Implementation Strategy

Community Health Improvement Plan

Froedtert Memorial Lutheran Hospital
Doing Business As:

Froedtert Hospital

Fiscal Year 2026-2028

Approved by Froedtert Hospital Board of Directors on 08/28/2025

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This implementation strategy serves to describe how Froedtert Hospital will address the community needs as described in the CHNA Report. Effective July 1, 2025, in fiscal year 2026 to comply with federal tax law requirements set forth in Internal Revenue Code Section 501(r) and to satisfy the requirements set forth in IRS Notice 2011-52 and the Affordable Care Act for hospital facilities owned and operated by an organization described in IRC Section 501(c)(3).

A digital copy of this CHNA is publicly available at **https://www.froedtert.com/community-engagement** or by calling 414-777-1926.

CHNA adopted by the Froedtert Hospital Board of Directors on 05/22/2025

CHNA made publicly available on 05/30/2025

Implementation Strategy adopted by the Froedtert Hospital Board of Directors on 08/28/2025

Implementation Strategy made publicly available on 09/03/2025

Hospital Information and Mission Statement

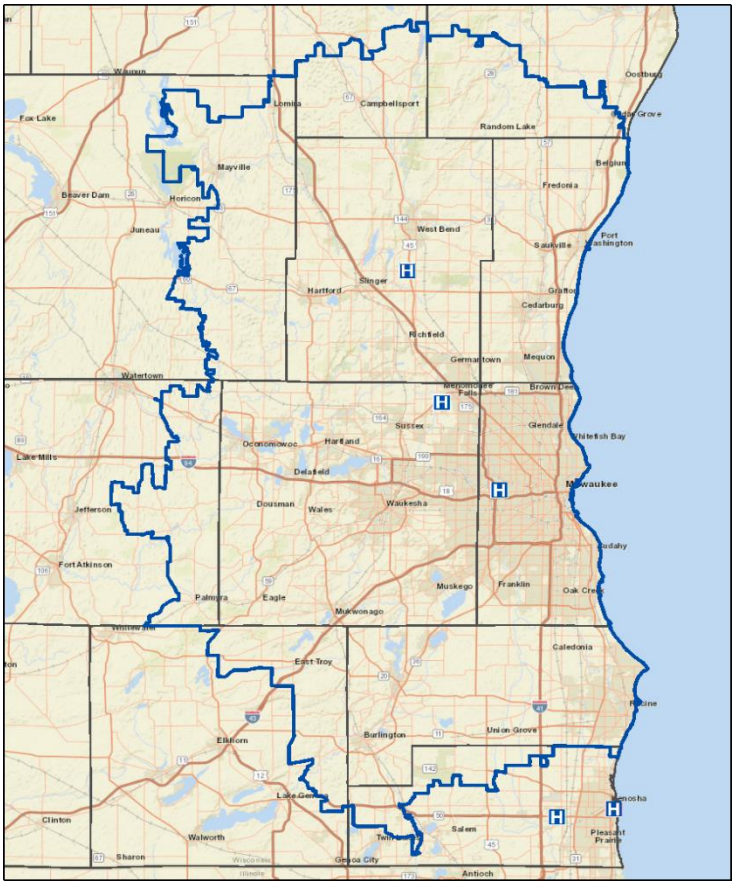
Froedtert Hospital

900 N 92nd Street
Milwaukee, WI 53226

Overview

Froedtert Hospital, the academic medical center of the Froedtert & the Medical College of Wisconsin health network, has 766 beds and is a leading referral resource for advanced medical care. Froedtert Hospital also operates the region's only adult Level I Trauma Center. The primary adult teaching affiliate of MCW, Froedtert Hospital is a major training facility for medical, nursing and health technical students. 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. For more information, visit *froedtert.com.*

In 2024, Froedtert Health and ThedaCare became one organization, making it possible for the health network to enhance access to care for more people in Wisconsin. Froedtert ThedaCare Health includes 22,000+ employees and 3,400+ providers offering services in 18 hospitals and more than 360 outpatient locations including primary care, health centers and clinics. The combined organization is a partner to the Medical College of Wisconsin, working in concert to expand its mission of patient care, innovation, medical research and education.



Mission Statement

The Froedtert & the Medical College of Wisconsin health network advances the health of the communities we serve through exceptional care enhanced by innovation and discovery.

Service Area

For the purpose of the Community Health Needs Assessment, the community is defined as Milwaukee County because we derive 57.3% of discharges occur from this geography. All programs, activities and partnerships under the CHNA will be delivered in Milwaukee County. Froedtert Hospital determines its primary and secondary service areas by completing an annual review and analysis of hospital discharges and market share according to various determinants. The map reflects the 35 zip codes.

Primary Service Area									
53110	Cudahy	53203	Milwaukee	53210	Milwaukee	53217	Milwaukee	53224	Milwaukee
53129	Greendale	53204	Milwaukee	53211	Milwaukee	53218	Milwaukee	53225	Milwaukee
53130	Hales Corners	53205	Milwaukee	53212	Milwaukee	53219	Milwaukee	53226	Milwaukee
53132	Franklin	53206	Milwaukee	53213	Milwaukee	53220	Milwaukee	53227	Milwaukee
53154	Oak Creek	53207	Milwaukee	53214	Milwaukee	53221	Milwaukee	53228	Milwaukee
53172	Milwaukee	53208	Milwaukee	53215	Milwaukee	53222	Milwaukee	53233	Milwaukee
53202	Milwaukee	53209	Milwaukee	53216	Milwaukee	53223	Milwaukee	53235	Saint Francis

About the Community Health Needs Assessment and Implementation Strategy

Community Health Needs Assessment (CHNA)

Froedtert Hospital assesses the health needs of the communities it serves through a comprehensive data collection process from a number of key sources. Data and research includes information from community members, public health officials, community leaders/experts and non-profit organizations representing vulnerable populations in the hospital service area. The following information/data sources were collected and taken into consideration for assessing and addressing community health needs:

- Community Health Survey
- Key Informant Interviews
- Secondary Data Sources
- Internal Hospital Data

The Froedtert Hospital CHNA report and supporting information can be found at Froedtert Hospital Community Engagement.

