% of the patients in the FMF Total Service Area are Medicaid or Self Pay (uninsured) patients, compared to 22.3% in the five-county area.

![Payer Mix Pie Chart]
Health Needs of the Community

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 Waukesha County Health Department aligned resources to complete a shared community health needs assessment (CHNA) from June – September 2017. 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 400 adults, 50 key informant interviews and a secondary source data analysis. This shared CHNA serves as the foundation for Froedtert Menomonee Falls Hospital’s implementation strategy to improve health outcomes and reduce disparities in Washington and Waukesha Counties.

The CHNA Report full reports can be found at https://www.froedtert.com/community-engagement.

Significant Identified Community Health Needs in Waukesha County

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<th>Priorities across the CHNA Health Survey, Stakeholder Interviews and Secondary Data Reports</th>
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<td>Alcohol and Other Drug Use</td>
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<td>Tobacco Use and Exposure</td>
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Waukesha County Community Health Survey and Key Informant Stakeholder Interviews reported slightly different significant health need priorities

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<thead>
<tr>
<th>Residents’ Survey Priorities</th>
<th>Top Health Issues -Key Informants in Waukesha County</th>
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<tr>
<td>• Illegal Drug Use</td>
<td>• Mental Health</td>
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<td>• Access to Health Services</td>
<td>• Alcohol and Drug Use</td>
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<td>• Overweight/Obesity</td>
<td>• Chronic Diseases</td>
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<tr>
<td>• Chronic Diseases</td>
<td>• Access to Health Services</td>
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<tr>
<td>• Prescription or Over the Counter Drug Abuse</td>
<td>• Nutrition</td>
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Hospital Implementation Strategy

CHNA Data Review Process and Selection of Priorities and Strategies

Froedtert Menomonee Falls Hospital’s Community Engagement strategies are guided by the Community Outreach Steering Committee (COSC) which is a subcommittee of the hospital’s Board of Directors. The COSC actualizes the mission of Froedtert Menomonee Falls Hospital (FMF) through community engagement 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 FMF 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

Under the direction of the Community Engagement Leadership Team and trained meeting facilitator; the CHNA 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 (Waukesha and Germantown in Washington County)
2. Reviewed Impact 211 Data, Community Outreach Health Clinic Data, United Way ALICE report for Waukesha and Washington Counties
3. Reviewed previous CHNA/Implementation Plan priorities, programs and results
4. Reviewed current hospital and community health improvement initiatives and strategies
5. Ranked and selected priority areas
6. Select evidence-based strategies, partnerships and programs to address community health needs

After the facilitated workout session in March 2018, based on the information from all the CHNA sources, the most significant health issues were identified as: Access to Care and Resource Navigation, Chronic Disease Management, Mental Health Services, Nutrition, Obesity and Physical Activity, Oral Health, Alcohol, Drug, Tobacco, Abuse and Other identified needs. To identify the top ranked priorities, members of the Community Outreach Steering Committee were asked to rate each priority based on the following criteria: feasibility of Froedtert Menomonee Falls Hospital to address the need (direct programs, clinical strengths and dedicated resources), alignment with Froedtert Health’s strategic priorities, current or potential community partners/coalitions and each need has achievable and measurable outcomes. Of those ten health needs categories, four overarching themes were identified as the focus for Froedtert Menomonee Falls Hospital’s Implementation Plan for fiscal 2019 – 2021:

- Access to Health Care Services and Navigation of Community Resources
- Mental Health/Alcohol and Other Drug Abuse
- Chronic Disease Prevention and Management
  - Cancer
  - Nutrition and Physical Activity
Priority Areas Not Addressed

Communicable Disease: Waukesha County Public Health is working on this health issue through tracking and follow-up. STD/HIV services are also provided.

Environmental and Occupational Health: Waukesha County Public Health is working on this health issue through food safety, lodging and pool inspections, lead safety, rabies control & bites, radon, water wells, and others.

