Froedtert & Medical College of Wisconsin

Froedtert
West Bend Hospital

Implementation Strategy

Community Health Improvement Plan

St. Joseph's Hospital of West Bend Inc.
Doing Business As:

Froedtert West Bend Hospital

Fiscal Year 2027-2029

Approved by Froedtert West Bend Hospital Board of Directors on 08/25/2026

This implementation strategy serves to describe how Froedtert West Bend Hospital will address the community needs as described in the CHNA Report. Effective July 1, 2026, in fiscal year 2027 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 Froedtert West Bend Hospital Community Engagement
or by calling 414-777-1926.

CHNA adopted by the
Froedtert West Bend Hospital Board of Directors on 05/19/2026

CHNA made publicly available on
05/21/2026

Implementation Strategy adopted by the Froedtert West Bend Hospital Board of Directors on
08/25/2026

Implementation Strategy made publicly available on 08/28/2026

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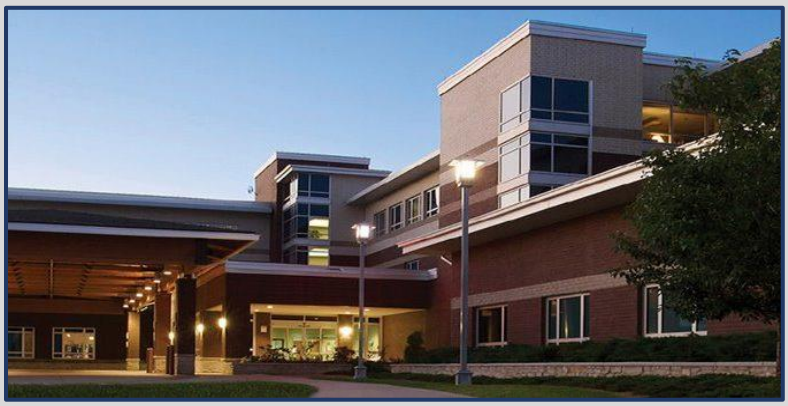
Hospital Information and Mission Statement



Froedtert West Bend Hospital

3200 Pleasant Valley Rd.
West Bend, WI 53095

Overview

Froedtert West Bend Hospital, founded in 1930 by local doctors, community leaders and the Sisters of the Divine Savior and originally named St. Joseph's Hospital, is a full-service hospital serving residents of West Bend and Washington County. Froedtert West Bend Hospital — specializing in birthing services, cancer care, emergency care, orthopaedics, surgical services and women's health — is part of the Froedtert & the Medical College of Wisconsin health network. The health network includes Froedtert Hospital in Milwaukee, eastern Wisconsin's only academic medical center; hospital locations in Manitowoc, Menomonee Falls, Mequon, New Berlin, Oak Creek, Pewaukee, Pleasant Prairie and Wauwatosa; and more than 45 primary and specialty care health centers and clinics.

The Froedtert & the Medical College of Wisconsin health network is a partnership between Froedtert ThedaCare and the Medical College of Wisconsin, supporting a shared commitment to patient care, innovation, medical research and education. Our health network operates eastern Wisconsin's only academic medical center and adult Level I Trauma Center at Froedtert Hospital, Milwaukee, an internationally recognized training and research center engaged in thousands of clinical trials and studies. The Froedtert & MCW health network, which includes 10 hospital locations, more than 3,400 physicians and clinicians, and more than 45 health centers and clinics, draws patients from throughout the Midwest and the nation.