Implementation Strategy/Community Health Improvement Plan

An implementation strategy (sometimes called a Community Health Improvement Plan) is a written plan of the long-term, systematic effort to address each significant health need identified in the community health needs assessment. Every three years, the CHNA serves as the basis for the creation of the implementation strategy to improve health outcomes and reduce disparities in the Froedtert Hospital service area.

Explanations of the significant health needs identified as priorities for Froedtert Hospital's 2026-2028 Implementation Strategy:

- Strategies and actions planned to address each need
- Evaluation metrics
- Anticipated impact of those strategies
- Resources committed to those strategies
- Planned collaborative partners

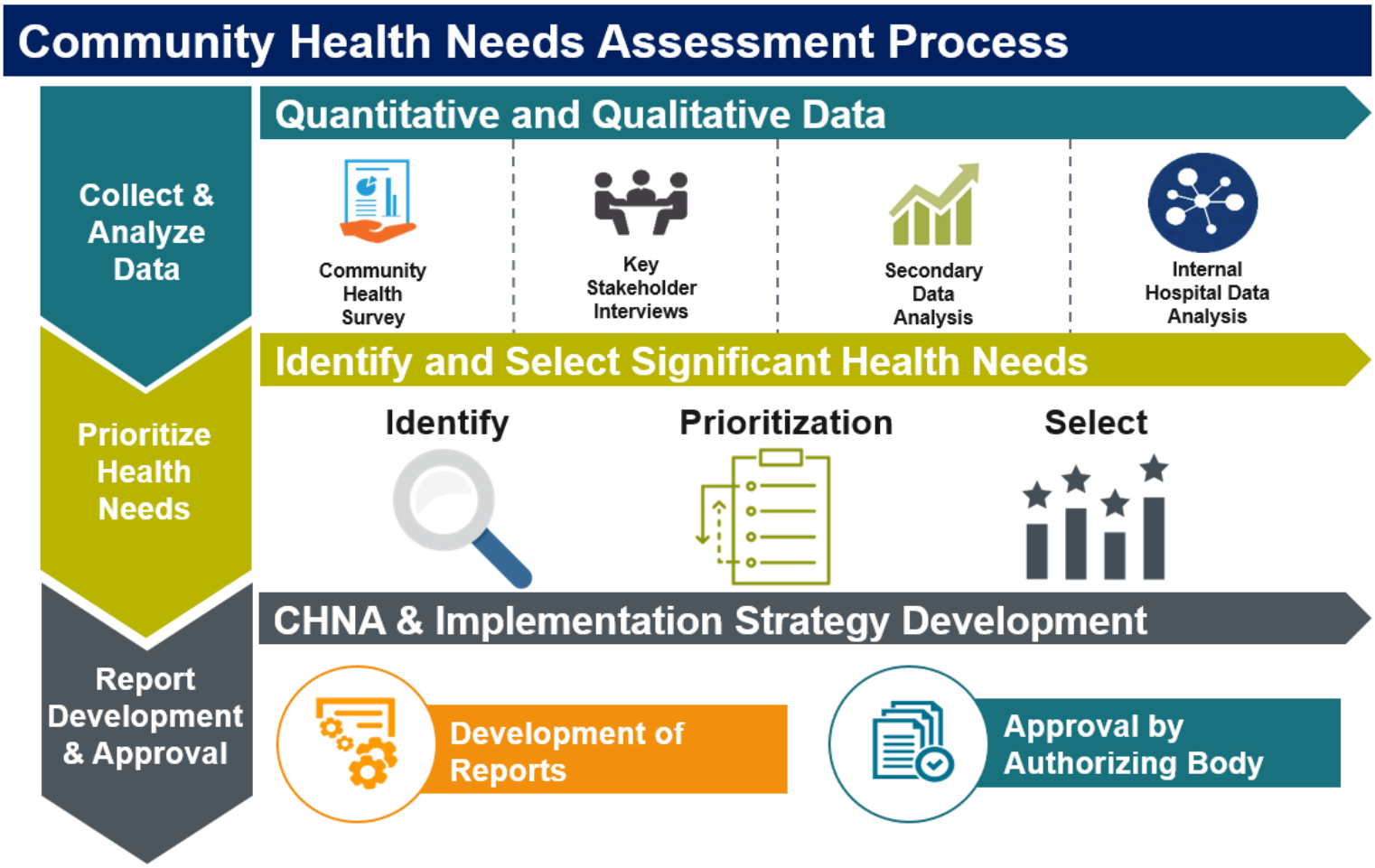
Implementation Strategy Development Process

1) CHNA: Identify significant health needs
Froedtert Hospital, in collaboration with local health systems, non-profits and the City of Milwaukee Health Department, assessed the health needs of the communities it serves through a comprehensive data collection process from a number of key sources.

2) Prioritization: Select priority health needs
The Froedtert Hospital CHNA/Implementation Strategy Advisory Committee reviewed CHNA data, identified key themes and prioritized and selected significant health needs.