Healthy Growth and Development: Public Health, The Women’s Center, and a number of other community organizations are working on this health issue.

Injury and Violence: Center for the Prevention of Family Violence, The Women’s Center, United Way, and other community organizations are working on this health issue.

Reproductive and Sexual Health: Public Health, Family Service, United Way, and a number of other community organizations are working on this health issue.

Tobacco Use: Froedtert Menomonee Falls Hospital supports the Multi-Jurisdictional Coalition of Tobacco Free Community Partnership Dodge, Jefferson and Waukesha Counties.

Mental Health: Froedtert Menomonee Falls Hospital does not have the dedicated resources, although partners with many organizations throughout the service area to address certain areas of need. There are other local health and human service agencies and organizations dedicated to this issue in FMFH’s service area.

Obesity: This priority area is addressed within the overarching theme of Chronic Disease Prevention and Management. In addition, Froedtert Menomonee Falls Hospital leaders and staff are partnering with local agencies on strategies and tactics to address obesity throughout the county. Waukesha County Health Department and other community partners have dedicated staff and facilities addressing this issue.

Implementation Strategy Evaluation

Froedtert Menomonee Falls Hospital’s Community Engagement team along with the Community Outreach Steering Committee will regularly monitor and report on progress towards the Implementation Strategy objectives and provide quarterly reports to the Hospital’s Board of Directors 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.
### Program/Initiative:
Community Outreach Health Clinic

### CHNA Area of Focus:
- Access to Health Services and Navigation of Community Resources
- Chronic Disease Prevention and Management
- Mental Health/AODA

### CHNA Community Health Need/Rationale:
- 7% of Waukesha County residents uninsured
- 17% of Waukesha County residents did not seek medical care due to cost
- 12% of population reported having unmet care in past 12 months
- 11% of population did not take medications due to cost

### Goal:
Expand assistance and support of the Community Outreach Health Clinic to improve access to healthcare for uninsured and underinsured populations.

### Objective:
Continue the support of Community Outreach Health Clinic and community stakeholders to increase access to preventative and primary care, improve quality and reduce costs

### Actions the hospital intends to take to address the health need:
- Continue referral process for uninsured/underinsured populations from FMF to Community Outreach Health Clinic
- Provide ancillary/specialty care services for COHC patients
- Screen uninsured patients for financial assistance programs (Marketplace, BadgerCare etc.) including Froedtert Health’s Financial Assistance Program
- Provide financial support for clinic operations and functions
- Screen patients for underlying AODA/Mental Health Conditions
- Provide behavioral health coaching and referral to community services

### Anticipated impact of these actions:
- Reduce unnecessary healthcare costs
- Reduce health disparities
- Strengthen community capacity and collaboration for shared responsibility to address unmet health needs

### Plan to evaluate the impact:
- Number of Froedtert Menomonee Falls Hospital referrals to Community Outreach Health Clinic
- Number of patients served at Community Outreach Health Clinic
- Quality of care and service needs met through United Way Patient Impact Survey
- Number of donated ancillary services provided by Froedtert Menomonee Falls Hospital and Froedtert & MCW Community Physicians Health Centers
- Internal data tracking preventable emergency department visits and readmissions

### Froedtert Health Resources:
- Organizational support through Froedtert Menomonee Falls Hospital and Froedtert Health
- Philanthropic support from Froedtert Menomonee Falls Hospital Foundation
- Froedtert & MCW Community Physicians
- Financial Counselors

### Froedtert Health Collaborative Partners:
- Addiction Resource Council
- Waukesha County Community Dental Clinic
- United Way of Greater Milwaukee and Waukesha County
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<tr>
<th>Program/Initiative:</th>
<th>FMF Family Medicine Residency Program</th>
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<tr>
<td>CHNA Area of Focus:</td>
<td>Access to Care and Navigation/Chronic Disease Prevention and Management</td>
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</table>