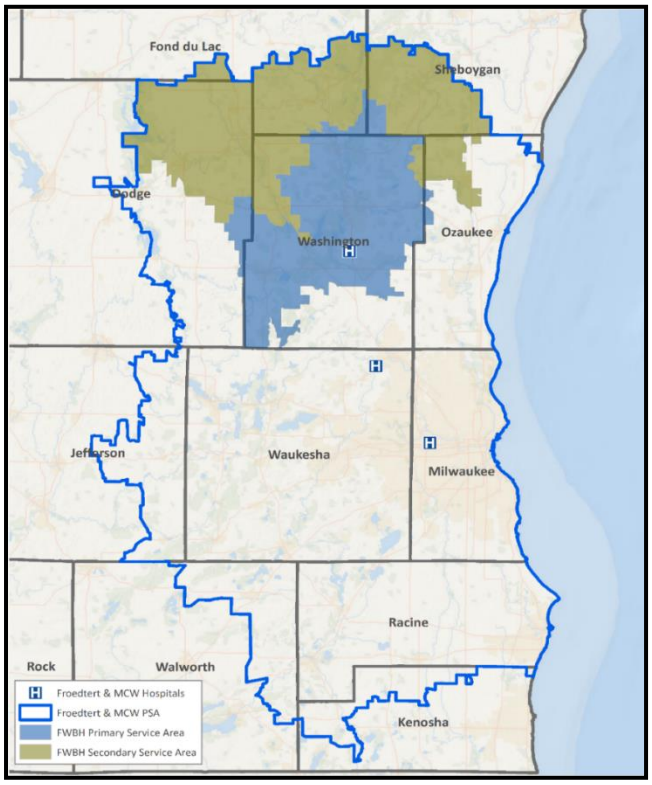
In addition to Froedtert Hospital, the network includes Froedtert Bluemound Rehabilitation Hospital, Froedtert Holy Family Memorial Hospital, Froedtert Menomonee Falls Hospital, Froedtert West Bend Hospital and Froedtert Community Hospital with locations in Mequon, New Berlin, Oak Creek and Pewaukee. The health network represents the collaboration of Wisconsin's largest multispecialty physician practice with two community-based physician groups. In 2017, an existing affiliation with the former United Hospital System was expanded to include what is now known as Froedtert Pleasant Prairie Hospital and related clinics in the network. 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.

Mission Statement

To advance the health of our communities through excellence and discovery, inspiring each person to live their unique, best life.

Froedtert West Bend Hospital Service Area and Demographics

For the purpose of the Community Health Needs Assessment, the community is defined as Washington County because 77.9% 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 Froedtert West Bend Hospital total service area in Washington County consists of 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).

About the Community Health Needs Assessment and Implementation Strategy

Community Health Needs Assessment (CHNA)

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 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 Stakeholder Interviews
- Secondary Data Sources
- Internal Hospital Data

The Froedtert West Bend Hospital CHNA report and supporting information can be found at Froedtert West Bend 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 West Bend Hospital service area.

Explanations of the significant health needs identified as priorities for Froedtert West Bend Hospital's 2027-2029 Implementation Strategy include:

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

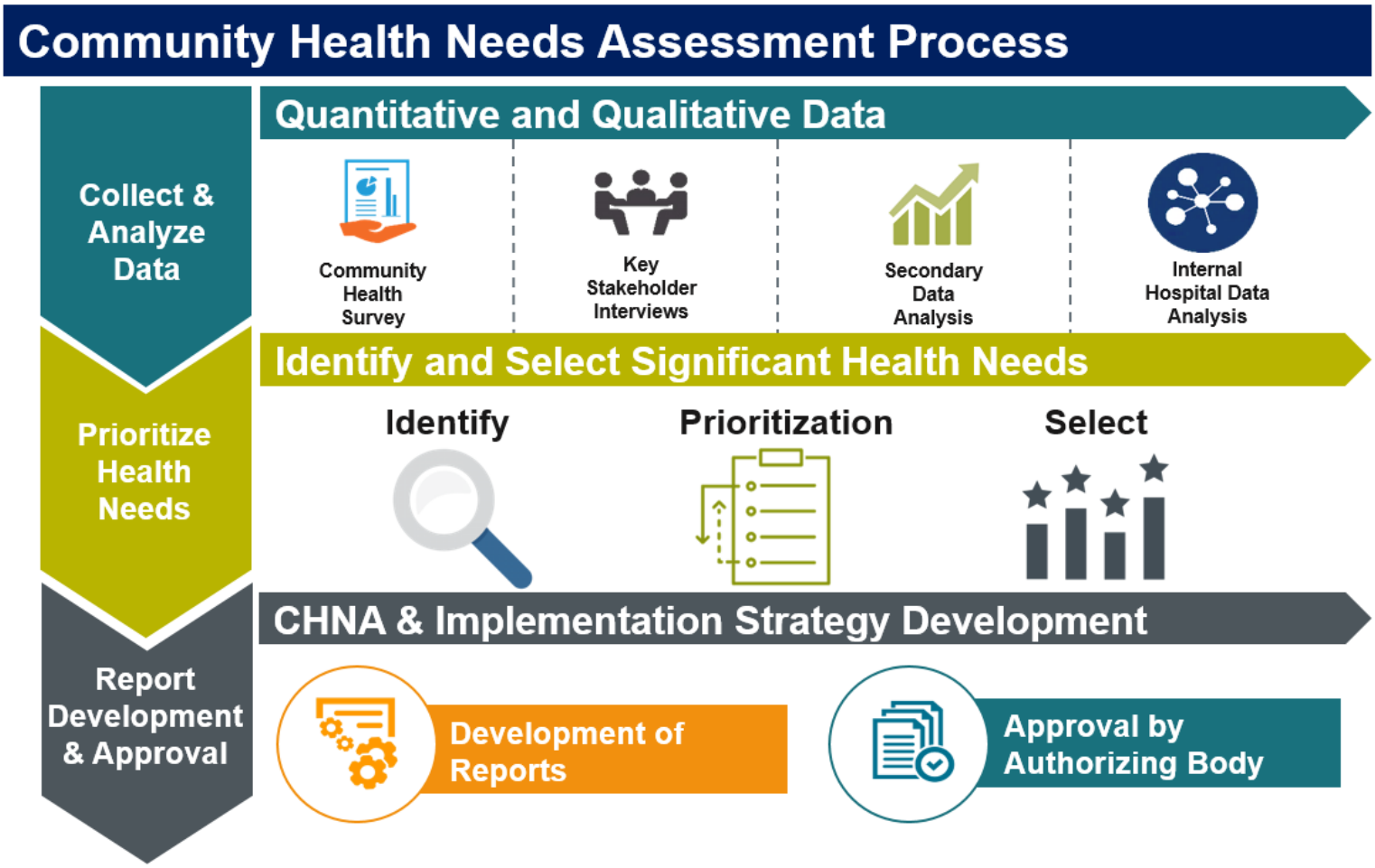
Implementation Strategy Development Process

1) CHNA: Identify signification health needs
Froedtert West Bend Hospital, in collaboration with local health systems and the Washington Ozaukee Public Health Department, assessed the health needs of the communities it serves through a comprehensive data collection process from several key sources.

