



# MEETING OUR COMMUNITY NEEDS

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

July 1, 2016 – June 30, 2019



Wheaton Franciscan Healthcare  
St. Francis

A woman with dark hair, wearing a light-colored top, is holding a baby up in the air. The baby is wearing a white hooded outfit and a pacifier with a red ring. The background is a soft, out-of-focus outdoor setting with warm, golden light. The text is overlaid on the left side of the image.

How  
Wheaton Franciscan  
Healthcare  
is meeting  
the **NEEDS**  
of our  
community.

ANSWERING  
THE CALL

## Our mission

Wheaton Franciscan Healthcare is committed to living out the healing ministry of Jesus by providing exceptional and compassionate health care that promotes the dignity and well being of the people we serve.

## About our organization

Started by the Wheaton Franciscan Sisters more than 130 years ago, Wheaton Franciscan Healthcare is a Catholic, not-for-profit organization with nearly 100 health and shelter organizations in Wisconsin, Iowa, Colorado, and Illinois. Hospitals in Southeast Wisconsin include Wheaton Franciscan Healthcare–All Saints in Racine County; Wheaton Franciscan–St. Joseph Campus, Midwest Spine and Orthopedic Hospital and Wisconsin Heart Hospital Campus, Wheaton Franciscan Healthcare–St. Francis, Wheaton Franciscan Healthcare–Franklin, and Midwest Orthopedic Specialty Hospital in Milwaukee County; and Wheaton Franciscan–Elmbrook Memorial Campus in Waukesha County. The region also includes Wheaton Franciscan Medical Group with more than 350 physicians in more than 50 locations, a network of outpatient centers, two transitional and extended care facilities, Home Health, and Hospice. Our system employs nearly 11,000 associates in Southeast Wisconsin, making it one of the largest private employers in the area.

Wheaton Franciscan Healthcare is a member of the Milwaukee Health Care Partnership ([www.mkehcp.org](http://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 Milwaukee Health Department aligned resources to complete a shared community needs assessment (CHNA) in 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 1,900 adults, significant key informant interviews, and a secondary source data analysis. This shared CHNA serves as the foundation for Whaton Franciscan Healthcare’s implementation strategy to improve health outcomes and reduce disparities in Milwaukee County and the City of Milwaukee.

## Key distinctions of St. Francis

At Wheaton Franciscan Healthcare – St. Francis we offer everything you would expect from a large metropolitan hospital, and more. You’ll find expert physicians, advanced treatments and technology, subspecialty services and a comprehensive team approach to health care. This is all delivered with the compassionate care that comes from being a Catholic-based community hospital.





**Summary**

Beyond working to fulfill our Mission on a daily basis, our values compel us to share our talents and resources in an even greater way to benefit the many communities we serve. The 2016 Wheaton Franciscan Healthcare – St. Francis Community Health Needs Implementation Plan includes information containing qualitative and quantitative data relating to the health needs for the City of Milwaukee and Milwaukee County and the surrounding community. Wheaton Franciscan Healthcare partnered with the Milwaukee Health Care Partnership, including health systems such as Aurora Health Care, Children’s Hospital of Wisconsin, Columbia St. Mary’s Health System, Froedtert Health, as well as the Center for Urban Population Health, JKV Research, LLC, and public health departments to collaboratively conduct a community health needs assessment.

Through our assessment and planning, Wheaton Franciscan Healthcare has found opportunities for more focused efforts on key needs within the community that St. Francis serves. This year, Wheaton is working on a strategic plan to address those specific needs. The Community Health Needs Assessment and Implementation Plan were adopted and approved by the hospital board.