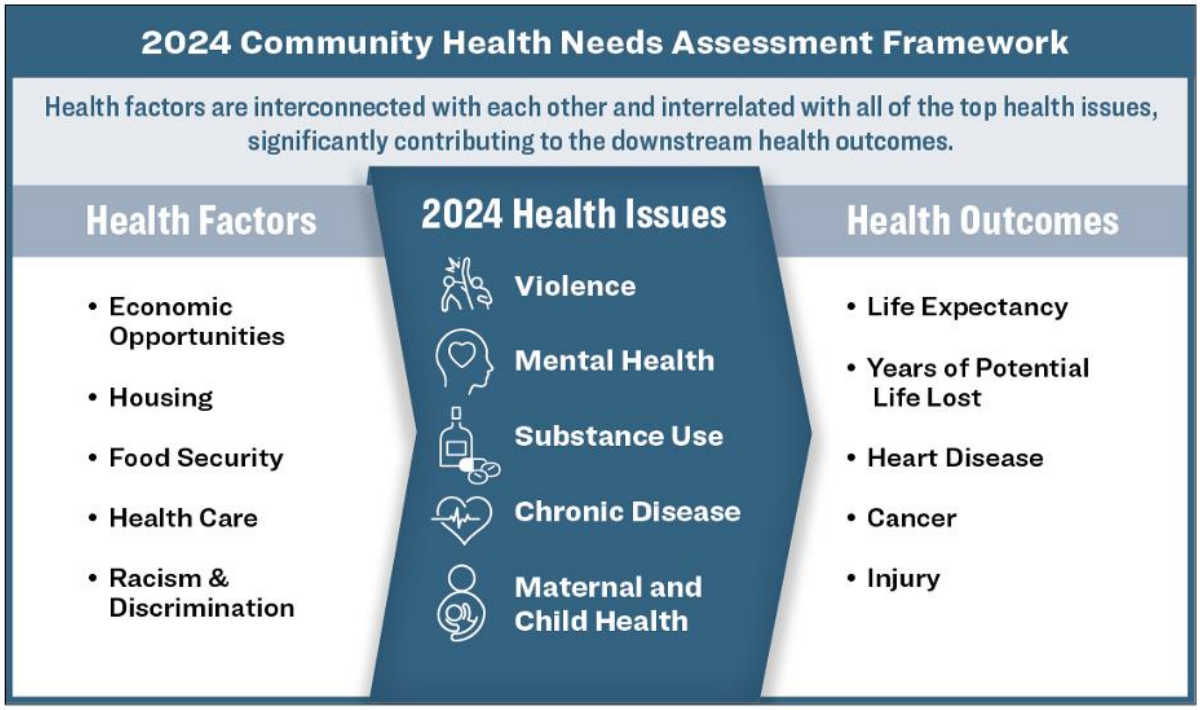
3) Strategy development: Identify actions to address priority health needs
The Community Engagement team, in partnership with key stakeholders, identified evidence-based strategies, partnerships and resources to address significant health needs utilizing a health impact lens.

4) Approval: Authorizing body
The three-year implementation strategy is approved by the Froedtert Hospital Board of Directors. Community Engagement leadership and team members will regularly monitor and report progress toward achieving goals and objectives.



Prioritizing Significant Health Needs

Froedtert Hospital, in collaboration with the Milwaukee Health Care Partnership, their member organizations, and the Center of Urban Population Health (CUPH), analyzed secondary data of several indicators and gathered community input with contracted assistance from CUPH through an online survey, focus groups and key stakeholder interviews to identify the needs in Milwaukee County. Based on the information from all the CHNA data collection sources, the health needs were identified as:



The CHNA was reviewed by the Froedtert Hospital CHNA/Implementation Strategy Advisory Committee (**Appendix A**), consisting of members of the Community Health Improvement Advisory Committee, Froedtert Hospital Board of Directors, community partners in Milwaukee County and City of Milwaukee Public Health Department, along with hospital and health system leadership/team members. Members of the committee were selected based on their specific knowledge of health needs and resources in Milwaukee County for a collective analysis of the findings from the Community Health Needs Assessment. Under the direction of the Community Engagement Leadership Team, the planning process included five steps in prioritizing Froedtert Hospital's significant health needs:

1. Review the 2024 Community Health Needs Assessment results for identification and prioritization of community health needs.
2. Review previous 2023-2025 Implementation Strategy programs and results.
3. Rank and select priority areas.
4. Brainstorm contributing and restricting factors and root causes that impact community health needs.

During a facilitated workout session in March 2025, members of the CHNA/Implementation Strategy Advisory Committee were asked to rate each health need based on the following criteria to identify the significant health needs:

- **Alignment:** the degree to which the health issue aligns with the hospital's mission and strategic priorities.
- **Feasibility:** the degree to which the hospital can address the need through direct programs, clinical strengths and dedicated resources.
- **Partnerships:** the degree to which there are current or potential community partners/coalitions.
- **Health Impact:** the degree to which disparities exist and can be addressed.
- **Measurable:** the degree to which measurable impact can be made to address the issue.
- **Upstream:** the degree to which the health issue is upstream from and a root cause of other health issues.

Based on those results, three overarching themes were identified as priorities for Froedtert Hospital's Implementation Strategy for fiscal 2026-2028:

1. **Access to Health Services:** Challenges continue due to lack of medical, dental and mental health providers in the county. Froedtert Hospital is committed to ensuring a strong safety net of services that improve access to care and access to preventative services for residents in Milwaukee County.

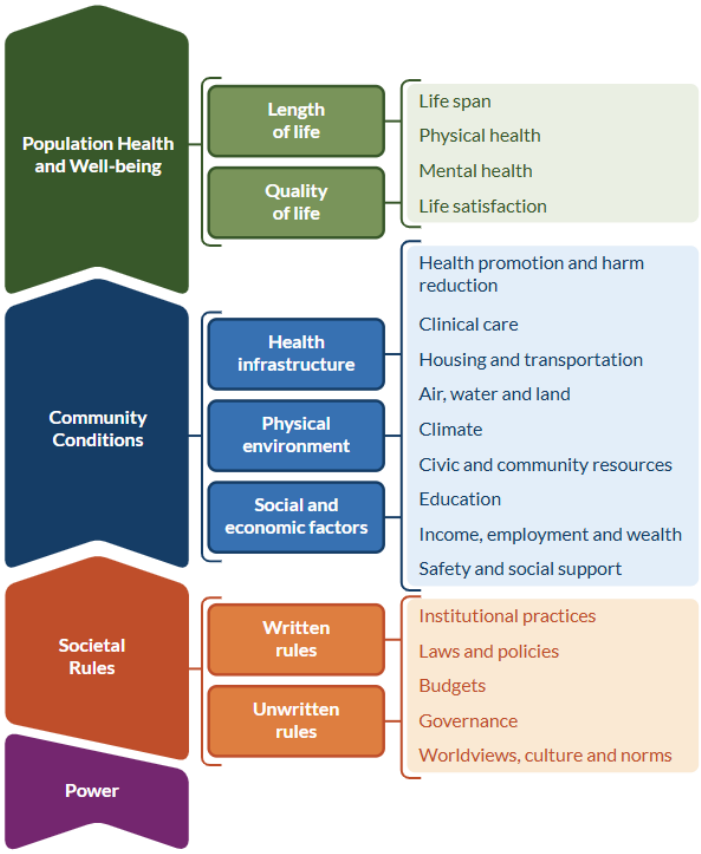
2. **Behavioral Health: B**ehavioral and physical health are equally important components of overall health. Poor mental health and substance misuse are associated with poor quality of life, higher rates of chronic disease and a shorter lifespan (Centers for Disease Control and Prevention).