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

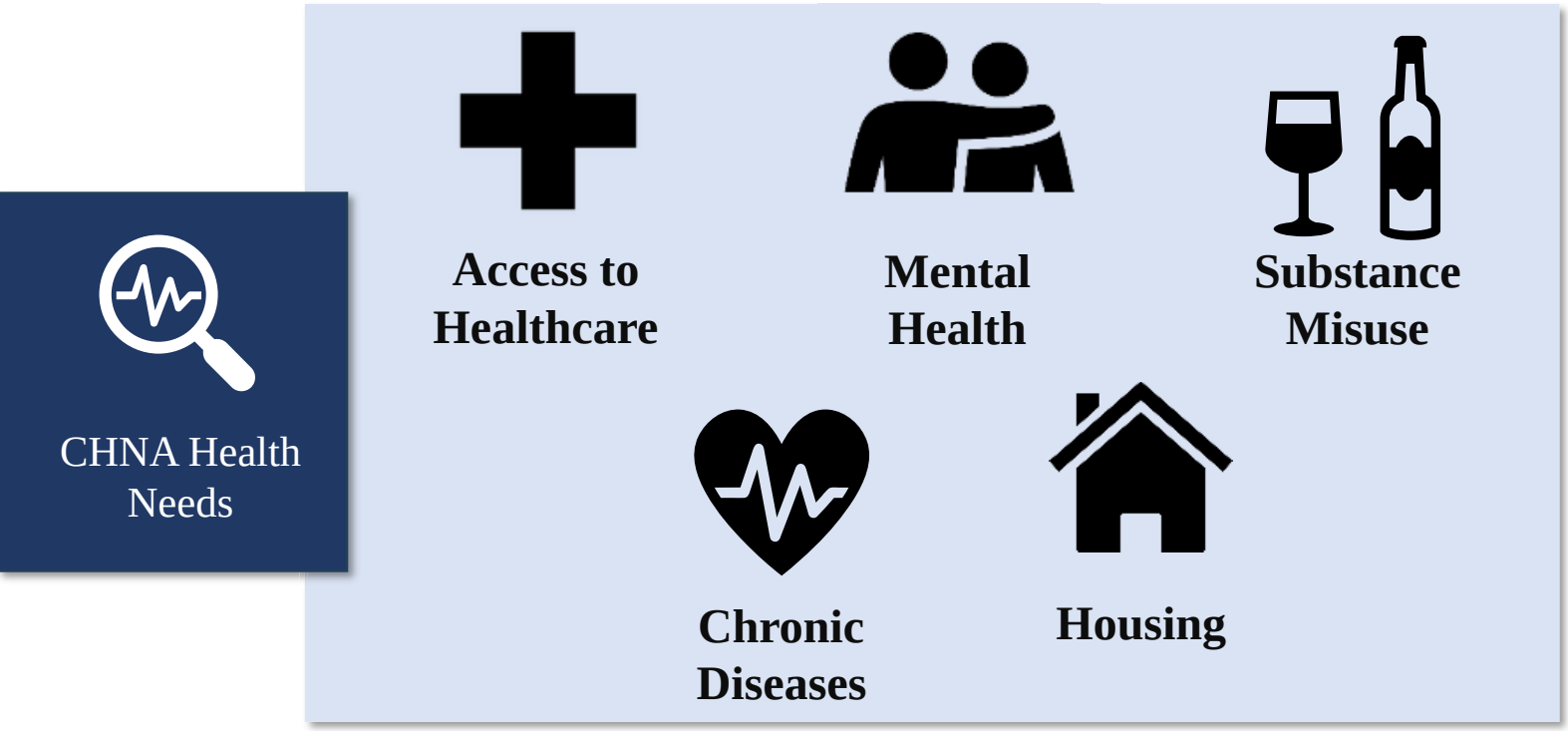
3) Strategy development: Identify actions to address priority health needs
The Community Engagement team, in partnership with key stakeholders, identified evidence-based strategies, partnerships and resources to address significant health needs utilizing a health equity lens.

4) Approval: Authorizing body
The three-year implementation strategy is approved by the Froedtert West Bend 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 West Bend Hospital, in collaboration with community partners and JKV Research, LLC, analyzed secondary data of several indicators and gathered community input through an online survey and key stakeholder interviews to identify the needs in Washington County. Based on the information from all the CHNA data collection sources, the health needs were identified as:



During a facilitated workshop in March 2026, the CHNA was reviewed by the Froedtert West Bend Hospital CHNA/Implementation Strategy Advisory Committee (**Appendix A**), which consists of members of Froedtert West Bend Hospital Community Initiatives Committee, Washington County community partners, the Washington Ozaukee Public Health Department and hospital and health system leadership and team members. 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 Department of Community Engagement leadership team, the planning process included four steps in prioritizing Froedtert West Bend Hospital's significant health needs:

1. Review previous 2024-2026 Implementation Strategy programs and results.
2. Review the 2025 Community Health Needs Assessment results for identification and prioritization of community health needs.
3. Rank and select priority areas.
4. Brainstorm evidence-based strategies, partnerships and programs to address community health needs.

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:

- **Impact:** The degree to which addressing a health issue would meaningfully improve health outcomes & quality of life in our community.
- **Feasibility:** How realistic it is for the hospital and partners to make meaningful progress within the next 1–3 years through direct programs, existing partnerships, dedicated resources and readiness for collaboration.
- **Partnerships:** The degree to which there are current or potential community partners/coalitions.
- **Measurable:** The degree to which measurable impact can be made to address the need.

