



Froedtert
West Bend Hospital

Implementation Strategy

Community Health Improvement Plan

Froedtert West Bend Hospital
(St. Joseph's Community Hospital of West
Bend, Inc.)

Fiscal Year 2018 - 2020

Approved on 5/23/2017 by Froedtert West Bend Hospital Board of Directors

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Froedtert West Bend Hospital Community Service Area

Overview

Froedtert & the Medical College of Wisconsin St. Joseph’s Community Hospital of West Bend (also known and doing business as “Froedtert West Bend Hospital”), founded in 1930 by local doctors, community leaders and the Sisters of the Divine Savior, is a full-service hospital serving residents of West Bend, Washington County, and surrounding areas. Froedtert West Bend Hospital, specializing in birthing services, cancer care, emergency care, orthopaedics, surgical services and women’s health, is part of the Froedtert & Medical College of Wisconsin health network, which also includes Froedtert Hospital, Milwaukee; Froedtert Menomonee Falls Hospital, Menomonee Falls; and more than 40 primary and specialty care health centers and clinics.

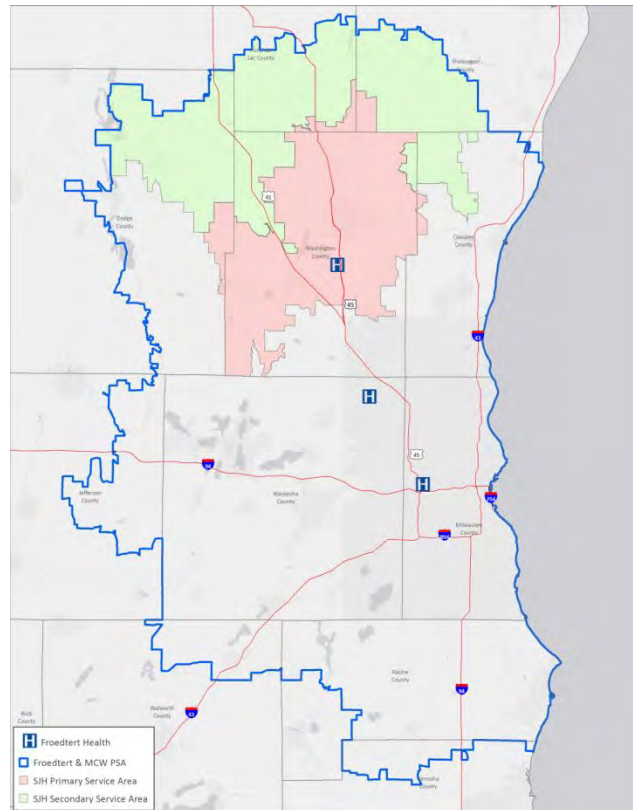
Mission Statement

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 the Community Health Needs Assessment, the community is defined as Washington County because we derive 87.5% of discharges occur from this geography. All programs, activities, and partnerships under the CHNA will be delivered in Washington County. However, Froedtert West Bend Hospital’s total service area consists of Washington County as well as zip codes in eastern Dodge County. Froedtert West Bend 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 15 zip codes – 53001 (Adell), 53002 (Allenton), 53010 (Campbellsport), 53011 (Cascade), 53021 (Fredonia), 53027 (Hartford), 53037 (Jackson), 53040 (Kewaskum), 53048 (Lomira), 53050 (Mayville), 53075 (Random Lake), 53086 (Slinger), 53090 (West Bend), 53091 (Theresa), and 53095 (West Bend).



Health Needs of the Community

Community Health Needs Assessment

Froedtert West Bend 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 included information from community members, public health officials, community leaders/experts, and non-profit organizations representing vulnerable populations in our service area. The following information/data sources was collected and taken into consideration for assessing and addressing community health needs:

- Key Informant Interviews
- Community Health Survey
- Community Partner/Agency Reports
- Secondary Data Reports

The CHNA Report and supporting information can be found at <https://www.froedtert.com/community-engagement>.