### CHNA Community Health Need/Rationale:
- 31% of Waukesha County residents reported having High Blood Pressure
- 26% of Waukesha County residents reported having High Blood Cholesterol
- 12% of Waukesha County residents reported having Heart Disease or related condition
- 7% of Waukesha County residents uninsured
- 17% of Waukesha County residents did not seek medical care due to cost
- 12% of population reported having unmet care in past 12 months

### Goal:
- Improve primary care access to Waukesha and Washington County Residents
- Train physicians who will provide advocacy, representation and leadership for the specialty of Family Medicine

### Objective:
- Expand access to care and healthcare services to vulnerable populations in Waukesha and Washington County
- Develop skills in new physicians around team development, continuity of care, collaboration, and leadership needed for effective team-based care

### Actions the hospital intends to take to address the health need:
- Provide access to care with family practice residents
- Provide paths to improve access to underserved populations in Waukesha and Washington County

### Anticipated impact of these actions:
- Improve access to care to vulnerable populations
- Reduce unnecessary health care costs

### Plan to evaluate the impact:
- Quality of care scores
- Patient satisfaction scores
- Number of patient visits
- Number of patient referrals to community resources

### Froedtert Health Resources
- Community engagement staff
- Froedtert & MCW Community Physicians

### Froedtert Health Collaborative Partners:
- Medical College of Wisconsin
- Waukesha County Community Dental Clinic
- Community Outreach Health Clinic
### Program/Initiative:
Waukesha County Community Dental Clinic – Menomonee Falls

### CHNA Area of Focus:
Access to Health Services and Navigation of Community Resources

### CHNA Community Health Need/Rationale:
- 17% of Waukesha County residents delayed/did not seek care due to cost
- 7% of Waukesha County Residents had unmet dental care in past 12 months
- 2% of Waukesha County Children in Household did not receive dental or medical care in past 12 months

### Goal:
Improve access to basic and preventative dental care for uninsured and underinsured children and adults residing in Froedtert Menomonee Falls Hospital’s service area

### Objective:
Support WCCDC’s Menomonee Falls Dental Clinic to increase access to preventative and general dentistry and reduce unnecessary emergency room utilization for oral health needs

### Actions the hospital intends to take to address the health need:
- Education and awareness of dental clinic with community partners and agencies
- Develop referral process with Community Outreach Health Clinic, Emergency Department and Family Medicine Residency Program
- Promote Froedtert Health Classes and Screenings with WCCDC patients – especially those with chronic conditions

### Anticipated impact of these actions:
- Reduce unnecessary health care costs and emergency room utilization
- Treat and reduce periodontal disease for those with chronic conditions
- Reduce school absenteeism for children suffering for oral health conditions/pain
- Increase positive oral health education to parents and families with children

### Plan to evaluate the impact:
- Number of patient visits (uninsured, gov’t sponsored healthcare, demographic etc.)
- Number of referrals to Outreach Clinic and Family Medicine Residency Program
- Number of successful hygiene visits

### Froedtert Health Resources
- Executive to serve on WCCDC Board of Directors
- Financial support through Froedtert Health Community Gift
- Froedtert & MCW Community Physicians

### Froedtert Health Collaborative Partners:
- Waukesha County Community Dental Clinic
- Community Outreach Health Clinic
- Washington County Head Start Program
- Washington and Waukesha County School Districts
- Menomonee Falls, Sussex and Germantown Food Pantries
- Churches and Faith-based Organizations
### Program/Initiative:
Cancer Care Navigation, Awareness, Prevention and Screenings – Froedtert Menomonee Falls Hospital Cancer Center

### CHNA Area of Focus:
- Chronic Disease Prevention and Management – Cancer
- Nutrition and Physical Activity

### CHNA Community Health Need/Rationale:
- Washington and Waukesha County cancer incidence rate is higher than state average
- Cancer is leading cause of death in Waukesha and Washington Counties
- Difficulty in navigating programs and services in FMF’s service area

### Goal:
Decrease the cancer mortality rate in Washington and Waukesha Counties

### Objective:
Implement programs to increase cancer awareness, screening and early detection at FMF and organizations across the hospital’s service area

### Actions the hospital intends to take to address the health need:
- Dedicated navigator working with patients receiving care in the FMF Cancer Center and provide assessment and referrals for health system and community resources
- Screen all uninsured patients for financial assistance programs through the Marketplace or government sponsored programs
- Execute a minimum of two community cancer screening programs per year
- Execute quarterly cancer awareness and education events (classes, health fairs, events etc.)