Based on those results, two overarching significant health needs were identified as priorities for Froedtert West Bend Hospital's Implementation Strategy for fiscal 2027-2029:

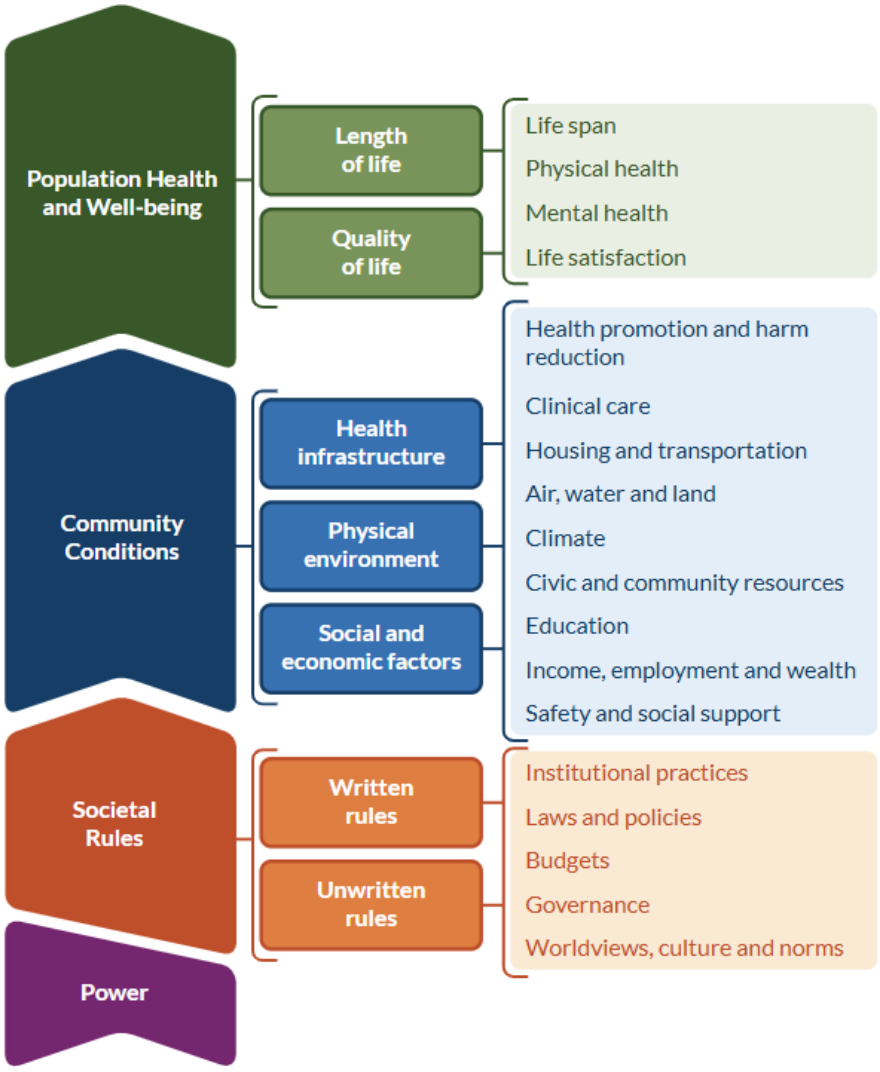
1. **Mental Health:** Mental and physical health are equally important components of overall health. Poor mental health is associated with poor quality of life, higher rates of chronic disease and a shorter lifespan. Froedtert West Bend Hospital is committed to working internally to expand mental health services and partnering with community organizations to address this health need through prevention.

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

Implementation Strategy Development

After the facilitated workshop in March 2026, suggested strategies were identified using public health frameworks for reducing health inequities and understanding how social determinants of health (SDOH) impact health outcomes. Froedtert ThedaCare's mission is to advance the health of our communities through excellence and discovery, inspiring each person to live their unique, best life. Froedtert West Bend 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 West Bend 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]

As mentioned, 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 West Bend Hospital incorporated SDOH within the significant health needs identified for the 2027-2029 Implementation Strategy.

Figure 3. Social Determinants of Health (SDOH)

Froedtert ThedaCare – South Region 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
- Community Outreach Nursing
- 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
  - Maternal and Child Health
- 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

- **Substance Misuse:** Substance misuse was not identified as a stand-along significant health need, but this issue will be included under mental health as we advance harm reduction strategies related to Naloxone distribution and education.

- **Chronic Diseases:** Chronic disease was not identified as a stand-alone significant health need, but this issue will be included under access to healthcare as we advance preventative screenings and education related to cancer and other chronic conditions.

- **Housing:** As part of the Froedtert ThedaCare, Froedtert West Bend Hospital will continue to support housing through the Housing Navigation Program, charitable giving and community partnerships.