3. **Education:** Education enables upward socioeconomic mobility and is a key driver of development. Froedtert Hospital will focus on three education topics: health care career exploration, health literacy and health education.

Implementation Strategy Development

After the facilitated workout session in March 2025, suggested strategies were identified using public health frameworks for reducing health inequities and understanding how social determinants of health (SDOH) impact health outcomes. The Froedtert & the Medical College of Wisconsin health network's mission is to advance the health of the communities we serve through exceptional care enhanced by innovation and discovery. Froedtert Hospital is committed to providing exceptional care to everyone; therefore, belonging is a priority not only for the hospital but also for the entire health network. Belonging and SDOH were factors emphasized during the entire community health needs assessment, the identification of significant health needs and the prioritization of those needs. Furthermore, belonging and SDOH were emphasized as Froedtert Hospital identified strategies to address those prioritized significant health needs. Throughout the process, the University of Wisconsin Population Health Institute Model of Health (Fig. 1) was used as a framework to understand the underlying factors shaping community conditions and their impact on how long and how well people live.

Figure 1. University of Wisconsin Population Health Institute Model of Health



Source: University of Wisconsin Population Health Institute Model of Health, 2025, Explore health topics | County Health Rankings & Roadmaps

In addition, a Community Health Improvement Framework was developed to systematically identify and address health priorities at the census tract level. This framework leverages data from the Area Deprivation Index (ADI) and the Vizient Vulnerability Index (VVI) to pinpoint high-risk census tracts with heightened socioeconomic and health-related vulnerabilities. By applying these indices, the framework enables data-driven decision-making to guide strategic investments and the targeted deployment of resources. This focused approach is designed to enhance the effectiveness of interventions, reduce health disparities and improve overall community health outcomes.

The Milwaukee County Community Health Improvement Snapshot (Fig. 2) provides a visual and data-driven overview of the census tracts within the county that exhibit high levels of vulnerability. By integrating findings from the ADI and VVI, the snapshot identifies specific geographic areas where health disparities are most pronounced. It also outlines the key health needs that should be prioritized in these communities, supporting the development of targeted interventions and equitable allocation of resources to improve health outcomes at a local level.

Figure 2. Milwaukee County Community Health Improvement Snapshot

Milwaukee County

At a glance: Demographics

Metric	County	Wisconsin
% Below 18 Years of Age	23.50%	21.10%
% 65 and Older	15.20%	19.10%
% Female	51.50%	49.90%
% American Indian or Alaska Native	1.10%	1.20%
% Asian	5.40%	3.30%
% Hispanic	17.20%	8.10%
% Native Hawaiian or Other Pacific Islander	0.00%	0.10%
% Non-Hispanic Black	25.90%	6.30%
% Non-Hispanic White	48.40%	79.50%
% Disability: Functional Limitations	29%	28%
% Not Proficient in English	3%	1%
Children in Single-Parent Households	41%	22%
% Rural	0.30%	32.90%
Population	916,205	5,910,955

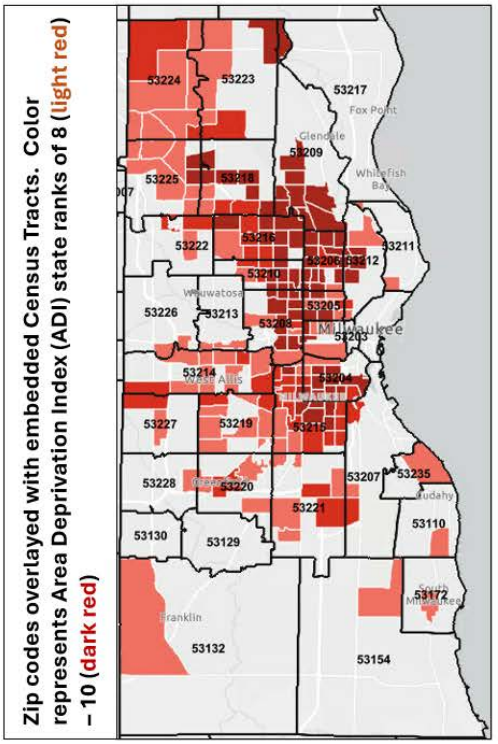
At a glance: Life Expectancy and Quality of Life

Metric	County	Wisconsin
Premature Death (per 100,000)	**11,200**	**7,400**
Life Expectancy	**74.3**	**77.8**
Premature Age-Adjusted Mortality (per 100,000)	**510**	**360**
Child Mortality (per 100,000)	**80**	**50**
Infant Mortality(per 1000)	**8**	**6**
Poor Physical Health Days	**4.4**	**3.9**
Low Birth Weight	**11%**	**8%**
Poor Mental Health Days	**5.7**	**5.4**
Poor or Fair Health	**19%**	**16%**
Frequent Physical Distress	**13%**	**12%**
Diabetes Prevalence	**11%**	**9%**
HIV Prevalence	**415**	**138**
Adult Obesity	**39%**	**38%**
Frequent Mental Distress	17%	17%
Suicides	13	15
Feelings of Loneliness	**36%**	**32%**

Number of Census Tracts at High Risk* of Social Inequity per Vizient Vulnerability Index (VVI)

*Greater than or equal to a score of 1

Total Tracts 302	Overall	Economic	Education	Health Care Access	Neighborhood	Housing	Clean Environment	Social	Transportation	Public Safety
# at Risk	86	97	68	40	64	124	83	113	111	211
% at Risk	28.5%	11.3%	5.9%	3.4%	5.5%	10.7%	7.1%	9.7%	9.5%	18.1%



Lastly, social determinates of health (Fig.3) contribute to wide health disparities. These factors are the conditions in the environment where people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning and quality of life outcomes and risks (Healthy People 2030, 2024).

