



Implementation Strategy

Community Health Improvement Plan

St. Joseph's Hospital

Fiscal Year 2015 - 2017

Approved on 5/26/2015 by St. Joseph's Hospital Board of Directors

Last reviewed by St. Joseph's Hospital Board on 5/25/2016

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Hospital Information and Mission Statement

Overview

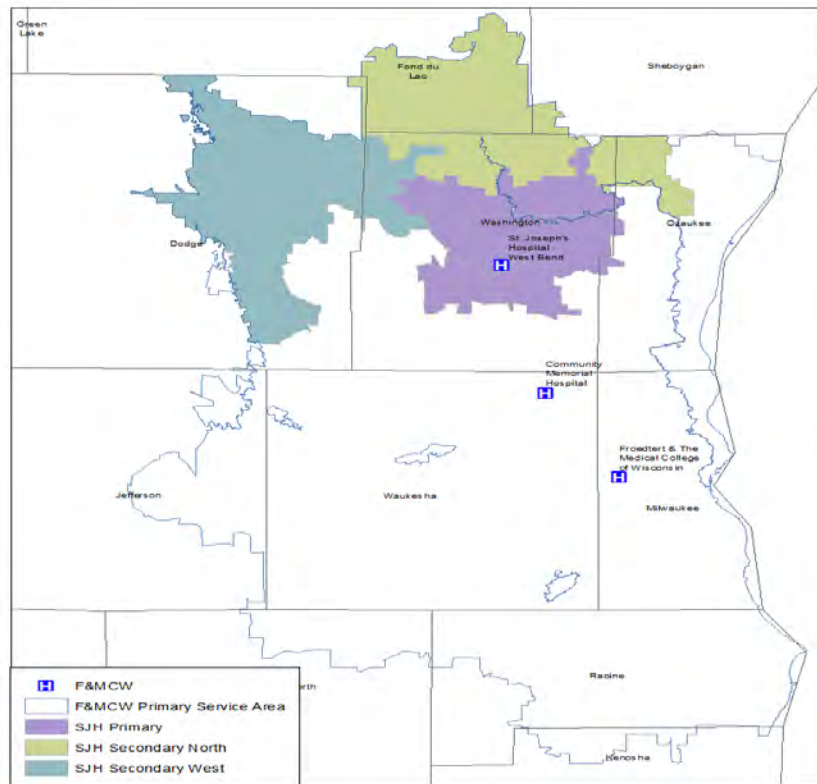
Froedtert & the Medical College of Wisconsin St. Joseph’s Hospital, founded in 1930 by local doctors, community leaders and the Sisters of the Divine Savior, is a full-service hospital serving residents of West Bend and Washington County. St. Joseph’s Hospital, specializing in birthing services, cancer care, emergency care, orthopaedics, surgical services and women’s health, is part of the Froedtert & MCW health network, which also includes Froedtert Hospital, Milwaukee; Community Memorial Hospital, Menomonee Falls; and more than 25 primary and specialty care health centers and clinics.

Mission Statement

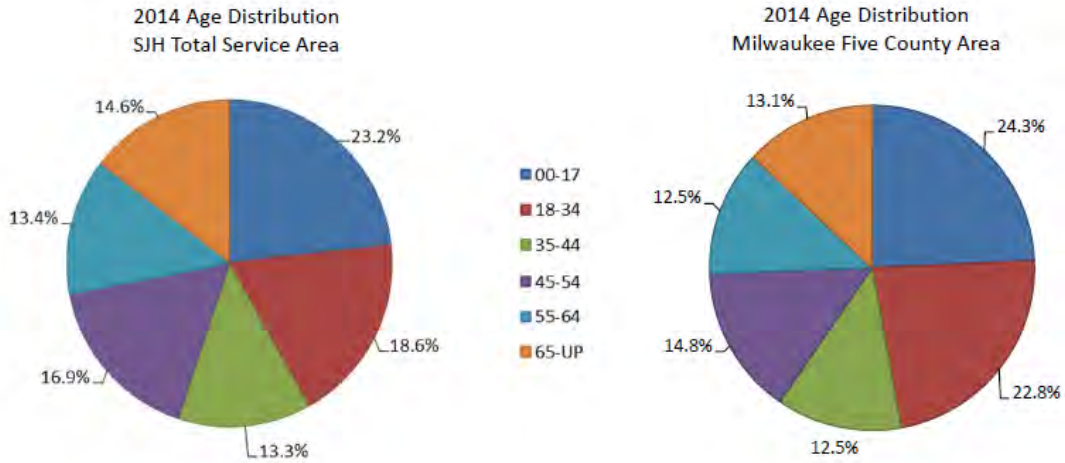
Froedtert & the Medical College of Wisconsin advance the health of the communities we serve through exceptional care enhanced by innovation and discovery.

