



Community Memorial
Hospital

Implementation Strategy

Community Health Improvement Plan

Community Memorial Hospital

Fiscal Year 2016 - 2018

Plan Approved by Community Outreach Steering Committee on 12/11/2015

Plan last reviewed on 12/8/2017

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Hospital Information and Mission Statement

Overview

Froedtert & the Medical College of Wisconsin Community Memorial Hospital, founded in 1964 by the citizens of Menomonee Falls and surrounding communities, is a full-service hospital that specializes in cancer care, heart and vascular care, orthopaedics, women’s health and advanced surgical procedures. Community Memorial Hospital is part of the Froedtert & MCW health care network, which also includes Froedtert Hospital, Milwaukee; St Joseph’s Hospital, West Bend; and more than 25 primary and specialty care health centers and clinics.

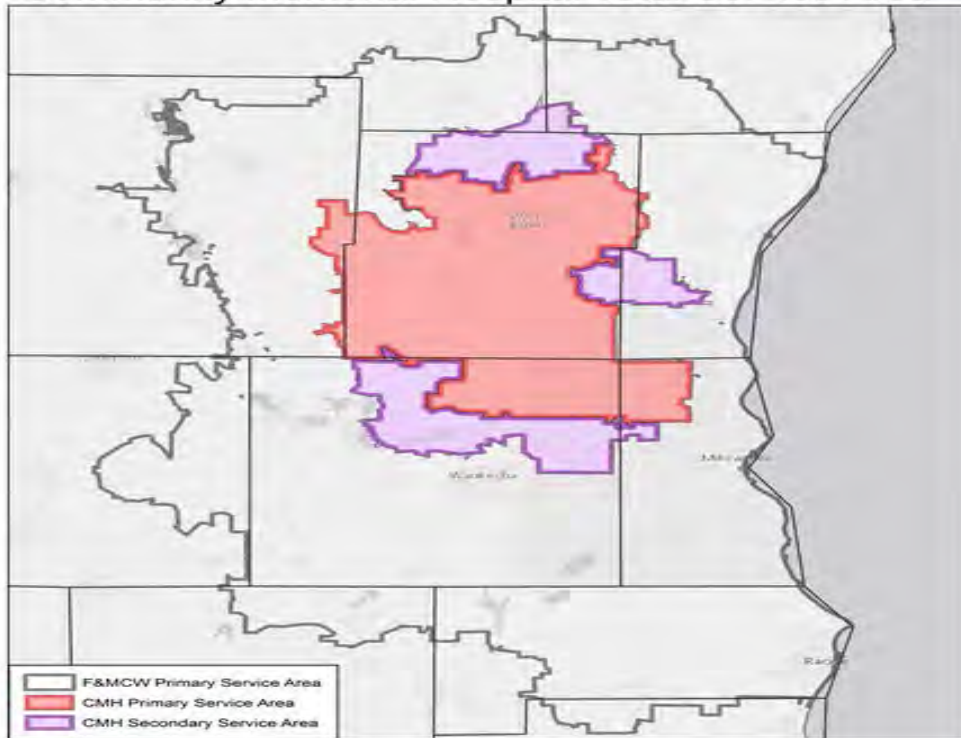