Significant Identified Community Health Needs in Washington County

Priorities across the CHNA Health Survey, Stakeholder Interviews and Secondary Data Reports
Alcohol, Tobacco and Other Drug Use
Mental Health
Chronic Disease Prevention and Management
Nutrition
Physical Activity
Access to Health Services
Oral Health

Froedtert West Bend Hospital Summary of Implementation Strategy

Implementation Plan Development/Selection Process

Froedtert West Bend Hospital created a CHNA/Implementation Strategy Advisory Committee consisting of community partners in Washington County, Washington Ozaukee Public Health Department, Froedtert West Bend Hospital's Community Health Initiatives Committee along with hospital and health system leadership/staff. Members of the committee were selected based on their specific knowledge of health needs and resources in Washington County for a collective analysis of the findings from the Community Health Needs Assessment. Under the direction of the Community Engagement Leadership Team and trained meeting facilitator, the planning process included five steps for selecting priorities for the CHNA and Implementation Strategy:

1. Reviewed the 2016 Community Health Needs Assessment results for identification and prioritization of community health needs;
2. Reviewed previous 2015 - 2017 Implementation Strategy programs and results;

3. Reviewed Washington Ozaukee Public Health Department 2016 – 2020 Community Health Improvement Plan;
4. Ranked and selected priority areas; and
5. Selected evidence-based strategies, partnerships and programs to address community health needs.

After the facilitated workout session in February 2017, based on the information from all the CHNA data collection sources, the most significant health needs were identified as:

- Access to Care and Resource Navigation;
- Chronic Disease Management;
- Mental Health Services;
- Nutrition;
- Obesity and Physical Activity;
- Oral Health; and
- Alcohol, Drug, Tobacco Abuse

To identify the top priorities among the significant health needs identified, members of the Advisory Committee were asked to rate each priority based on the following criteria: feasibility of Froedtert West Bend 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 identification of achievable and measurable outcomes for each such significant health need. Of those significant health needs categories, three overarching themes were identified as priorities for Froedtert West Bend Hospital’s fiscal years 2018 – 2020:

- Access to Health Care Services and Navigation of Community Resources;
- Mental Health/Alcohol and Other Drug Abuse; and
- Chronic Disease Prevention and Management.

Priority Areas Not Addressed

Tobacco Use: Froedtert West Bend Hospital supports the Multi-Jurisdictional Coalitions of Tobacco Free Community Partnership of Washington County and Elevate, Inc to address this issue.

Implementation Strategy Evaluation

Froedtert West Bend Hospital Community Engagement leadership and staff will regularly monitor and report on progress towards the Implementation Strategy objectives and provide semi-annual 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.

Froedtert West Bend Hospital CHNA Implementation Strategy

Program/Initiative:	Albrecht Free Clinic
CHNA Area of Focus:	Access to Health Care Services (Including Oral Health)
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 5% of Washington County residents uninsured • 23% of Washington County residents did not seek medical care due to cost • 15% of population reported having unmet medical and dental care in past 12 months • 17% of population did not take medications due to cost
Goal: Expand assistance and support of the Albrecht Free Clinic to improve access to healthcare, dental, and behavioral care for uninsured and underinsured populations.	
Objective: Strengthen our collaborative partnership with Albrecht Free 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:	
<ul style="list-style-type: none"> • Continue referral process for uninsured/underinsured populations from Froedtert West Bend Hospital to Albrecht Free Clinic • Serve on Board of Directors • Provide vouchers for ancillary/specialty care services for Albrecht Free Clinic patients • Screen uninsured patients for financial assistance programs (Marketplace, BadgerCare etc) including Froedtert West Bend Hospital's Financial Assistance Program 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • Number of Froedtert West Bend Hospital referrals to Albrecht Free Clinic • # patients served at Albrecht Free Clinic • # of donated ancillary services provided by Froedtert West Bend Hospital and Froedtert & MCW Community Physicians Health Centers • Internal data tracking preventable emergency department visits and readmissions 	
Froedtert West Bend Hospital Available Resources:	
<ul style="list-style-type: none"> • Community Engagement leadership/staff • Grant support through the Washington County Healthy Community Fund • Froedtert & MCW Community Physicians • Financial Counselors 	
Froedtert West Bend Hospital Collaborative Partners:	
<ul style="list-style-type: none"> • Albrecht Free Clinic- Continue support to provide services to underserved populations • Washington Ozaukee Public Health Department- Partner to promote health care services and navigation of resources • Casa Guadalupe Education Center- Partner to promote services at Albrecht Free Clinic to Hispanic community • Aurora Healthcare- Partner to promote services at Albrecht Free Clinic 	