**Defining Our Community**

**Milwaukee County at a glance**

Population:	953,401
Median household income:	\$43,485
Individuals below poverty level:	21.9%
Median age:	34.0
High school graduate or higher:	86.2%
Unemployed:	6.9%

**City of Milwaukee at a glance**

Population:	598,078
Median household income:	\$35,489
Individuals below poverty level:	25.3%
Median age:	30.8
High school graduate or higher:	81.8%
Unemployed:	8.5%

*(Source: United States Census Bureau. American Fact Finder, January, 2016). Estimates from 2014.*





# How did we assess the health needs of the community?

There were several key pieces to help create an assessment that Wheaton Franciscan Healthcare felt was necessary to assess the needs of the community our hospitals serve.

## **Health telephone survey**

Wheaton Franciscan Healthcare collaborated with The Milwaukee Health Care Partnership to conduct a survey of Milwaukee County as well as the City of Milwaukee as comparable to state and national benchmarks. The survey evaluated lifestyles and health qualities of the respondents as well as behaviors related to their health. General questions regarding disease and management were also included in the survey.

## **Key informant interviews and focus groups**

In collaboration with the Milwaukee Health Care Partnership, Wheaton Franciscan Healthcare conducted several interviews with key stakeholders that represent the broader interests of the community. These include public health officers, free clinic representatives, non-profit organizations, public safety representatives, and others. The data was compiled and analyzed in partnership with the Center for Urban Population Health.

## **Secondary research**

In collaboration with the Milwaukee Health Care Partnership, Wheaton Franciscan Healthcare enlisted the Center for Urban Population Health to develop a report highlighting demographics, socio-economic status, and other key learnings. Information from the 2010 U.S. Census Bureau, County Health Rankings, and Healthy People 2020 were a few of the reliable resources contributing to the report.

## **Key expert research**

Wheaton Franciscan Healthcare's leaders contributed their expertise in analyzing data, research, and other studies related to the community health needs. Leaders took into

account trends of their surrounding communities, hospital utilization data, findings based on recent studies, and the voice of the community into account when analyzing the assessment and finalizing our strategy.

## **Impacting our community**

Wheaton Franciscan Healthcare is devoting resources and expertise to tackle our community's toughest health issues. With a focus on well-defined strategies, we expect to have a positive impact on specific health concerns and the overall health of our community.

## **How will we evaluate progress?**

Wheaton Franciscan Healthcare is committed to tracking all efforts and including progress in our Mission Integration Plan on a semi-annual basis. That plan is reviewed and approved by Wheaton's Board of Directors in Southeast Wisconsin.

## **To meet all of the needs identified, we will partner with:**

- The Milwaukee Health Care Partnership
- Public Health Departments
- Educational Systems
- Wheaton Franciscan—St. Joseph Women's Outpatient Center
- City of Milwaukee Fetal Infant Mortality Review
- Wisconsin Association for Prenatal Care
- Milwaukee Bureau of Child Welfare
- Milwaukee County Mental Health Redesign Task Force
- Milwaukee County Inpatient Mental Health Providers Workgroup
- Alcoholics Anonymous
- Alanon
- Kulby Foundation

# Evaluation

## Wheaton Franciscan Healthcare 2013 Implementation Plan

At the time of publishing this report, evaluations were made on the timeframe of July 1, 2013 through December 31, 2015.

In 2013, Wheaton Franciscan – St. Francis carefully evaluated the data that was collected and focused on health needs that would be greatly benefited by the resources available. Those key health needs were:

- Reducing Infant Mortality
- Promoting a Healthy Lifestyle with a focus on:
  - Obesity
  - Diabetes
- Alcohol use

### Reducing infant mortality

Over the three years that this plan was in place for the community surrounding the St. Francis, several strategies were used to show a positive impact on the community. Specifically for reducing infant mortality, strategies included improving access to quality care, promoting early engagement program and partnering with the Milwaukee Health Department for the Home Visiting Program. Other initiatives included continuing safe sleep education and providing New Beginning guide for new mothers.

### Healthy lifestyle

Another goal that Wheaton Franciscan Healthcare – St. Francis focused on was a healthy lifestyle, specifically focusing on obesity and diabetes. Since 2013, St. Francis has taken several steps to impact the community in a positive way when it comes to the healthy lifestyle of the communities we serve. Healthy eating and cooking classes continue to be offered at least three times a week in the facility’s teaching kitchen. Healthy cooking also remains a focused topic in all exercise classes that are offered at the site.