Mission Statement

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

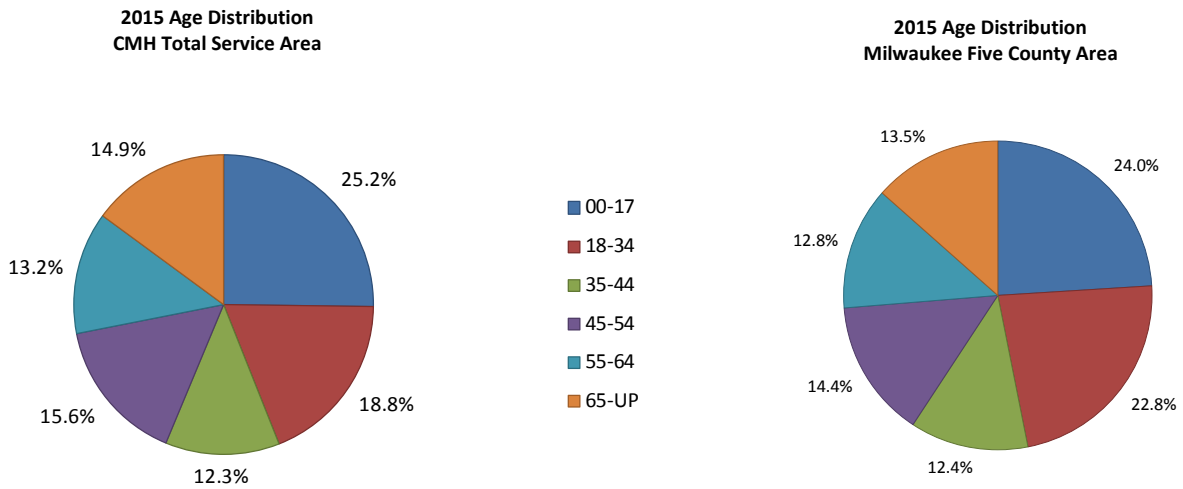
Service Area and Demographics

Community Memorial Hospital (CMH) develops its health improvement strategies and programs to meet the needs of the communities it serves. Community Memorial Hospital’s total service area consists of 25 zip codes – 53005 (Brookfield), 53007 (Butler), 53012 (Cedarburg), 53017 (Colgate), 53022 (Germantown), 53027 (Hartford), 53029 (Hartland), 53033 (Hubertus), 53037 (Jackson), 53040 (Kewaskum), 53045 (Brookfield), 53046 (Lannon), 53051 (Menomonee Falls), 53072 (Pewaukee), 53076 (Richfield), 53086 (Slinger), 53089 (Sussex), 53090 (West Bend), 53095 (West Bend), 53122 (Elm Grove), 53218 (Milwaukee), 53222 (Milwaukee), 53223 (Milwaukee), 53224 (Milwaukee), and 53225 (Milwaukee).

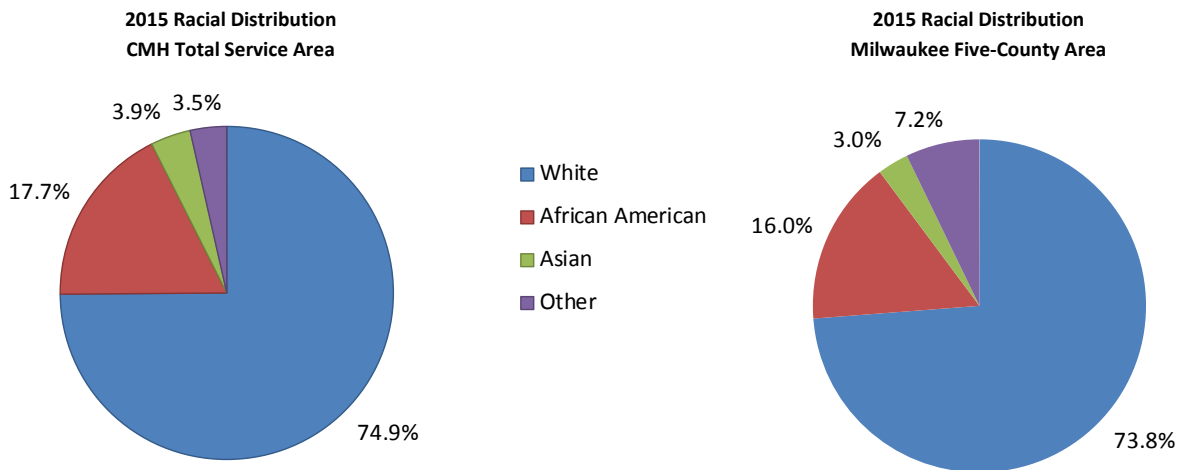
Community Memorial Hospital Total Service Area