Examples of SDOH include:

- Safe housing, transportation and neighborhoods
- Violence and injury
- Education, job opportunities and income
- Access to nutritious foods and physical activity opportunities
- Polluted air and water
- Language and literacy skills

Froedtert Hospital incorporated SDOH within the significant health needs identified for the 2026-2028 Implementation Strategy.

Figure 3. Social Determinants of Health (SDOH)

Froedtert & MCW health network initiatives to address SDOH:

- UniteUs SDOH screening and referral platform
- CMS Framework
- Environmental, Social and Governance (ESG) Framework
- Community grants and sponsorship
- Community investments
- Community Health Worker Program
- Remote patient monitoring solutions
- Centralized ambulatory social work services
- Workforce development and job training
- Milwaukee Health Care Partnership priorities:
  - Connect 2 Care Program
  - Housing is Health
  - Violence Interrupter Program
- Subsidized transportation programs
- Collective impact through public health strategies
- Community Outreach Health Clinic
- Milwaukee Heart Health Learning Collaborative

Source: Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved 7.18.24, from https://health.gov/healthypeople/objectives-and-data/social-determinants-health

Significant Health Needs Not Addressed

- **Violence:** Froedtert Hospital collaborates with the local health department, local non-profits and the Milwaukee Health Care Partnership on violence prevention strategies such as 414Life.

- **Maternal and Child Health:** Froedtert Hospital supports maternal and child health efforts through a maternal mobile clinic and at all birthing center locations. In addition, the hospital partners with Federally Qualified Health Centers, local non-profits and the Milwaukee Health Care Partnership on access to services and education.

Implementation Strategy Evaluation

Community Engagement leadership and team members will regularly monitor and report on progress towards the Implementation Strategy objectives and provide quarterly reports to the Froedtert Hospital Community Engagement Committee of the Board and Froedtert Hospital Board of Directors. Additional progress on the Implementation Strategy 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.

Access to Health Services

Milwaukee County
2024 Community Health Needs Assessment Results

Challenges continue due to lack of medical, dental and mental health providers in the county. Froedtert Hospital is committed to ensuring a strong safety net of services that improve access to care and access to preventative services for residents in Milwaukee County.

8% of adults are uninsured (WI: 6%).

Falls are the top emergency department visit.

31.7% of adults reported having high blood pressure.

Access to affordable health care is a top community need that must be address to improve health for everyone.

22.3% reported unmet medical and dental care services in past year.

19% of adults reported they consider themselves in fair or poor health (WI: 19%).

Froedtert Hospital Implementation Strategy
Programs and Initiatives to Address Access to Health Services

Milwaukee Health Care Partnership (MHCP) Alignment

- Increase and maintain enrollment in Medicaid, Marketplace and other health insurance through the Milwaukee Enrollment Network (MKEN).
- Continuous improvement through enhanced referral and reporting processes including exploration of leveraging EPIC through the Specialty Access for the Uninsured (SAUP) Program.
- Ensure Froedtert Hospital patients are connected to medical, mental health and substance use disorder services through Connect to Care Program.
- Improve and expand housing navigation for homeless/at-risk patients and families through the Housing is Health Program.
- Improve the Shared Community Investment Fund allocation strategies, investments and impact.
- Identify collaborative programs and investments in partnership with MHCP members that impact gaps in housing, violence and maternal and child health.

Health Impact

- Support health impact initiatives by addressing gaps in medical care, screenings, education and navigation to resources related to breast and colon cancers, pneumococcal vaccines, diabetes, hypertension and hospital readmissions.
- Conduct social drivers of health screening in the community.
- Participate in the Milwaukee Heart Health Learning Collaborative.

Charitable Giving and In-Kind Support

- Allocate funds through the Community Investment Fund (CIF) to support organizations striving to create healthy communities in Milwaukee County.
- Utilize Froedtert in Action to deploy team members as volunteers at events and activities addressing significant health needs and social drivers of health.
- Utilize the D.E.E.R Accelerator to reduce the 12-year life expectancy gap.

Community Outreach Nursing Program

- Conduct education, screening and outreach in community settings.
- Engage hospital service lines and departments to support community education, screening and outreach.
- Expand EPIC and translation services to community outreach nursing program.
- Grow relationships with key community stakeholders to build trust and address community health gaps.

Access to Health Services

GOAL	STRATEGY	PERFORMANCE INDICATORS
To improve the ease of accessing care at the right time and place. **OBJECTIVE** Enhance a safety net of services that improves access to care by June 30, 2028.	**Milwaukee Health Care Partnership (MHCP) Alignment** • Increase and maintain enrollment in Medicaid, Marketplace and other health insurance through the Milwaukee Enrollment Network (MKEN). • Continuous improvement through enhanced referral and reporting processes including exploration of leveraging EPIC through the Specialty Access for the Uninsured (SAUP) Program. • Ensure Froedtert Hospital patients are connected to medical, mental health and substance use disorder services through Connect to Care Program. • Improve and expand housing navigation for homeless/at-risk patients and families through the Housing is Health Program. • Improve the Shared Community Investment Fund allocation strategies, investments and impact. • Identify collaborative programs and investments in partnership with MHCP members that impact gaps in housing, violence and maternal and child health.	• Number of individuals assisted with enrollment through MKEN. • Number of individuals served through SAUP. • Number of individuals served through Connect to Care. • Number of patients in the Housing is Health program. • Shared Community Investment Fund impact.
	Charitable Giving and In-Kind Support • Allocate funds through the Community Investment Fund (CIF) to support organizations striving to create healthy communities in Milwaukee County. • Utilize Froedtert in Action to deploy team members as volunteers at events and activities addressing significant health needs and social drivers of health. • Utilize the D.E.E.R Accelerator to reduce the 12-year life expectancy gap.	• Impact through CIF. • Number of team member hours. • Deliver a targeted $80M in investments via wholistic community development providing longer life expectancy and improved outcomes.
	Community Outreach Nursing Program • Conduct education, screening and outreach in community settings. • Engage hospital service lines and departments to support community education, screening and outreach. • EPIC and translation services expanded to community outreach nursing program. • Grow relationships with key community stakeholders to build trust and address community health gaps.	• Maintain a total number of encounters (7,824). • Maintain a total number of individuals screened (1,950). • 100% of individuals with abnormal screening results will receive follow-up referrals. • 100% of individuals screened by Community Outreach Nurses will be entered into Epic. • 100% of individuals needing language services or a translator will be provided via translation software or in person translations services.
	Health Impact • Support health impact initiatives by addressing gaps in medical care, screenings, education and navigation to resources related to breast and colon cancers, pneumococcal vaccines, diabetes, hypertension and hospital readmissions. • Conduct social drivers of health screening in the community. • Participate in the Milwaukee Heart Health Learning Collaborative.	• Achieve composite measure. • 100% of individuals that screen high for SDOH resources will receive follow-up referral. • 200 individuals will receive a Social Drivers of Health screening each year. • Provide heart health education and blood pressure screening in zip codes 53205, 53212, and 53206.