Service Area and Demographics

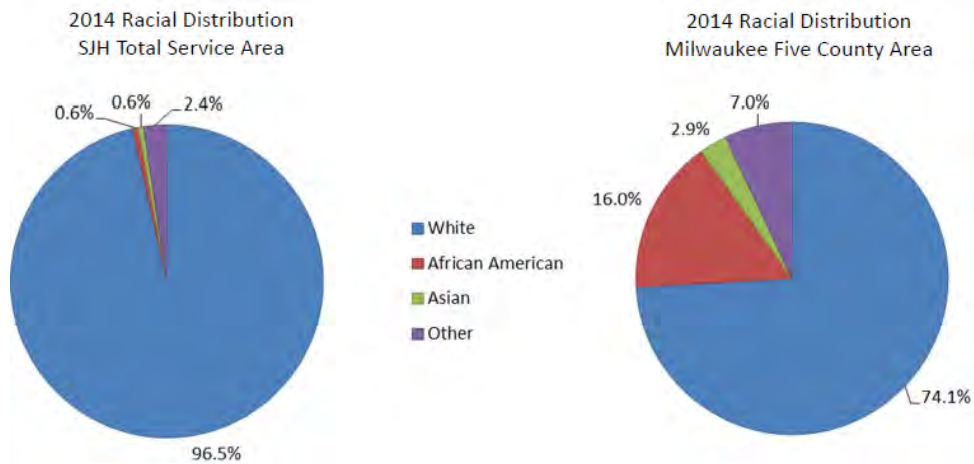
St. Joseph’s Hospital develops its health improvement strategies and programs to meet the needs of the communities it serves. St. Joseph’s Hospital total service area map reflects the 13 zip codes - 53002 (Allenton), 53010 (Campbellsport), 53021 (Fredonia), 53032 (Horicon), 53035 (Iron Ridge), 53037 (Jackson), 53040 (Kewaskum), 53050 (Mayville), 53059 (Neosho), 53086 (Slinger), 53090 (West Bend), 53091 (Theresa), and 53095 (West Bend).



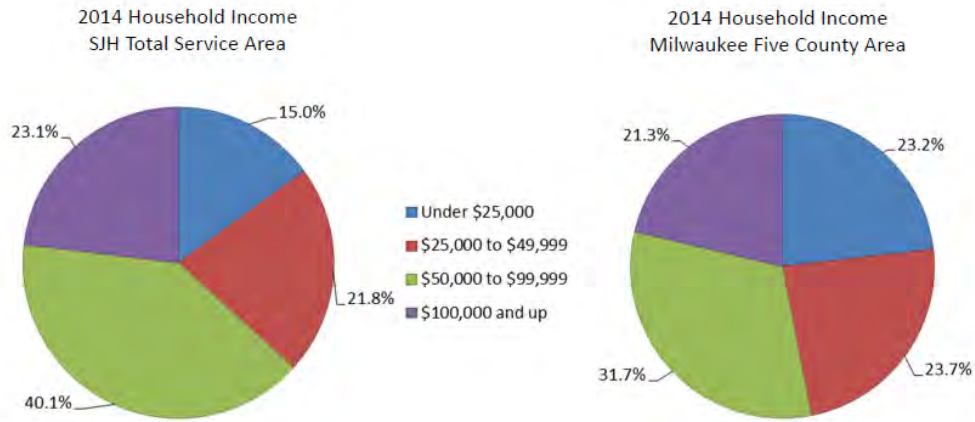
Age – The SJH Total service area has a comparable age distribution as the Milwaukee five-county area. The percentage of 35-44, critical ages when people begin getting routine screenings, is 13.3% in the SJH Total service area and slightly lower at 12.5% in the five-county area.