Implementation Strategy Evaluation

Froedtert West Bend Hospital's Community Engagement team and the Community Initiatives Committee will regularly monitor and report on progress toward the Implementation Strategy objectives and provide quarterly reports to the Hospital's Board of Directors and the Froedtert West Bend Hospital Community Initiatives 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.

Mental Health

Washington County
2025 Community Health Needs Assessment Results

Mental and physical health are equally important components of overall health. Poor mental health is associated with poor quality of life, higher rates of chronic disease and a shorter lifespan.

Black residents have a higher mental health emergency department visit rate at 1,844.7 compared to 557.2 visits per 100,000 residents for the full population.

Community survey respondents who stated they had difficulty paying monthly bills were more likely to report not receiving the mental health care they needed in the past year.

In Wisconsin, students that identify as two or more races, or Hispanic or Latino have the highest rates of depression.

Suicide and self-injury ED visit rates are highest among females, Black and Hispanic or Latino residents and youth 5-17 years old.

16% reported having frequent mental distress 14 or more days per month (WI: 17%)

Froedtert West Bend Hospital
Strategies and Actions to Address Mental Health

Harm Reduction Strategies

Advance harm reduction strategies to reduce the negative impacts associated with substance misuse.

- Support naloxone distribution and education.

Mental Health Literacy

Enhance mental health literacy by increasing awareness and understanding through education, improving access to and navigation of behavioral health resources.

- Support efforts through the Healthy Community Fund.
- Partner with community-based organizations to provide educational opportunities.

Clinical Care

Obtain a Behavioral Health Navigator position in the South Region who connects individuals to behavioral health services and improves access to care.

- Secure a position.

Increase number of patients aged 12 and older who are being evaluated or treated for behavioral health conditions as their primary reason for care are screened for suicidal ideation using a Suicide Screening tool.

- Increase utilization of Behavioral Health Liaisons (BHL).

Increase the utilization of Integrated Behavioral Health (IBH) in primary care settings.

- Increase visibility of the integrated behavioral health (IBH) program.

Mental Health

Program/Initiative: Charitable Giving, Harm Reduction Strategies, SilverCloud for the Community, Clinical Care, Mental Health Literacy

Goal: To improve behavioral health by implementing evidence-based, community-led prevention programs and providing effective navigation support services.

OBJECTIVES	STRATEGIES	ACTIONS	MEASURES
Increase behavioral health prevention initiatives through collective impact efforts by June 30, 2029.	Advance harm reduction strategies to reduce the negative impacts associated with substance misuse.	Support community medication collection events.	Pounds of medication collected.
		Distribute Naloxone in partnership with pharmacy, pain stewardship and local agencies.	Doses of Naloxone distributed.
		Distribute gun and medication lock boxes at the hospital.	Number of lock boxes distributed.
	Enhance mental health literacy by increasing awareness and understanding through education, improving access to and navigation of behavioral health resources.	Support efforts through the Healthy Community Fund.	Amount of funding dedicated to mental health. Number of individuals impacted.
		Partner with community-based organizations to provide educational opportunities.	Number of people served.
Improve access and navigation to behavioral health services and community resources by June 30, 2029.	Obtain a Behavioral Health Navigator position in the South Region who connects individuals to behavioral health services and improves access to care.	Secure operations approval for additional FTE position.	Progress updates.
	Increase number of patients aged 12 and older who are being evaluated or treated for behavioral health conditions as their primary reason for care are screened for suicidal ideation using a Suicide Screening tool.	Increase understanding of Behavioral Health Liaisons (BHL) role and utilization in clinical care settings.	Number of interactions and educational opportunities. Number of BHL consults at FWBH – inpatient and emergency department
	Increase the utilization of Integrated Behavioral Health (IBH) in primary care settings.	Increase visibility of the IBH program.	Number of IBH consults. Number of IBH referrals.

Anticipated impact:

- Strengthened community capacity and collaboration for shared responsibility to address unmet mental health needs.
- Increased awareness, knowledge and skills to support individuals experiencing mental health concerns.
- Increased access to behavioral health services.