Anticipated impact:
- Improved access to care.
- Reduced unnecessary health care costs.
- Strengthened community capacity and collaboration for shared responsibility to address unmet health needs.
- Increased participation in social determinants of health screenings.
- Increased awareness and interest in health care careers.

Froedtert Hospital available resources:
- Community Engagement leadership and team members
- Grant support through the Community Investment Fund
- Froedtert & MCW Community Physicians
- Health Impact Committee
- Language Services
- Financial Counselors
- Community Health Workers
- Community Outreach Nursing

Froedtert Hospital collaborative partners:
- Aging and Disability Resource Center (ADRC) - Partner to promote services to aging and disabled populations
- Children's Wisconsin - Collaborate to address health needs and social determinants of health
- Community Centers - Partner to provide health services in community
- Community Health Workers (CHWs) - Partner to increase access to services and navigation to resources
- Federally Qualified Health Centers - Partner to promote and access health care services to underserved populations
- Food Pantries - Partner to provide health services in community
- Gee's Clippers - Partner to provide health services in community
- Healthy MKE - Partner to promote health outreach and education to community
- Impact 2-1-1 - Partner to promote services
- Medical College of Wisconsin - Support efforts and outreach to community
- Milwaukee Bucks - Collaborate on initiatives and partner to provide outreach and education to community
- Milwaukee County Health Departments - Collaborate to address health needs and social determinants of health
- Milwaukee Health Care Partnership - Collaborate to address health needs and social determinants of health
- Milwaukee Area Schools and Higher Education - Partner to increase health care workforce and promote education and early intervention programing

Impact Outcomes (from publicly available sources)
- Reduce the number of poor physical health days (baseline: 4.4)
- Reduce the percent of adults who are uninsured (baseline: 8%).
- Reduce unmet medical or dental care in past year (baseline: 22.3%).
- Reduce the percent of adults reported they consider themselves in fair or poor health (baseline: 19%)
- Increase the ratio of primary care providers (baseline: 1,300:1).
- Increase the ration of dentist (baseline: 1,100:1).
- Reduce the percent of adults who utilize the emergency department (baseline: 39.4%)

Behavioral Health

Milwaukee County
2024 Community Health Needs Assessment Results

Behavioral and physical health are equally important components of overall health. Poor mental health and substance misuse are associated with poor quality of life, higher rates of chronic disease and a shorter lifespan. (Centers for Disease Control and Prevention).

22% of adults reported binge or heavy drinking (WI: 24%)

36% of adults reported feeling loneliness and isolation from those around them (WI: 32%)

17% reported having frequent mental distress 14 or more days per month (WI: 17%)

13.2% reported unmet behavioral health care services in past year

30.6% reported having a mental health condition

5.7 is the average number of poor mental health days in last 30 days (WI: 5.4)

Froedtert Hospital Implementation Strategy
Programs and Initiatives to Address Mental Health

Career Readiness

- Each year, offer at least one opportunity to educate middle or high school students about behavioral health care careers and mental wellness.

Prevention and Education

- Promote existing behavioral health trainings in partnership with community organizations.
- Offer four mental wellness education sessions through the community outreach nursing program to address barriers to behavioral health services and prevention strategies.
- Serve on community coalitions that address barriers to behavioral health services and prevention strategies.

Substance Misuse

- Explore opportunities to expand harm reduction strategies and education at hospital, clinic and community locations.

SilverCloud for the Community

- Partner with local organizations to host SilverCloud for the Community discussion groups.
- Identify at least five partner sites to place virtual access hubs to increase SilverCloud utilization.

Milwaukee Health Care Partnership (MHCP) Alignment

- Assess early identification and intervention opportunities to impact upstream drivers of mental health and substance use disorders.
- Improve inpatient and outpatient mental health services for adults.
- Support awareness and optimization of the crisis delivery system and assess the impact of the joint-venture Mental Health Emergency Center (MHEC).
- Support the Mental Health Improvement Fund to facilitate increased pledges and a targeted impact.