### Alcohol Use

Alcohol and other drug use was also a key initiative for St. Francis and several programs were highlighted to meet the need of the community surrounding the campus. Services for AODA assessments were expanded and improvements of access to services, screenings, interventions and treatments were made to the mental health and addiction facilities. St. Francis also created a collaborative effort with the Milwaukee County Mental Health Redesign Task Force to meet the growing need in the community.

### Results

After a thorough evaluation of the impact that St. Francis made in the community, we found that there were changes in the Milwaukee County data as received by the community health telephone surveys:

Implementation Plan Health Concern	2012	2015
Infant Mortality	21%	7%
Overweight	66%	69%
Diabetes	10%	11%
Alcohol Use	31%	32%

This data only confirmed the importance of continuing our efforts in meeting these health needs. While we do believe that our support in these community-wide efforts has made a positive impact on these needs, we still feel that continued focus will only help change the health outcomes moving forward. After careful consideration and the reality of a negative trend in some of the survey results, St. Francis will continue to focus on efforts for the next three years in meeting these specific needs of the community as well as support other efforts in a secondary capacity as needed.

# Select Key Findings

## from the Milwaukee Community Health Survey Report

### Milwaukee County:

From 2012-2015 there was a change in the overall percentage of respondents who reported:

Not currently covered by health insurance: from **14%** to **4%**  
 Their health as fair or poor: from **20%** to **19%**  
 High blood pressure: from **30%** to **29%**  
 Diabetes: from **10%** to **11%**  
 Overweight: from **66%** to **69%**

Respondents were asked to rate the 3 top community health issues out of 8 listed and reported:

Chronic disease: **66%**  
 Alcohol or drug use: **55%**  
 Violence: **42%**  
 Mental health or depression: **31%**  
 Teen pregnancy: **23%**  
 Infectious diseases: **19%**  
 Infant mortality: **7%**  
 Lead poisoning: **2%**

### City of Milwaukee:

Chronic disease: **66%**  
 Alcohol or drug use: **54%**  
 Violence: **55%**  
 Mental health or depression: **31%**  
 Teen pregnancy: **28%**  
 Infectious disease: **21%**  
 Infant mortality: **10%**  
 Lead poisoning: **2%**

Our value of Stewardship calls us to focus our efforts and resources on health needs where we are most able to have a significant impact. Wheaton Franciscan Healthcare – St. Francis has chosen to address reducing infant mortality, a healthy lifestyle with a focus on obesity and diabetes, and alcohol use. Wheaton Franciscan Healthcare is committed to supporting other health care components in a secondary capacity when necessary.

# Summary of Significant Needs

Wheaton Franciscan Healthcare market presidents appointed key leaders in the organization to analyze data that was gathered, determined resource availability of the facility, and identified the needs that would be addressed at this time. Several meaningful meetings were held with sub-committees in each of the top areas identified prior to setting the priority needs to address in our initial plan.

## Top community needs

Through our assessment and review of all of the findings from the research, our summary of the top community needs are:

- Access to care
- Coverage
- Alcohol use
- Violence
- High blood pressure
- Infant mortality
- Nutrition and obesity
- Mental and behavioral health

Wheaton Franciscan Healthcare has assessed the resources available at the Wheaton Franciscan Healthcare – St. Francis facility when choosing the following priorities to address at this time. Please see the full Implementation Plan for ways we are addressing the following needs:

- Reducing infant mortality
- Promoting a healthy lifestyle with a focus on obesity, high blood pressure and diabetes
- Alcohol use

## Additional top health needs

While our organization understands the importance of meeting all of the needs of the community, an in-depth assessment was completed in which the key leaders involved with work within the Franklin facility were able to identify the needs that would be most impacted by the site. The top health needs identified by the St. Francis leadership team through the community health needs assessment that were not a part of the current implementation plan were as follows:

- **Access to care/coverage:** Wheaton Franciscan Healthcare – St. Francis is aware that another facility within our organization that serves the Milwaukee population and demographics very similar to our site, currently focuses their efforts and includes Access to Care on their 2016 Implementation Plan. We are committed to supporting St. Joseph Campus as well as the other resources that are addressing this need in a secondary capacity when necessary.
- **Violence:** Wheaton Franciscan Healthcare – St. Francis feels that this significant need is outside of our scope of services. During the community health needs assessment process, the Milwaukee Health Care Partnership was made aware of several existing strategies through our key informants. Existing strategies to address injury prevention include home assessment, injury prevention programs for seniors, newsletters, car seat checks and car safety programs, bicycle rodeos, messages in school planners, promotion of helmet use, and pedestrian safety messaging. Related to crime, validated risk assessment tools, addressing poverty, community policing, the

Community Justice Council, hotspotting, Project Ujima, the Medical College of Wisconsin Injury Research Center, and the Milwaukee Peace Summit were existing strategies named. Regarding family violence and child abuse, Sojourner Family Peace Center's programs; the Hmong American Women's Association's programs, services, and support within the clan system; the Safe and Sound Collaborative; family support services; implementing trauma-informed care principles; Denim Day and other awareness campaigns; and mindfulness programs were named as existing strategies to address violence. Due to the lack of resources and expertise within St. Francis in this area, we have committed to supporting this need in a secondary capacity as necessary.

- **Mental and Behavioral Health:** While Wheaton Franciscan Healthcare – St. Francis understands this growing concern, at the time of assessment, the resources and expertise were not available to address and make a meaningful impact on Mental and Behavioral Health. During the community health needs assessment process, the Milwaukee Health Care Partnership was made aware of several existing strategies through our key informants. Key informants named the following existing strategies in the county to address mental health: inpatient and outpatient mental health services; increased bullying awareness; housing first strategy; community behavioral