Froedtert West Bend Hospital available resources:

- Community Engagement Leadership and team members
- Community Hospital Division Behavioral Health Services
- Community Physicians Behavioral Health
- Froedtert West Bend Hospital Healthy Community Fund
- Inception Health

Froedtert West Bend Hospital collaborative partners:

- Washington Ozaukee Public Health Department – Partner to promote and implement mental health initiatives.
- Washington County School Districts – Partner to expose youth to mental wellness and behavioral healthcare careers.
- National Association of Mental Illness (NAMI) Washington County – Partner to provide educational trainings in the community.
- Washington County Non-Profit Organizations – Partner to promote and implement mental health initiatives.
- Elevate, Inc. – Partner to provide education and resources.
- Noble Community Clinics– Partner to provide medical, behavioral health and dental care to underserved populations.
- Casa Guadalupe Multicultural Center – Partner to navigate and provide services to underserved populations.
- Washington County Human Services – Partner to provide mental health services.
- United Way of Washington County – Partner to fund organizations to provide mental health services.
- Youth and Family Project – Partner to provide education and resources

Long-term metrics (from publically available sources)

- Reduce the average number of poor mental health days in last 30 days (baseline: 5.0)
- Reduce unmet mental healthcare in past year (baseline: 18%)
- Increase the ratio of mental health providers (baseline: 640:1)
- Reduce the proportion of adults with frequent mental distress (14 or more days per month) (baseline: 16%)
- Reduce rate of all opioid deaths (baseline: 9.8)

Access to Healthcare

Why Access to Healthcare?

Many people do not receive timely, affordable and appropriate healthcare that is culturally sensitive and responsive. This is due to factors such as proximity to care, access to providers, language barriers, stigma, cost and insurance coverage.

Washington County 2025 Community Health Needs Assessment Results

The following data is from the Washington County 2025 Community Health Needs Assessment that supports the need to address mental health.

- **Black residents** have the highest uninsured rate at 11.5% compared to the full population at 2.8%.
- **Preventable** hospital rates are significantly higher among Black individuals (Black: 1,641 vs. full population: 774).
- **Black and White populations** have the highest unintentional fall emergency department and hospitalization visit rates.
- **Females** and those aged 65+ have the highest fall mortality rate.
- **22%** reported unmet medical care
- **20%** reported unmet dental care
- **14%** prescription medication not taken due to cost

Froedtert West Bend Hospital
Strategies and Actions to Address Access to Healthcare

Trusted Partnerships

Be the trusted partner for communities through consistent, transparent and responsive engagement.

- Support efforts through the Healthy Community Fund.
- Build skills for inclusive care – equip team members with cultural humility and empathy.
- Community voice and engagement – ensure all voices shape priorities and solutions to gain trust and clarity.

Safety Net

Ensure access to care for all by strengthening safety nets, language access and social support.

- Increase access to, utilization of, and awareness about preventive screenings and evidence-based health education to reduce health disparities.
- Optimize enterprise community outreach teams in high area deprivation index (ADI) neighborhoods such as nursing and community health workers to bring care and resources directly to patients and community.

Access to Healthcare

Program/Initiative: Charitable Giving, Health Impact, Trust and Relationship Building

Goal: To be your trusted partner, transforming health care for everyone every day.

OBJECTIVES	STRATEGIES	ACTIONS	MEASURES
Advance access to integrated, community and hospital-based services that provide high-quality, transformational care by June 30, 2029.	Be the trusted partner for communities through consistent, transparent and responsive engagement.	Allocate funds through the Healthy Community Fund.	• Amount of funding dedicated to access to health care.
		Build skills for inclusive care – equip team members with cultural humility and empathy.	• Team Member Retention and Culture of Safety Survey: Psychological Safety
		Community voice and engagement – ensure all voices shape priorities and solutions to gain trust and clarity.	• Levels of trust
		Enhance health literacy to better connect community members to health care options.	• Number of people served
	Ensure access to care for all by strengthen safety nets, language access and social support.	Increase access to, utilization of, and awareness about preventive screenings and evidence-based health education to reduce health disparities.	• Health impact composite measures. • Number of individuals screened. • Number of abnormal findings referred for follow up care.
		Optimize enterprise community outreach teams in high area deprivation index (ADI) neighborhoods such as nursing and community health workers to bring care and resources directly to patients and community.	• Decrease the life expectancy disparity gap.