Behavioral Health

GOAL	STRATEGY	PERFORMANCE INDICATORS
Improve mental health and well-being through evidence-based, community-led prevention programs and navigation support services. **OBJECTIVE** Increase mental health services, outreach, education and prevention programs by June 30, 2028.	**Career Readiness** • Each year, offer at least one opportunity to educate middle or high school students about behavioral health care careers and mental wellness.	• Number of participants. • Percent of students whose interest in behavioral health careers increased since participating in a program.
	Prevention and Education • Promote existing behavioral health trainings in partnership with community organizations. • Offer four mental wellness education sessions through the community outreach nursing program to address barriers to behavioral health services and prevention strategies. • Serve on community coalitions that address barriers to behavioral health services and prevention strategies.	• Number of trainings promoted to partners and team members. • 80% of participants will complete a pre / post test. • 90% of participants will demonstrate an increased knowledge of prevention strategies. • People served through community coalition efforts.
	SilverCloud for the Community • Partner with local organizations to host SilverCloud for the Community discussion groups. • Identify at least five partner sites to place virtual access hubs to increase SilverCloud utilization.	• Number of self-guided users for 'Space from Stress' and 'Space for Resilience' programs. • Percent of self-guided users with reliable improvements of their WHO-5 scores after using the 'Space from Stress' and 'Space for Resilience' programs. • Percent of self-guided users with reliable improvements of their PSS scores after using the 'Space from Stress' program.
	Substance Misuse • Explore opportunities to expand harm reduction strategies and education at hospital, clinic and community locations.	• FY26: assess the need for risk reduction strategies in partnership with community outreach nurses. • FY27: identify partners and resources to fill identified gaps. • FY28: Implement risk reduction strategies and education.
	Milwaukee Health Care Partnership (MHCP) Alignment • Assess early identification and intervention opportunities to impact upstream drivers of mental health and substance use disorders. • Improve inpatient and outpatient mental health services for adults. • Support awareness and optimization of the crisis delivery system and assess the impact of the joint-venture Mental Health Emergency Center (MHEC). • Support the Mental Health Improvement Fund to facilitate increased pledges and a targeted impact.	• Number of patients served at MHEC. • Mental Health Improvement Fund impact.

Anticipated impact:

- Strengthen community capacity and collaboration for shared responsibility to address unmet behavioral health needs.
- Increase awareness and interest of behavioral health careers.
- Increase awareness, knowledge and skills to support individuals experiencing mental health concerns.
- Increase access to behavioral health services.

Froedtert Hospital available resources:

- Community Engagement leadership and team members
- Grant support through the Community Investment Fund
- Froedtert Health Behavioral Health Services
- Froedtert & MCW Community Physicians
- Inception Health
- Froedtert ThedaCare Health team members

Froedtert Hospital collaborative partners:

- Aging and Disability Resource Center (ADRC) - Partner to promote services to the aging population
- City of Milwaukee - Partner to address mental health and substance misuse
- Community Advocates - Partner to promote and navigate to services
- Federally Qualified Health Centers - Support behavioral health care services
- Food Pantries - Partner to promote mental health and substance misuse
- Gee's Clippers - Partner to promote mental health and substance misuse
- IMPACT 2-1-1 - Partner to promote and navigate to services
- Mental Health America & National Association of Mental Illness - Partner to support coalitions and programming
- Mental Health Emergency Center - Partner to support access to mental health services
- Milwaukee Area Schools - Partner to promote services and outreach education
- Milwaukee County Emergency Responders (law enforcement, fire, EMS) - Support collaboration and emergency response efforts in Milwaukee County
- Milwaukee County Health Departments – Partner to address mental health and substance misuse
- Milwaukee County Behavioral Health Coalitions- Partner to address mental health and substance misuse
- Milwaukee Health Care Partnership - Support behavioral health efforts in Milwaukee County
- Take Back My Meds MKE- Partner to support safe medication disposal

Impact Outcomes (from publicly available sources)

- Reduce the average number of poor mental health days in the last 30 days (baseline: 5.7)
- Reduce unmet behavioral health care in past year (baseline: 13.2%)
- Increase the ratio of mental health providers (baseline: 750:1)
- Reduce the proportion of adults with frequent mental distress (14 or more days per month) (baseline: 17%)
- Reduce the percent of adults who reported binge or heavy dinking (baseline: 22%)
- Reduce the proportion of adults who considered suicide in past year (baseline: 13%)
- Decrease the number of adults reporting feeling loneliness and isolation from those around them (baseline: 36%)

Education

Milwaukee County
2024 Community Health Needs Assessment Results

Education enables upward socioeconomic mobility and is a key driver of development. Froedtert Hospital will focus on three education topics:

- Health care career exploration
- Health literacy
- Health education

78% of high-schoolers graduated in four year (WI: 90%)

24.7% of adults are at a level one or below literacy score (WI: 15.3%)

37% of adults are at a level one or below numeracy score (WI: 24%)

3.4% of households are limited English-speaking households

74.3% of residents have internet at home

71.8% of residents have a smartphone (WI: 72.2%)

Froedtert Hospital Implementation Strategy
Programs and Initiatives to Address Housing

Career Readiness

- Implement health care career exploration opportunities in partnership with local school districts and youth serving organizations.
- Strengthen school relationships and align accessing entry to career discovery.
- Explore a Froedtert ThedaCare Health career day event with local school districts.
- Convene partners to develop a communication plan to promote health care careers.

Health Literacy Education and Outreach

- Provide health literacy education related to topics such as electronic medical record, flu vaccinations, chronic disease prevention, sexual wellness, medication management.

Education

GOAL	STRATEGY	PERFORMANCE INDICATORS
To improve understanding of health care careers, health literacy and health education through dissemination of accurate health information and support life-long learning and skill development. **OBJECTIVE** Increase outreach related to health care career exploration, health literacy and general health promotion by June 30, 2028.	**Career Readiness** • Implement health care career exploration opportunities in partnership with local school districts and youth serving organizations. • Strengthen school relationships and align accessing entry to career discovery. • Explore a Froedtert ThedaCare Health career day event with local school districts. • Convene partner to develop a communication plan to promote health care careers.	• Implement at least 10 health care career exploration opportunities. • Increase interest in health care careers. • Increase awareness of health care careers.
	Health Literacy Education and Outreach • Provide health literacy education related to topics such as electronic medical record, flu vaccinations, chronic disease prevention, sexual wellness, medication management.	• Increase the health literacy of the population served by outreach programs.

Anticipated impact:
- Advance belonging through health literacy throughout communities in Milwaukee County.
- Increase the health literacy of the individuals in Milwaukee County.