Program/Initiative:	Community Health Navigator (CHN) Model in Partnership with Albrecht Free Clinic and Casa Guadalupe Education Center
CHNA Area of Focus:	Chronic Disease Prevention and Management
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Lack of awareness of what services and programs exist for community members in Washington County • Fragmented coordination of care and difficult to navigate resources in Washington County • 23 % of Washington County residents did not seek medical care due to cost • 17% of Washington County residents did not take medication due to cost • 16% of Washington County residents rate their health as poor • 2% of Washington County residents are using the emergency department as their only source of access to healthcare • 5% of Washington County residents are uninsured
Goal: Expand assistance, support, and navigation through the integration of community and clinical services for vulnerable populations.	
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"> • Continue three year restricted grant to support two .5 FTE Community Health Navigators at Albrecht Free Clinic and Casa Guadalupe Education Center • Utilize Community Health Worker to improve readmissions and /or navigation for high risk chronic conditions for patients in Washington County • Provide paths to improve health insurance access to underserved populations in Washington 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 (CHN) • Strengthen community capacity and collaboration for shared responsibility to address unmet health needs (Partnerships with health dept., non-profits, support networks). • Promote education and awareness in the community (health fairs, education resources given by CHN) • Decrease the number of uninsured residents in Washington 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 (CHN, health events) • Number of contacts with community residents (per CHN) 	
Froedtert West Bend Hospital Available Resources:	
<ul style="list-style-type: none"> • Restricted Financial Gift 	
Froedtert West Bend Hospital Collaborative Partners:	
<ul style="list-style-type: none"> • Albrecht Free Clinic- Partner to implement the CHN Program • Casa Guadalupe Education Center- Partner to implement the CHN Program • Washington Ozaukee Public Health Department- Partner to promote CHN services and increase collaboration with coalitions 	

Program/Initiative:	Cancer Care Navigation, Awareness, Prevention and Screenings – Kraemer Cancer Center
CHNA Area of Focus:	Chronic Disease Prevention and Management – Cancer
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Washington County cancer incidence rate is higher than state average • Cancer is leading cause of death in Washington County • Difficulty in navigating programs and services in Washington County
Goal:	Decrease the cancer mortality rate in Washington County
Objective:	Implement programs to increase cancer awareness, screening and early detection
Actions the hospital intends to take to address the health need:	<ul style="list-style-type: none"> • Dedicated nurse navigators working with patients receiving care in the Kraemer 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:	<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 • 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:	<ul style="list-style-type: none"> • Number of consults with nurse navigator • Number of referrals to community resources/programs • Number of individuals screened • Number of abnormalities found during initial screenings
Froedtert West Bend Hospital Available Resources:	<ul style="list-style-type: none"> • Kraemer Cancer Center Care Navigator • Froedtert West Bend Hospital’s Community Foundation • Froedtert & MCW Community Physicians • Froedtert & MCW Cancer Care Network Physicians • Community Education Coordinator • Direct Financial Support through Froedtert Health’s Charitable Gifts and Sponsorship Committee
Froedtert West Bend Hospital Collaborative Partners:	<ul style="list-style-type: none"> • American Cancer Society- Partner to gain resources to implement services • Impact 211- Partner to promote cancer services and gain data on needed services and referrals • Albrecht Free Clinic- Partner to promote and access cancer care services to underserved populations • Medical College of Wisconsin- Partner on cancer care services

Program/Initiative:	Evidence Based Community Education and Wellness Classes
CHNA Area of Focus:	Chronic Disease Prevention and Management
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 26% of Washington County residents reported having High Blood Pressure • 8% of Washington County residents reported having Heart Disease or related condition • 13% of population reported having diabetes • 17% of population did not take medications for their medical condition due to cost • Lack of Spanish speaking health professionals to provide adequate education and prevention
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:	
<ul style="list-style-type: none"> • Facilitate a minimum of three Living Well with Chronic Conditions/Diabetes programs each year • Explore new community partners/agencies in Washington County to hold Living Well programs • Identify bilingual resources for teaching Living Well series for Spanish speaking populations and connect to a medical home 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • 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:	
<ul style="list-style-type: none"> • 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 West Bend Hospital Available Resources:	
<ul style="list-style-type: none"> • Community Engagement Staff – Certified Living Well Instructors • Case Management • Froedtert & the Medical College Community Physicians • Inpatient/Outpatient Departments • Community Education Coordinator 	
Froedtert West Bend Hospital Collaborative Partners:	
<ul style="list-style-type: none"> • Wisconsin Institute for Healthy Aging- Partner to receive evidence-based programs to implement in community • Washington County Aging and Disability Resource Center- Partner to implement community education and wellness classes • Casa Guadalupe Education Center- Partner to implement community education and wellness classes • Albrecht Free Clinic- Partner to promotes community education and wellness classes to patients 	