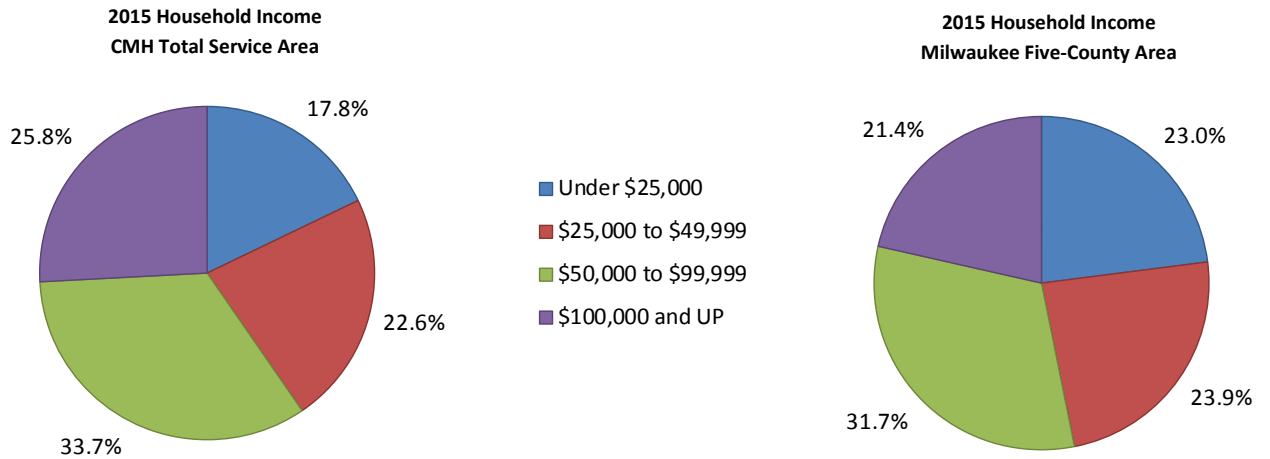
Age – Age – The CMH Total Service Area has a comparable age distribution as the Milwaukee five-county area. The percentage of 35-44, critical ages when people begin getting routine screenings, is 12.3% in the CMH Total Service Area and slightly higher at 12.4% in the five-county area.



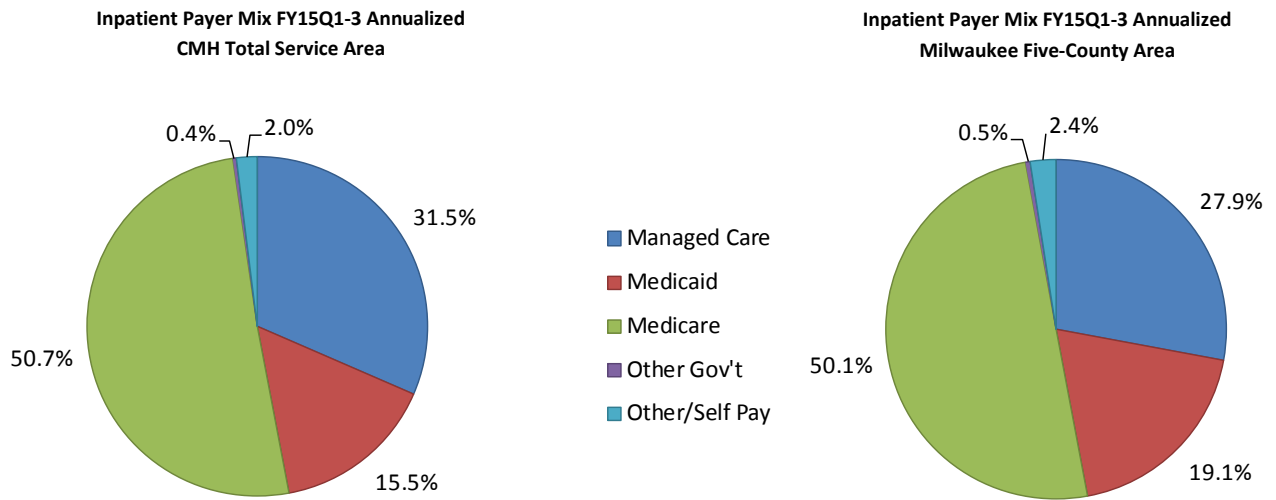
Race – The racial distribution in the CMH Total Service Area is predominantly White (74.9%) and African American (17.7%). This is similar to the Milwaukee Five-County Area which is also predominantly White (73.8%) and African American (16.0%).