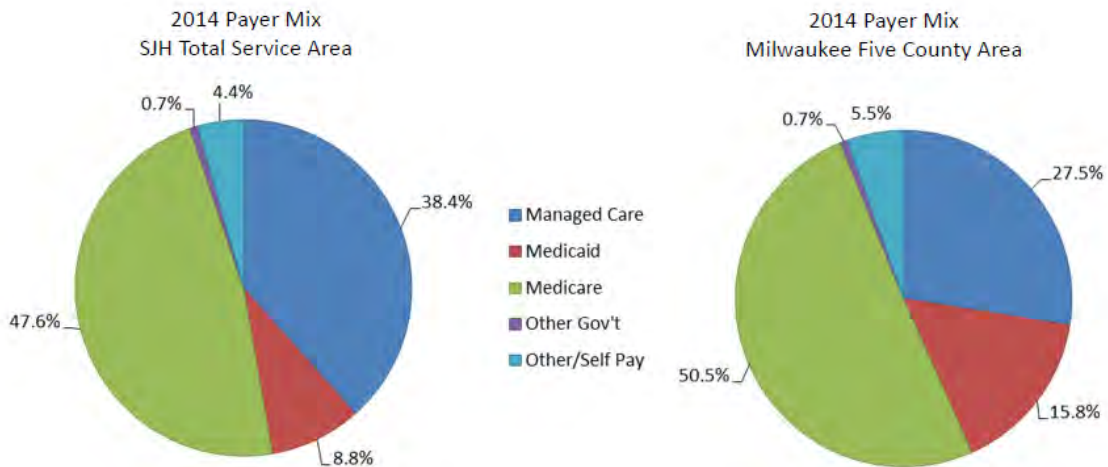
Race – The racial distribution in the SJH Total service area is predominantly Caucasian (96.5%). In the five-county area, there is more diversity; 16.0% of the population is African American and 7.0% are other races.



Household Income – 63.2% of the SJH Total service area earn more than \$50,000 annually whereas in the five-county area, only 53.0% of the population earns \$50,000 or more.



Payer Mix – 13.2% of the patients in the SJH Total service area are Medicaid or Self Pay (uninsured) patients, compared to 21.3% 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 Washington County Health Department aligned resources to complete a shared community health needs assessment (CHNA) from June - August 2014. 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, 15 key informant interviews and a secondary source data analysis. This shared CHNA serves as the foundation for St. Joseph’s Hospital’s implementation strategy to improve health outcomes and reduce disparities in Washington County.

The CHNA summary and full reports can be found on St. Joseph’s website:

[Washington County CHNA Executive Summary](#)

[Washington County CHNA Secondary Data Report](#)

[Washington County CHNA Key Informant Interview Report](#)

Identified Community Health Needs in Washington 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

Washington County Community Health Survey and Key Informant Stakeholder Interviews reported slightly different health need priorities

Survey Priorities	Top Health Issues -Key Informants in Washington County
<ul style="list-style-type: none"> • Alcohol & Other Drug Abuse (AODA) • Chronic Disease • Mental Health/Depression • Teen Pregnancy • Infectious Disease • Violence • Infant Mortality 	<ul style="list-style-type: none"> • Alcohol and Drug • Mental Health • Nutrition • Physical Activity • Chronic Disease • Injury and Violence • Access

Hospital Implementation Strategy

Implementation Plan Development/Selection Process

St. Joseph’s Hospital created an Implementation Plan Advisory Committee consisting of hospital and health system leadership and staff with 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 in developing the Implementation Plan:

1. Reviewed the 2014 Community Health Needs Assessment results for identification and prioritization of community health needs
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 February and March 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 St. Joseph’s 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 St. Joseph's Hospital Implementation Plan for fiscal 2015 – 2017:

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

Implementation Strategy Evaluation

St. Joseph's 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.

CNHA Implementation Strategy
 Froedtert & the Medical College of Wisconsin - St. Joseph's Hospital
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Program/Initiative:	Albrecht Free Clinic
CHNA Area of Focus:	Access to Care
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 10% of Washington County residents uninsured • 16% of Washington County residents did not seek medical care due to cost • 10% of population reported having unmet care in past 12 months • 7% of population did not take medications due to cost
F&MCW Strategic Plan: Determine relationship and strategy for free clinic support for Albrecht Free Clinic	
Goal: Expand assistance and support of the Albrecht Free Clinic to improve access to healthcare 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 St. Joseph's Hospital to Albrecht Free Clinic • Serve on Board of Directors • Provide vouchers for ancillary/specialty care services for AFC patients • Screen uninsured patients for financial assistance programs (Marketplace, BadgerCare etc) including Froedtert Health'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 St. Joseph's Hospital referrals to Albrecht Free Clinic • # patients served at Albrecht Free Clinic • # of donated ancillary services provided by St. Joseph's 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"> • Community Engagement leadership/staff • Grant support through the Washington County Healthy Community Fund • Froedtert & MCW Community Physicians • Financial Counselors 	
Froedtert Health Collaborative Partners: <ul style="list-style-type: none"> • Albrecht Free Clinic • Washington County Public Health • Casa Guadalupe Education Center • Aurora Healthcare 	