Program/Initiative:	Partnership – Think Well Washington County, Behavioral Health/AODA Task Force in Washington County
CHNA Area of Focus:	Mental Health/Alcohol and Other Drug Abuse
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 39% of Washington County residents reported binge drinking • 18% of Washington County residents reported having a Mental Health Condition • 3% of population misuse prescription drugs • Issues with navigating and accessing Mental Health/AODA treatment services – especially uninsured/underinsured • AODA/Mental health represents 10% of Froedtert West Bend Hospital ED visits
Goal: To provide knowledge our community needs and the access necessary for early intervention and continued treatment of mental illness and/or substance abuse	
Objective: Increase community awareness of mental health and alcohol and other drug abuse 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"> • Actively participate in the coalition • Provide clinical support/education through internal behavioral health resources • Collaboration with Albrecht Free Clinic, Casa Guadalupe Education Center Community Health Navigators and AODA screening and referral networks. 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Communities build a foundation that supports a culture where individuals seek answers, get diagnosed and receive the support and services they need around mental health. • Expansion of peer support networks in Washington County for individuals and families living or impacted by mental illness or addiction. • Increase funding for mental health initiatives through local, county and state funding and private and non-private. 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of partnerships established through Well Washington County Think Well Mental Health Initiative • Yearly, conduct a mental health awareness campaign during Mental Health awareness month (May) or awareness week (October). • Offer at least one mental health educational or training opportunity for police, fire and EMS. Provide First Responder Tool Kit during training. • Yearly, hold at least one community conversation and one mental health training for the general community. • Promote the mental health hotlines, 2-1-1, COPE, and county crisis line on social media, print, municipality website, etc. • Collaborate with WISE to host at least one Honest, Open, Proud training. • Brainstorm how to implement an Active Parks initiative in your community. 	
Froedtert West Bend Hospital Available Resources:	
<ul style="list-style-type: none"> • Community Engagement leadership/staff • Grant support through the Washington County Healthy Community Fund • Froedtert Health Behavioral Health Services 	
Froedtert West Bend Hospital Collaborative Partners:	
<ul style="list-style-type: none"> • Washington Ozaukee Public Health Department- Leads county coalition to address mental health issues • NAMI- Partner to support individuals with lived experience through coalition and programs • Elevate Inc.- Leads county coalition to address alcohol and other drug issues • Albrecht Free Clinic- Partner to support patients through behavioral health screenings and referrals • United Way of Washington County- Partner to support behavioral health efforts in Washington County • Aurora Healthcare- Partner on county coalitions and implement initiatives • Affiliated Clinical Services- Partner on county coalitions and implement initiatives • UW-Extension Washington County- Partner on county coalitions and implement initiatives 	

- Washington County Sheriff's Department- Partner on county coalitions and implement initiatives
- Washington County Department of Corrections- Partner on county coalitions and implement initiatives
- Germantown Police Department- Partner on county coalitions and implement initiatives
- West Bend School District- Partner on county coalitions and implement initiatives

Program/Initiative:	Froedtert West Bend Hospital Healthy Community Fund (Annual Grant Program)
CHNA Area of Focus:	All Identified Health Needs
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Lack of funding for non-profit organizations serving vulnerable populations in Washington County • Sustainable funding for evidence-based programs/services focused on prevention, treatment and care management
Goal: Support non-profit organizations and resources that will promote healthy lifestyle choices as well as provide support for programs and services committed to the promotion of health and wellness in Washington County	
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"> • Facilitation and management of Healthy Community Fund operations and committee functions • Restricted grant funding to non-profit organizations that address community health needs • Monitoring outcomes and impact for organizations receiving HCF funding • Promotion and awareness of impact of funding with Washington County residents and partners 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Reduce unnecessary healthcare costs • Promote collaboration amongst support systems in Washington County • Increase self-management or support networks for healthy living • Strengthen community capacity and collaboration for shared responsibility to address unmet health needs (Partnerships with health dept., non-profits, and support networks). • Promote prevention, education and awareness in the community 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Grant outcomes/impact report provided annually by grant recipients • Number of individuals impacted directly through funding • Number of partnerships/programs established through funding 	
Froedtert West Bend Hospital Available Resources:	
<ul style="list-style-type: none"> • Froedtert West Bend Hospital Community Foundation • Community Engagement 	
Froedtert West Bend Hospital Collaborative Partners:	
<ul style="list-style-type: none"> • Healthy Community Fund Committee Members- Leads Healthy Community Fund that provides funding to address priority health needs • Washington County Non-profit organizations- Partner with non-profits to address priority health needs 	