Household Income – 40.4% of the CMH Total Service Area earns more than \$50,000 annually whereas in the five-county area, 46.8% of the population earns \$50,000 or more.



Payer Mix – 17.5% of the patients in the CMH Total Service Area are Medicaid or Self Pay (uninsured) patients, compared to 21.5% in the five-county area.



Health Needs of the Community

Community Health Needs Assessment

Froedtert Health is a member of the Milwaukee Health Care Partnership www.mkehcp.org, a public private consortium dedicated to improving care for underserved populations in Milwaukee County. Through the Partnership, Milwaukee's five health systems and the Waukesha County Health Department aligned resources to complete a shared community health needs assessment (CHNA) from February – July 2015. Supported by additional analysis from the Center for Urban Population Health, this robust community-wide CHNA includes findings from a community health survey of over 400 adults, 38 key informant interviews and a secondary source data analysis. This shared CHNA serves as the foundation for Community Memorial Hospital's implementation strategy to improve health outcomes and reduce disparities in Washington and Waukesha Counties.

The CHNA summary and full reports can be found on [Community Memorial's website](#):

Identified Community Health Needs in Waukesha County

Priorities across the CHNA Health Survey, Stakeholder Interviews and Secondary Data Reports
Access
Alcohol, Drug and Tobacco Use
Chronic Diseases (diabetes, cancer, heart disease, high blood pressure and asthma)
Health Care Coverage
High Cholesterol
Injury and Violence
Mental Health
Nutrition and Physical Activity
Overweight or Obesity
Sexual Assault and Domestic Violence

Waukesha County Community Health Survey and Key Informant Stakeholder Interviews reported slightly different health need priorities	
<p style="text-align: center;">Survey Priorities</p> <ul style="list-style-type: none"> • Chronic Disease • Alcohol and Drug Use • Mental Health/Depression • Infectious Diseases • Violence • Teen Pregnancy • Infant Mortality 	<p style="text-align: center;">Top Health Issues -Key Informants in Waukesha County</p> <ul style="list-style-type: none"> • Mental Health • Alcohol and Drugs • Chronic Disease • Access to Healthcare • Physical Activity • Nutrition

Hospital Implementation Strategy

Implementation Plan Development/Selection Process

Community Memorial Hospital's Community Engagement strategies are guided by the Community Outreach Steering Committee (COSC) which is a subcommittee of the hospital's Board of Directors. The COSC actualizes the mission of Community Memorial Hospital (CMH) through community engagement activities that improve the quality of life and enhance wellness resources which meet identified comprehensive health needs of the communities served. The Community Outreach Steering Committee is appointed annually by the hospital president and is advisory to the CMH Board and Administration. Membership appointments are made each June with members serving one year terms. The COSC meets quarterly and is composed of hospital and board representatives plus community members representing the various constituencies of the total service area. Functions include:

- Provide a leadership role in advocating community wide responses to health care needs in the community
- Facilitate and support community and health care partnerships
- Envision, assess and guide new community benefit opportunities
- Identify and describe unmet health needs
- Promote universal access to health care

Under the direction of the Community Engagement Leadership Team and trained meeting facilitator; the planning process included five steps in developing the Implementation Plan:

1. Reviewed the Community Health Needs Assessment results for identification and prioritization of community health needs (Waukesha and Washington Counties)
2. Reviewed previous Implementation Plan programs and results
3. Reviewed current hospital and community health improvement initiatives and strategies
4. Ranked and selected priority areas
5. Select evidence-based strategies, partnerships and programs to address community health needs

After several facilitated workout sessions in September 2015, findings from the assessment were categorized into ten areas: Access to Care and Resource Navigation, Chronic Disease Management, Mental Health Services, Nutrition, Obesity and Physical Activity, Oral Health, Alcohol, Drug, Tobacco, Abuse and Other identified needs. To identify the top ranked priorities, members of the Advisory Committee were asked to rate each priority based on the following criteria: feasibility of Community Memorial Hospital to address the need (direct programs, clinical strengths and dedicated resources), alignment with Froedtert Health's strategic priorities, current or potential community partners/coalitions and each need has achievable and measurable outcomes. Of those ten health needs categories, three overarching themes were identified as the focus for Community Memorial Hospital's Implementation Plan for fiscal 2016 – 2018:

- Access to Care and Navigation
- Mental Health/Alcohol and Other Drug Abuse
- Chronic Disease Management

Implementation Strategy Evaluation

Community Memorial Hospital's Community Engagement team along with the Community Outreach Steering Committee will regularly monitor and report on progress towards the Implementation Strategy objectives and provide quarterly reports to the Hospital's Board of Directors and health system's Community Engagement Steering Committee. Additional progress on the Implementation Plan will be reported annually through the hospital's IRS Form 990 Schedule H filing and other reporting sources associated with strategic partners and community coalitions.

CNHA Implementation Strategy
 Froedtert & the Medical College of Wisconsin – Community Memorial Hospital
 Fiscal Year 2016 - 2018

Program/Initiative:	Community Outreach Health Clinic
CHNA Area of Focus:	Access to Care, Navigation and Mental Health/AODA
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 9% of Waukesha County residents uninsured • 17% of Waukesha County residents did not seek medical care due to cost • 9% of population reported having unmet care in past 12 months • 8% of population did not take medications due to cost
Goal: Expand assistance and support of the Community Outreach Health Clinic to improve access to healthcare for uninsured and underinsured populations.	
Objective: Continue the support of Community Outreach Health Clinic and community stakeholders to increase access to preventative and primary care, improve quality and reduce costs	
Actions the hospital intends to take to address the health need: <ul style="list-style-type: none"> • Continue referral process for uninsured/underinsured populations from CMH to Community Outreach Health Clinic • Provide ancillary/specialty care services for COHC patients • Screen uninsured patients for financial assistance programs (Marketplace, BadgerCare etc) including Froedtert Health’s Financial Assistance Program • Provide financial support for clinic operations and functions • Screen patients for underlying AODA/Mental Health Conditions • Provide behavioral health coaching and referral to community services 	
Anticipated impact of these actions: <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 Community Memorial Hospital referrals to Community Outreach Health Clinic • Number of patients served at Community Outreach Health Clinic • Quality of care and service needs met through United Way Patient Impact Survey • Number of donated ancillary services provided by Community Memorial Hospital and Froedtert & MCW Community Physicians Health Centers • Internal data tracking preventable emergency department visits and readmissions 	
Froedtert Health Resources: <ul style="list-style-type: none"> • Organizational support through Community Memorial Hospital and Froedtert Health • Philanthropic support from Community Memorial Foundation • Froedtert & MCW Community Physicians • Financial Counselors 	
Froedtert Health Collaborative Partners: <ul style="list-style-type: none"> • Addiction Resource Council • Waukesha County Community Dental Clinic • United Way of Greater Milwaukee and Waukesha County • Waukesha and Washington County Health Departments 	

CNHA Implementation Strategy
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Program/Initiative:	CMH Family Medicine Residency Program
CHNA Area of Focus:	Access to Care and Navigation/Chronic Disease Prevention and Management
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 33% of Waukesha County residents reported having High Blood Pressure • 26% of Waukesha County residents reported having High Blood Cholesterol • 7% of Waukesha County residents reported having Heart Disease or related condition • 9% of Waukesha County residents uninsured • 17% of Waukesha County residents did not seek medical care due to cost • 9% of population reported having unmet care in past 12 months
Goal:	<ul style="list-style-type: none"> • Improve primary care access to Waukesha and Washington County Residents • Train physicians who will provide advocacy, representation and leadership for the specialty of Family Medicine
Objective:	<ul style="list-style-type: none"> • Expand access to care and healthcare services to vulnerable populations in Waukesha and Washington County • Develop skills in new physicians around, team development, continuity of care, collaboration, and leadership needed for effective team based care
Actions the hospital intends to take to address the health need:	<ul style="list-style-type: none"> • Provide access to care with family practice residents • Provide paths to improve access to underserved populations in Waukesha and Washington County
Anticipated impact of these actions:	<ul style="list-style-type: none"> • Improve access to care to vulnerable populations • Reduce unnecessary health care costs
Plan to evaluate the impact:	<ul style="list-style-type: none"> • Quality of care scores • Patient satisfaction scores • Number of patient visits • Number of patient referrals to community resources
Froedtert Health Resources	<ul style="list-style-type: none"> • Community engagement staff • Froedtert & MCW Community Physicians
Froedtert Health Collaborative Partners:	<ul style="list-style-type: none"> • Medical College of Wisconsin • Waukesha County Community Dental Clinic • Community Outreach Health Clinic