### Anticipated impact of these actions:
- Increase awareness around importance of prevention and early detection
- Improve access and referrals to community resources resulting in better outcomes
- Provide diagnosis information and support to patients and caregivers
- Increase participation in community cancer screenings – especially at-risk and vulnerable populations

### Plan to evaluate the impact:
- Number of navigational consults to care
- Number of referrals from Nurse Navigators to community resources/programs
- Number of individuals screened
- Number of abnormalities found during initial screenings and referrals for follow-up care

### Froedtert Health Resources:
- FMF Cancer Center Nurses and Clinical Psychologist
- Froedtert Menomonee Falls Hospital Foundation
- Froedtert & MCW Community Physicians
- Froedtert & MCW Cancer Care Network Physicians
- Direct Financial Support through Froedtert Health’s Charitable Gifts and Sponsorship Committee

### Froedtert Health Collaborative Partners:
- American Cancer Society
- Bobbie Nick Voss Charitable Funds
- Waukesha County Public Health
- Washington County Public Health
- YMCA of Greater Waukesha
- Wisconsin Athletic Club
**Program/Initiative:** Community Health Education and Outreach Programs (Living Well Series, Service Line Outreach and Support Groups)

**CHNA Area of Focus:**
- Chronic Disease Prevention and Management
- Nutrition and Physical Activity

**CHNA Community Health Need/Rationale:**
- 33% of Waukesha County residents reported having High Blood Pressure and 26% High Blood Cholesterol
- 12% of Waukesha County residents reported having Heart Disease or related condition
- 12% of population reported having diabetes
- 11% of population did not take medications for their medical condition due to cost

**Goal:** Reduce morbidity and mortality from chronic conditions

**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:**
- Facilitate a minimum of three Living Well with Chronic Conditions/Diabetes programs each year
- Deliver evidence-based health screenings and education programs at FMF and in the community at community partner locations and strategic access points
- Explore opportunities for enhancing and expanding clinical support groups and community health education programs in community based settings

**Anticipated impact of these actions:**
- Increase care for individuals suffering from chronic conditions
- Increase patient engagement in self-management of chronic conditions
- Increase enrollment in Living Well programs in Washington County
- Decrease hospital admissions and readmissions

**Plan to evaluate the impact:**
- Number of participants completing the six week program
- Number of participants referred from community partners
- Number of hospital admissions and readmissions related to chronic conditions
- Number of classes successfully executed

**Froedtert Health Resources:**
- Community Engagement Staff – Certified Living Well Instructors
- Case Management
- Inpatient/Outpatient Departments