Froedtert Hospital available resources:
- Community Engagement leadership and team members
- Grant support through the Community Investment Fund
- Froedtert Hospital Health Literacy Committee
- Workforce Development
- Froedtert ThedaCare Health team members

Froedtert Hospital collaborative partners:
- City of Milwaukee - Support health literacy efforts
- Community Centers - Provide health literacy and health education
- Federally Qualified Health Centers - Support health literacy services
- Food Pantries - Provide health literacy and health education
- Gee's Clippers - Provide health literacy and health education
- IMPACT 2-1-1 - Partner to promote and navigate to services
- Milwaukee Area Schools - Partner to promote services and outreach education
- Milwaukee Health Care Partnership - Support health literacy efforts in Milwaukee County
- Wisconsin Health Literacy – support with health literacy resources for local outreach and education

Impact Outcomes (from publicly available sources)
- Increase percent of high-schoolers who graduate in four year (baseline: 78%)
- Decrease the percent of adults with a level one or lower literacy score (baseline: 24.7%)
- Decrease the percent of adults with a level one or lower numeracy score (baseline: 37%)
- Increase the percent of household who have access to broadband (baseline: 88%)

Appendix A: Froedtert Hospital CHNA/Implementation Strategy Advisory Committee

Name	Title	Organization	Froedtert Hospital Affiliation
Al Castro	Program Director	United Community Center	
Amanda Wisth	Director, Community Benefit	Froedtert ThedaCare Health, Inc.	FMLH CE Committee
Amy Maurer	Community Engagement Coordinator	Froedtert ThedaCare Health, Inc.	
Andres Gonzalez	Vice President, Chief Belonging and Community Engagement Officer	Froedtert ThedaCare Health, Inc.	
Andy Dresang	Executive Director, Community Engagement	Froedtert ThedaCare Health, Inc.	FMLH CE Committee
Ann Bria	THRIVE Workforce Manager	iThrive Consulting, LLC	
Ann Christiansen	Executive Director	Milwaukee Health Care Partnership	
Arvind Gopalratnam	Senior Vice President of Corporate Social Responsibility / Executive Director	Milwaukee Bucks Foundation	COHS Board Member
Austin Reeder	President, Froedtert Hospital	Froedtert ThedaCare Health, Inc.	FMLH CE Committee/ Board Member
Becca Laszkiewicz	Trauma Nurse Navigator	Froedtert ThedaCare Health, Inc.	
Beth McNally	Director, Heart and Vascular Strategic Programs	Froedtert ThedaCare Health, Inc.	
Dr. Bryce Gartland	President, Froedtert ThedaCare Health, South Region	Froedtert ThedaCare Health, Inc.	
Candice Cole-Smith	CEO	Progressive Community Health Centers	
Chandra Rodgers	SVP, Community Affairs / Community Reinvestment Act Officer	Associated Bank	FMLH CE Committee
Charles Socci	VP, Heart and Vascular	Froedtert ThedaCare Health, Inc.	
Dessa Johnson	Director, Belonging and Emerging Markets	Froedtert ThedaCare Health, Inc.	
Devin Hudson	Executive Director	Silver Spring Neighborhood Center	
Drew Tilkens	Director Network Operations	Froedtert ThedaCare Health, Inc.	
Edith Novoa	Health Navigator Manager	Core El Centro	
Eugene Manzanet, PhD	Senior Director, Diverse Business Development	Wisconsin Economic Development Corporation	FMLH CE Committee
Holly Greiten	Holistic Therapies Manager	Core El Centro	
Jake Richardson	Resident Physician	Medical College of Wisconsin	
Jasmine Johnikin	Community Outreach Nurse	Froedtert ThedaCare Health, Inc.	
John Ernst	Interim Chief Operating Officer	Froedtert ThedaCare Health, Inc.	
John Hyatt	President and CEO	IMPACT Inc.	
Julie Harris Robinson	President and CEO	Outreach Community Health Centers	
Justin Rivas	Director of Community Health Initiatives	Milwaukee Health Care Partnership	
Kathy Glaze	Belonging and Health Impact Program Manager	Froedtert ThedaCare Health, Inc.	
Kiara Green	Executive Assistant, Community Engagement	Froedtert ThedaCare Health, Inc.	
Kim Lombard	Injury Prevention and Outreach Coordinator	Froedtert ThedaCare Health, Inc.	
Kyle Anthony, MD	Resident Physician	Medical College of Wisconsin	
Laura Keller	Director of Clinical Support	Froedtert ThedaCare Health, Inc.	
Liz Juern	Director, Volunteer Services	Froedtert ThedaCare Health, Inc.	
Mandie Reedy	Community Engagement Coordinator	Froedtert ThedaCare Health, Inc.	
Mayowa Olalekan, MD	Resident Physician	Medical College of Wisconsin	
Megan Seidl, DO	Assistant Professor, Clinical, Family Medicine	Medical College of Wisconsin	
Morgan Miller	Community Outreach Nurse	Froedtert ThedaCare Health, Inc.	
Ogbeiye Ebuehi, DO	Resident Physician	Medical College of Wisconsin	
Patricia Nimmer	Director, Community Outreach and Partnerships	Froedtert ThedaCare Health, Inc.	FMLH CE Committee
Rachel Mosey	Sr. Communications Specialist	Froedtert ThedaCare Health, Inc.	
Rebeca Heaton Juarez	Interim Co-Executive Director	Core El Centro	
Robert Ramerez	Director, Community Health	Froedtert ThedaCare Health, Inc.	FMLH CE Committee
Rocio Tronco	Programming Manager	Core El Centro	
Rosamaria Martinez	Maternal and Child Health Director	City of Milwaukee Health Department	
Sean Crary	Resident Physician	Medical College of Wisconsin	
Staci Young, PhD	Sr Associate Dean, Associate Director, Professor Research, Family Medicine, Medical Effectiveness Research Center	Medical College of Wisconsin	
Stephanie Graham	Sr. Content Producer, Communications	Froedtert ThedaCare Health, Inc.	
Tami Martin	Director Workforce Development	Froedtert ThedaCare Health, Inc.	
Tierra Hoard	Community Outreach Nurse	Froedtert ThedaCare Health, Inc.	
Tim Baack	President and CEO	Pathfinders	FMLH CE Committee
Tyler Odeneal	Impact Manager	Safe and Sound	
Wendell Willis	Managing Director, DEER Accelerator	Froedtert ThedaCare Health, Inc.	
William Schmitt	Executive Director	Rooted & Rising	FMLH CE Committee
Zach Timm	Executive Director, Heart and Vascular Service Line	Froedtert ThedaCare Health, Inc.	