CNHA Implementation Strategy
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Program/Initiative:	Community Paramedicine Program in Partnership with West Bend Fire and Rescue
CHNA Area of Focus:	Access to Care/Chronic Disease Management
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 27% of Washington County residents reported having High Blood Pressure • 23% of Washington County residents reported having High Blood Cholesterol • 6% of Washington County residents reported having Heart Disease or related condition • 7% of population reported having diabetes • 10% of population has Asthma • 7% of population did not take medications for their medical condition due to cost • 20% readmission rate at SJH
F&MCW Strategic Plan: Reach the underserved population with accessible, affordable health services.	
Goal: Reduce readmission rates and increase timely access to care for individuals living with Chronic Conditions (Pneumonia, Congestive Heart Failure, Diabetes and Stroke).	
Objective: Provide wellness checks within 72 hours of discharge for high risk populations.	
Actions the hospital intends to take to address the health need:	
<ul style="list-style-type: none"> • Develop Community Paramedicine Pilot Program • Seek funding from St. Joseph's Community Foundation for funding and support pilot program • Identify patients at risk for readmission and develop referral and tracking process with West Bend Fire and Rescue • Provide clinical oversight and education for patients and community partners involved 	
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 West Bend Paramedics • Number of consults provided by SJH Emergency Physicians • Number of hospital readmissions by patients with CHF, Diabetes and Pneumonia 	
Froedtert Health Resources	
<ul style="list-style-type: none"> • SJH Staff, Physicians and Nurse Practitioners • Case Management/Care Transition Coordinators • Community Engagement Leadership • Quality Department 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • West Bend Fire and Rescue • SJH Community Foundation 	

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Program/Initiative:	Community Based Clinical Services – Community Health Navigator Program With Albrecht Free Clinic and Casa Guadalupe Education Center
CHNA Area of Focus:	Access to Care/Navigation
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 amongst non-profit organizations • Difficult to navigate resources in Washington County
F&MCW Strategic Plan: Align health system resources with identified health needs in the Community Health Improvement Plan for Washington County (health literacy, care navigation, community health worker, effective models, best practice).	
Goal: Expand assistance and support for the Community Health Worker network to improve access to healthcare services for vulnerable populations.	
Objective: Increase the number of health education programs and activities conducted at various community-based settings and referrals to primary care and medical homes.	
Actions the hospital intends to take to address the health need: <ul style="list-style-type: none"> • Provide financial support through a community grant that covers the expenses for two Community Health Navigators at Albrecht and Casa Guadalupe • Integrate Community Health Navigators with SJH/CP Clinical Leaders and Staff • Conduct routine evidence based health prevention and management programs (Living Well with Chronic Conditions, Community Education Programs etc.) 	
Anticipated impact of these actions: <ul style="list-style-type: none"> • Reduce unnecessary healthcare costs • Coordinate available resources for patients and vulnerable populations including follow-up and referral process • Increase health literacy and self-management for health conditions/healthy living • 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 partnerships • Number of individuals receiving education, prevention, primary care referrals and screenings at the various locations • Number of individuals referred to health and human services in Washington County 	
Froedtert Health Resources: <ul style="list-style-type: none"> • Community Engagement staff 	
Froedtert Health Collaborative Partners: <ul style="list-style-type: none"> • Albrecht Free Clinic • Casa Guadalupe Education Center • Milwaukee Area Health Education Center 	