In addition to Froedtert & the Medical College of Wisconsin Froedtert West Bend Hospital Implementation Strategy, the organization fulfills its mission through other important community engagement activities and partnerships:

- **Healthcare Career Academy**– Job shadowing and education program for West Bend, Hartford and Kewaskum High School students interested in a career in healthcare (Workforce Development and Health Professions Education).
- **Health Professionals Education** – Annual preceptorships, clinical rotations, residencies and job shadows for students attending area high schools, colleges and universities (Workforce Development).
- **Subsidized Transportation** – Vouchers for Froedtert West Bend Hospital at or below 200% Federal Poverty Level needing access to hospital services or post discharge (Access to Care).
- **Every 15 Minutes, Washington County High Schools** – Annual program in partnership with FWB Emergency Department Staff and Washington County Injury Prevention Coalition that demonstrates the dangers of impaired/drunken driving (AODA).
- **Healthcare Coverage and Enrollment** – Froedtert Health Certified Application Counselors providing enrollment assistance to BadgerCare and Marketplace eligible patients (Access).
- **Washington County Heroin Task Force** – Community Coalition lead by Elevate Inc with the primary focus of reducing individual, family, neighborhood and community harm from substance abuse (AODA).
- **Sexual Assault Nurse Examiner** – Froedtert West Bend Hospital employs a specially trained registered nurse to provide forensic evaluations, medical assessment and support for victims of sexual assault (Sexual Assault and Violence).
- **Annual United Way Employee Giving Campaign** – Annual campaign where Froedtert West Bend Hospital and Froedtert Health leaders, physicians and staff can donate money or volunteer to help support the United Way of Washington 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 County

Appendix A: CHNA/Implementation Strategy Advisory Committee

Name	Title	Organization
Brian Birchbauer	Board Member Committee Member	Froedtert West Bend Hospital Community Foundation Froedtert West Bend Hospital Healthy Community Fund
Mike Bloedorn	Committee Member	Froedtert West Bend Hospital Healthy Community Fund
Kristin Brandner	Executive Director	Washington County United Way
Noelle Braun	Executive Director	Casa Guadalupe Education Center
Linda Buntrock	Committee Member	Froedtert West Bend Hospital Healthy Community Fund
Andy Dresang	Director, Community Engagement	Froedtert Health
Larry Dux	Director, Clinical Informatics	Froedtert Health
Phyllis Eichenseer	Committee Member	Froedtert West Bend Hospital Healthy Community Fund
Allen Ericson	President, Froedtert West Bend Hospital & President Community Hospital Division	Froedtert Health
Chad Feltz	Committee Member	Froedtert West Bend Hospital Healthy Community Fund
Kerry Freiberg	VP Community Engagement	Froedtert Health
Jacci Gambucci	Board Member Committee Member	Froedtert West Bend Hospital Community Foundation Froedtert West Bend Hospital Healthy Community Fund
Andres Gonzalez	VP & Chief Diversity Officer, Diversity & Inclusion	Froedtert Health
Ann Johnson	Director, Froedtert West Bend Hospital Community Foundation	Froedtert West Bend Hospital
Melissa Kerhin	Community Engagement, Program Coordinator	Froedtert Health
Lori Landy	Behavioral Health Care Coordinator, Social Services FWB	Froedtert West Bend Hospital
Teri Lux	President, Froedtert Menomonee Falls & COO, Community Hospital Division	Froedtert Health
Amy Maurer	Community Engagement, Program Specialist	Froedtert West Bend Hospital
Deb McCann	CHD Executive Director, Patient Care Services	Froedtert Health
Jim Strachota	Executive Director	Albrecht Free Clinic
Julie Upstill	Public Health Educator	Washington Ozaukee Public Health Department
Amanda Wisth	Public Health Educator	Washington Ozaukee Public Health Department