**Froedtert Health Collaborative Partners:**
- Wisconsin Institute for Healthy Aging
- Waukesha County Aging and Disability Resource Center
- Eras Senior Programs Waukesha County
- Menomonee Falls, Sussex and Germantown Food Pantries
- Area Community Education and Recreation Departments
- Silver Spring Neighborhood Center
<table>
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<tr>
<th>Program/Initiative:</th>
<th>Partnership – Community Based Mental Health/AODA Coalitions</th>
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<tr>
<td></td>
<td>• Heroin Task Force</td>
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<td>• Waukesha County CHIPP</td>
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<td>• Evidence Based Decision Making Model</td>
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<td>• Every 15 Minutes</td>
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<td>• Community Drug Collections</td>
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<td>CHNA Area of Focus:</td>
<td>Mental Health/Alcohol and Other Drug Abuse</td>
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<tr>
<td>CHNA Community Health Need/Rationale:</td>
<td>26% of Waukesha County residents reported binge drinking</td>
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<td>4% of Waukesha County residents reported having a Mental Health Condition</td>
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<td>Heroin Overdoses/Deaths</td>
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<td>Issues with navigating and accessing Mental Health/AODA treatment services – especially uninsured/underinsured</td>
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<tr>
<td>Goal:</td>
<td>To provide knowledge our community needs and the access necessary for early intervention and continued treatment of mental illness and/or substance abuse</td>
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<tr>
<td>Objective:</td>
<td>Increase community awareness of mental health and alcohol and other drug abuse problems and collaborate for better case management and navigation of treatment</td>
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<td>Actions the hospital intends to take to address the health need:</td>
<td>Actively participate in Waukesha and Washington County steering committees and project teams</td>
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<td>In-kind support of Froedtert Health leaders, staff and physicians with knowledge and expertise in behavioral health</td>
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<td>Provide support groups and programs for individuals/family members impacted by mental illness and AODA issues</td>
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<td>Provide behavioral health and AODA screenings in the Community Outreach Health Clinic and connect patients and family members with community resources</td>
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<tr>
<td>Anticipated impact of these actions:</td>
<td>Connect individuals and family members with community programs and services</td>
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<td>Reduce unnecessary emergency detentions and emergency room/hospital utilization</td>
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<td>Plan to evaluate the impact:</td>
<td>Number of individuals screened for behavioral health/AODA issues</td>
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<td>Waukesha County Health and Human Services and Public Health Departments – Lead Agencies</td>
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<td>Addiction Resource Council (Waukesha County)</td>
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<td>Germantown School District</td>
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<td>Menomonee Falls Police Department</td>
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<td>School District of Menomonee Falls</td>
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In addition to Froedtert & the Medical College of Wisconsin Froedtert Menomonee Falls Hospital’s Implementation Strategy, the organization fulfills its mission through other important community engagement activities and partnerships:

- **Healthcare Career Academy** – Job shadowing and education program for Menomonee Falls, Hamilton, Germantown and New Berlin School District students interested in a career in healthcare (Workforce Development and Health Professions Education).
- **Community Outreach Steering Committee Grant Program** – Quarterly grant process that supports programs and projects to area non-profits and coalitions focused on improving health and wellness of Washington and Waukesha County residents (Funding based on identified community needs and outcomes).
- **Sexual Assault Nurse Examiner** – Froedtert Menomonee Falls Hospital employs specially trained registered nurses to provide forensic evaluations, medical assessment and support for victims of sexual assault (Sexual Assault and Violence).
- **Health Professionals Education** – Annual preceptorships, clinical rotations, residencies and job shadows for students attending area high schools, colleges and universities (Workforce Development).
- **Subsidized Flu Clinics** – Through financial support of the Froedtert Menomonee Falls Hospital Foundation, FMF Pharmacists provide free flu shots to underserved populations throughout the hospital’s service area at various community access points (Access to Care).
- **Subsidized Transportation** – Vouchers for Froedtert Menomonee Falls Hospital patients at or below 250% Federal Poverty Level needing access to hospital services or post discharge (Access to Care).
- **Community Garden** – Froedtert Menomonee Falls Hospital’s on-campus garden provides produce to low-income populations residing in the hospital’s service area that may not readily have access to fresh vegetables (Chronic Disease Management).
- **Healthcare Coverage and Enrollment** – Froedtert Health Certified Application Counselors providing enrollment assistance to BadgerCare and Marketplace eligible patients (Access).
- **Annual United Way Employee Giving Campaign** – Annual campaign where Froedtert Menomonee Falls Hospital and Froedtert Health leaders, physicians and staff can donate money or volunteer to help support the United Way of Greater Milwaukee and Waukesha County
- **Froedtert in Action** – Froedtert Health’s leadership involvement on Community Boards, Coalitions, Chamber of Commerce and direct Community Health Improvement/Engagement efforts in Washington and Waukesha Counties