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Program/Initiative:	Impact 211 – Partnership with Washington County Community Health Coalition
CHNA Area of Focus:	Access to Care/Navigation/Mental Health/AODA
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • Difficulty in navigating programs and services in Washington County • Inconsistent information available through multiple databases and directories • Lack of awareness of Impact 211 Information and Referral service
F&MCW Strategic Plan: Align health system resources with identified health needs in the Community Health Improvement Plan for Washington County (health literacy, care navigation, community health worker, effective models, best practice).	
Goal: Impact 211 call center and website will be the premier information and referral service provider in Washington County	
Objective: Increase utilization and awareness of Impact 211 service for the health and wellbeing of individuals, organizations, and workplaces in Washington County	
Actions the hospital and coalition intends to take to address the health need:	
<ul style="list-style-type: none"> • Assess the current state of Washington County organizations, programs and services available in in Impact 211 database • Participate in Impact 211 database education and training session to further understand the functionality and capabilities of the system • Working with Impact 211 staff, facilitate multiple Impact 211 database training sessions for Washington County area businesses and non-profit organizations 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Accurate and up-to-date information and referral service • Increase awareness of community resources, programs and services • Assist with system navigation and provide advocacy when needed • Assessment and define presenting problem and underlying issues 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Number of phone calls and online database contacts • Number of successful referrals and warm transfers to appropriate experts and resources • Number of service requests based on community need (shelters, health services, behavioral health, energy assistance etc.) 	
Froedtert Health Resources:	
<ul style="list-style-type: none"> • Community Engagement leadership/staff 	
Froedtert Health Collaborative Partners:	
<ul style="list-style-type: none"> • United Way of Washington County – Lead agency • Albrecht Free Clinic • Casa Guadalupe Education Center • Aging and Disability Resource Center • Washington County Community Health Coalition • Impact 211 • Washington County Public Health 	

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Program/Initiative:	Cancer Care Navigation, Awareness, Prevention and Screenings – Kraemer Cancer Center
CHNA Area of Focus:	Chronic Disease – Cancer <ul style="list-style-type: none"> • Skin • Prostate • Colorectal
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
F&MCW Strategic Plan: Strengthen community engagement within the cancer service line.	
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 navigation to care • Number of referrals from Nurse Navigators to community resources/programs • Number of individuals screened • Number of abnormalities found during initial screenings 	
Froedtert Health Resources: <ul style="list-style-type: none"> • Kraemer Cancer Center Nurses and Clinical Psychologist • St. Joseph's Community Foundation • Froedtert & MCW Community Physicians • Froedtert & MCW Cancer Care Network Physicians • Community Education • 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 • Impact 211 • Albrecht Free Clinic 	

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Program/Initiative:	Living Well with Chronic Conditions/Diabetes
CHNA Area of Focus:	Chronic Disease – heart disease, high blood pressure and diabetes
CHNA Community Health Need/Rationale:	<ul style="list-style-type: none"> • 27% of Washington County residents reported having High Blood Pressure • 6% of Washington County residents reported having Heart Disease or related condition • 7% of population reported having diabetes • 10% of population has Asthma • 7% 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
F&MCW Strategic Plan: Align health system resources with identified health needs in the Community Health Improvement Plan for Washington County (health literacy, care navigation, community health worker, evidence based models, best practice).	
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 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 • Washington County Aging and Disability Resource Center • Casa Guadalupe Education Center 	

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Program/Initiative:	Partnership – Washington County Community Health Coalition – Focus on improving education, advocacy and treatment
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 SJH ED visits
F&MCW Strategic Plan: Define the behavioral health strategy as it relates to Community Health Improvement Plan for Washington County	
Goal: Improve the behavioral health of Washington 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 the coalition • Identify service gaps within Froedtert Health 	
Anticipated impact of these actions:	
<ul style="list-style-type: none"> • Currently in Development – Anticipated Completion November 2016 	
Plan to evaluate the impact:	
<ul style="list-style-type: none"> • Currently in Development – Anticipated Completion November 2016 	
Froedtert Health 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 	
Community Coalition Partners:	
<ul style="list-style-type: none"> • Washington County Health and Human Services – Lead Agency • NAMI • Elevate Inc. • Albrecht Free Clinic • United Way of Washington County • Aurora Healthcare • Affiliated Clinical Services • UW-Extension Washington County • Washington County Sheriff's Department • Washington County Department of Corrections • Germantown Police Department • West Bend School District 	

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

- **Healthcare Career Academy, West Bend School District** – Job shadowing and education program for West Bend High School students interested in a career in healthcare (Workforce Development and Health Professions Education).
- **Washington County Healthy Community Fund** – Annual grant that supports programs and projects to area non-profits and coalitions focused on improving health and wellness of Washington 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 Transportation** – Vouchers for St. Joseph's 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 SJH 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).
- **Healthy People Project Washington County** – Coalition lead by Kettle Moraine YMCA and Washington County Health Department focused on decreasing obesity rates and increasing physical activity for Washington County Residents (Physical Activity and Obesity).
- **Sexual Assault Nurse Examiner** – St. Joseph's 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 St. Joseph's 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