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Program/Initiative:	Community Paramedicine (Community Wellness Checks)
CHNA Area of Focus:	Access to Care and Navigation/Chronic Disease Management
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 33% of Waukesha County residents reported having High Blood Pressure • 26% of Waukesha County residents reported having High Blood Cholesterol • 7% of Waukesha County residents reported having Heart Disease or related condition • 9% of population reported having diabetes • 8% of population has Asthma • 8% of population did not take medications for their medical condition due to cost
Goal: Reduce readmission rates and increase timely access to care for individuals living with Chronic Conditions (Pneumonia, Congestive Heart Failure, AMI, Diabetes and Stroke).	
Objective: Provide wellness checks within 48 – 72 hours of discharge for high risk populations for 65% of patients that qualify for program.	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Develop Community Paramedicine Pilot Program • Determine technological needs, templates, care plans, agreements, education and related resources for pilot program • Identify patients at risk for readmission and develop referral and tracking process with Menomonee Falls and Lisbon Fire Departments 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Reduce unnecessary healthcare costs • Reduction in hospital admissions and readmissions • Increase in awareness and self-management of chronic disease 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of Wellness Checks performed by Menomonee Falls and Lisbon Paramedics • Number of consults provided by CMH Care Transition Coordinators • Number of reduced readmissions by patients with CHF, Stroke, Diabetes and Pneumonia 	
Froedtert Health Resources	
<ul style="list-style-type: none"> • CMH/CP Staff, Physicians and Nurse Practitioners • Community Outreach Health Clinic • Case Management/Care Transition Coordinators • Community Memorial Foundation • Quality Department 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • Town of Lisbon Fire Department 	

CNHA Implementation Strategy
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Program/Initiative:	Cancer Care Navigation, Awareness, Prevention and Screenings – Community Memorial Cancer Center
CHNA Area of Focus:	Chronic Disease – Cancer <ul style="list-style-type: none"> • Skin • Prostate • Colorectal (Bobbie Nick Voss Colorectal Screening Program)
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Washington and Waukesha County cancer incidence rate is higher than state average • Cancer is leading cause of death in Waukesha and Washington Counties • Difficulty in navigating programs and services in CMH’s service area
Goal: Decrease the cancer mortality rate in Washington and Waukesha Counties	
Objective: Implement programs to increase cancer awareness, screening and early detection at CMH and organizations across the hospital’s service area	
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 CMH 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 navigational consults to care • Number of referrals from Nurse Navigators to community resources/programs • Number of individuals screened • Number of abnormalities found during initial screenings and referrals for follow-up care 	
Froedtert Health Resources: <ul style="list-style-type: none"> • CMH Cancer Center Nurses and Clinical Psychologist • Community Memorial Foundation • Froedtert & MCW Community Physicians • Froedtert & MCW Cancer Care Network Physicians • Direct Financial Support through Froedtert Health’s Charitable Gifts and Sponsorship Committee 	
Froedtert Health Collaborative Partners: <ul style="list-style-type: none"> • American Cancer Society • Bobbie Nick Voss Charitable Funds 	