Anticipated impact:
- Improved access to care for all populations.
- Reduced unnecessary healthcare costs.
- Strengthened community capacity and collaboration for shared responsibility to address unmet health needs.
- Reduced health disparities.
- Increased identification and referral to community-based organization related to social determinants of health.

Froedtert West Bend Hospital available resources:
- Community Engagement leadership and team members
- Froedtert West Bend Hospital Healthy Community Fund
- Froedtert & MCW Community Physicians
- Health Impact
- Inception Health
- Enterprise Care Coordination
- Wisconsin Diagnostic Laboratories (WDL)

Froedtert West Bend Hospital collaborative partners:
- Noble Community Clinics – Partner to provide medical, behavioral health and dental care to underserved populations.
- Casa Guadalupe Multicultural Center – Partner to navigate and provide services to underserved populations.
- United Way of Washington County – Partner to fund organizations to increase access to care.
- Washington Ozaukee Public Health Department – Partner to provide services and education on access to care topics.
- Interfaith Caregivers of Washington County – Partner to support transportation needs.
- Local Libraries – Partner to host educational services related to digital care access, navigating care and improving health literacy.
- Moraine Park Technical College – Partner to host educational opportunities through their nursing program.

Long-term metrics (from publically available sources)
- Unmet medical healthcare in past year (baseline:22%)
- Unmet dental care in past year (baseline: 20%)
- Ratio of primary care providers (baseline: 1,740:1)
- Ratio of dentist (baseline: 1,440:1)

Appendix A: Froedtert West Bend Hospital CHNA/Implementation Strategy Advisory Committee

First Name	Last Name	Title	Organization
Tammy	Anderson	Executive Director	Aging and Disability Resource Center
Shawn	Becker	School Mental Health Navigator	School District of West Bend
Kristin	Brandner	Executive Director	United Way of Washington County
Andy	Dresang	Associate Vice President, Community Engagement	Froedtert ThedaCare
Julie	Driscoll	Director, Human Services	Washington Ozaukee County
Brenda	Dunlap	Director of Programs	Elevate
Dave	Ertmer	Sr. VP & Chief Operating Officer	West Bend Insurance
Rebecca	Frank	Manager, Behavioral Health	Froedtert ThedaCare
Jen	Gerber	Development Director	Volunteer Center of Washington County
Andres	Gonzalez	Vice President of Belonging and Community Engagement	Froedtert ThedaCare
Kiara	Green	Executive Assistant, Community Engagement	Froedtert ThedaCare
Toni	Gumina	Executive Director	West Bend Chamber
Maria	Gutierrez-Gurrola	Executive Director	Casa Gaudalupa
Jody	Heipp	Director of Student Learning and Services	Kewaskum School District
Dessa	Johnson	Director, Belonging & Emerging Markets	Froedtert ThedaCare
Ann	Johnson	Executive Director, West Bend Hospital Foundation	Froedtert ThedaCare
Laura	Keller	Director, Clinical Support Services – Community Hospital Division	Froedtert ThedaCare
Lori	Landy	Supervisor Care Management	Froedtert ThedaCare
Jonathan	Lemelin	Trauma Coordinator, Community Hospital Division	Froedtert ThedaCare
Mark	Lodes	VP/FH Med. Edu & CMO Pop Health	Froedtert ThedaCare
Amy	Maurer	Coordinator, Community Engagement	Froedtert ThedaCare
Beth	McNally	Executive Director HV Service Line	Froedtert ThedaCare
Hollie	Milam	Deputy Director	Washington Ozaukee Public Health Department
Kate	Nickel	Community Engagement Coordinator, Sr.	Froedtert ThedaCare
Mike	Nowack	Director, Sr Investment Consultant	Baird/Nowack Group
Mandie	Reedy	Coordinator, Community Engagement	Froedtert ThedaCare
Laura	Roenitz	Executive Director	Elevate
Ralph	Schlass	Director of Community Relationships and Engagement	West Bend Joint School District #1
Sam	Sherman	Operations Manager	Family Promise of Washington County
Kristin	Stearns	Chief Executive Officer	Lakeshore Community Health Care
Samuel	Stevens	Phys Medical Director	Froedtert ThedaCare
Drew	Tilkens	Director Network Operations	Froedtert ThedaCare
Amanda	Wisth	Director, Community Benefit	Froedtert ThedaCare