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Program/Initiative:	Community Health Education and Outreach Programs (Living Well Series, Service Line Outreach and Support Groups)
CHNA Area of Focus:	Chronic Disease
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 33% of Waukesha County residents reported having High Blood Pressure and 26% High Blood Cholesterol • 7% of Waukesha County residents reported having Heart Disease or related condition • 9% of population reported having diabetes • 8% of population did not take medications for their medical condition due to cost
Goal: Reduce morbidity and mortality from chronic conditions	
Objective: Increase self-management for individuals living with chronic conditions and reinforce healthy lifestyles to encourage behavior change	
Actions the hospital intends to take to address the health need:	
<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 service area to hold Living Well with Chronic Conditions/Diabetes and Service Line programs • Explore opportunities for enhancing and expanding clinical support groups and community health education programs in community based settings 	
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 Health Resources:	
<ul style="list-style-type: none"> • Community Engagement Staff – Certified Living Well Instructors • Case Management • Inpatient/Outpatient Departments 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • Wisconsin Institute for Healthy Aging • Waukesha County Aging and Disability Resource Center • Interfaith Senior Programs Waukesha County • Menomonee Falls, Sussex and Germantown Food Pantries • Area Community Education and Recreation Departments 	

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Program/Initiative:	Partnership – Waukesha County Health Improvement Plan Steering Committee
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 and 29% of Waukesha County residents reported binge drinking • 4% of Waukesha County residents reported having a Mental Health Condition • 6% of have problems with alcohol consumption • Issues with navigating and accessing Mental Health/AODA treatment services – especially uninsured/underinsured
Goal: Improve the behavioral health of Waukesha County	
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 Waukesha and Washington County steering committees and project teams <ul style="list-style-type: none"> ○ Heroin Task Force ○ Drug Free Communities Drug Collection and Awareness Events ○ Washington County Community Health Coalition • In-kind support of Froedtert Health leaders, staff and physicians with knowledge and expertise in behavioral health • Identify service gaps within Froedtert Health 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Plan in Development 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • In Development 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • Community Engagement leadership/staff • Grant support through the Community Outreach Steering Committee • Froedtert Health Behavioral Health Services 	
Community Coalition Partners:	
<ul style="list-style-type: none"> • Waukesha County Health and Human Services and Public Health Departments – Lead Agencies • NAMI • Addiction Resource Council (Waukesha County) • Health care systems in Waukesha County • Waukesha County School Districts • Menomonee Falls Police Department 	

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

- **Healthcare Career Academy** – Job shadowing and education program for Menomonee Falls, Hamilton and Germantown School District students interested in a career in healthcare (Workforce Development and Health Professions Education).
- **Community Outreach Steering Committee Grant Program** – Quarterly grant process that supports programs and projects to area non-profits and coalitions focused on improving health and wellness of Washington and Waukesha County residents (Funding based on identified community needs and outcomes).
- **Health Professionals Education** – Annual preceptorships, clinical rotations, residencies and job shadows for students attending area high schools, colleges and universities (Workforce Development).
- **Subsidized Flu Clinics** – Through financial support of the Community Memorial Hospital Foundation, CMH Pharmacists provide free flu shots to underserved populations throughout the hospital's service area at various community access points (Access to Care).
- **Subsidized Transportation** – Vouchers for Community Memorial Hospital patients at or below 250% Federal Poverty Level needing access to hospital services or post discharge (Access to Care).
- **Every 15 Minutes** – Annual program in partnership with CMH Emergency Department Staff, Menomonee Falls and Germantown School Districts that demonstrates the dangers of impaired/drunken driving (AODA).
- **Community Garden** – Community Memorial Hospital's on-campus garden provides produce to low-income populations residing in the hospital's service area that may not readily have access to fresh vegetables (Chronic Disease Management).
- **Healthcare Coverage and Enrollment** – Froedtert Health Certified Application Counselors providing enrollment assistance to BadgerCare and Marketplace eligible patients (Access).
- **Waukesha County Heroin Task Force** – Community Coalition lead by the Addiction Resource Council with the primary focus of reducing individual, family, neighborhood and community harm from substance abuse (AODA).
- **Annual United Way Employee Giving Campaign** – Annual campaign where St. Joseph's Hospital and Froedtert Health leaders, physicians and staff can donate money or volunteer to help support the United Way of Greater Milwaukee and Waukesha County
- **Froedtert in Action** – Froedtert Health's leadership involvement on Community Boards, Coalitions, Chamber of Commerce and direct Community Health Improvement/Engagement efforts in Washington and Waukesha Counties