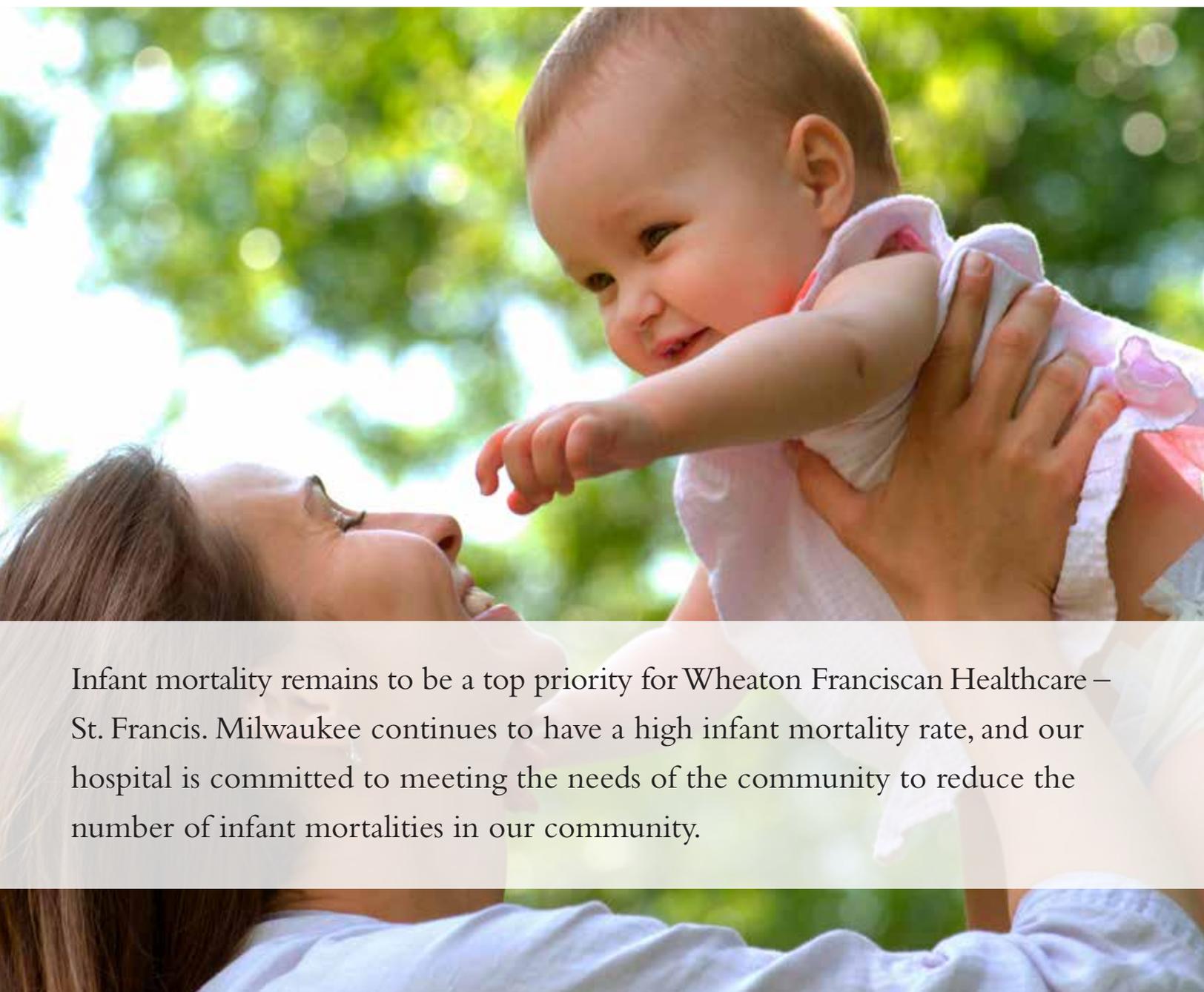
health redesign is underway; Milwaukee Center for Independence programming that manages medication and re-integrates people with mental health issues into the community, jobs, and housing; crisis intervention training for employees; efforts within schools and school-community partnerships; mental and behavioral health task forces; implementing trauma informed care; and more mental health providers are being added in the community.

As noted, the team leading the implementation process found that not only were some of these needs being addressed through other aspects of the plan, but that they were also being addressed by other programs within the community with more of an expertise on the issues as well as a capacity of resources available to focus on those efforts. Wheaton Franciscan Healthcare – St. Francis is committed to continue to support those other health care components in a secondary capacity when necessary.



**PRIORITY:**

# Reducing Infant Mortality.



Infant mortality remains to be a top priority for Wheaton Franciscan Healthcare – St. Francis. Milwaukee continues to have a high infant mortality rate, and our hospital is committed to meeting the needs of the community to reduce the number of infant mortalities in our community.

**The problem**

In Milwaukee from 2009–2011, there were 205 stillbirths and 318 infant deaths in Milwaukee (Source: 2013 City of Milwaukee Fetal Infant Mortality Review Report).

In 2010, the city of Milwaukee had 15% of Wisconsin births, 25% of all Wisconsin infant deaths, and 20% of all stillbirths (Source: 2013 Milwaukee Fetal Infant Mortality Review Report).

Of those responding to the 2015 Milwaukee Community Health Survey, 7% in the county and 10% in the city said that infant mortality was a community health top concern.

Complications of prematurity: 53.7%

Sudden Infant Death Syndrome (SIDS): 19%

Congenital abnormalities related to complications: 18%

**A threat that can't be ignored**

Many women who are pregnant and have low-socioeconomic status are unable to access health care. Because of that, many women are limited to the prenatal vitamins they need, education on parenting and necessary checkups for a healthy pregnancy. Under these circumstances, risks may include:

- Risky pregnancy causing premature delivery.
- Complications of pregnancy that can affect the unborn child.
- Mothers are uneducated on how to properly care for a child.
- Mothers are unable to get items needed for proper child care.

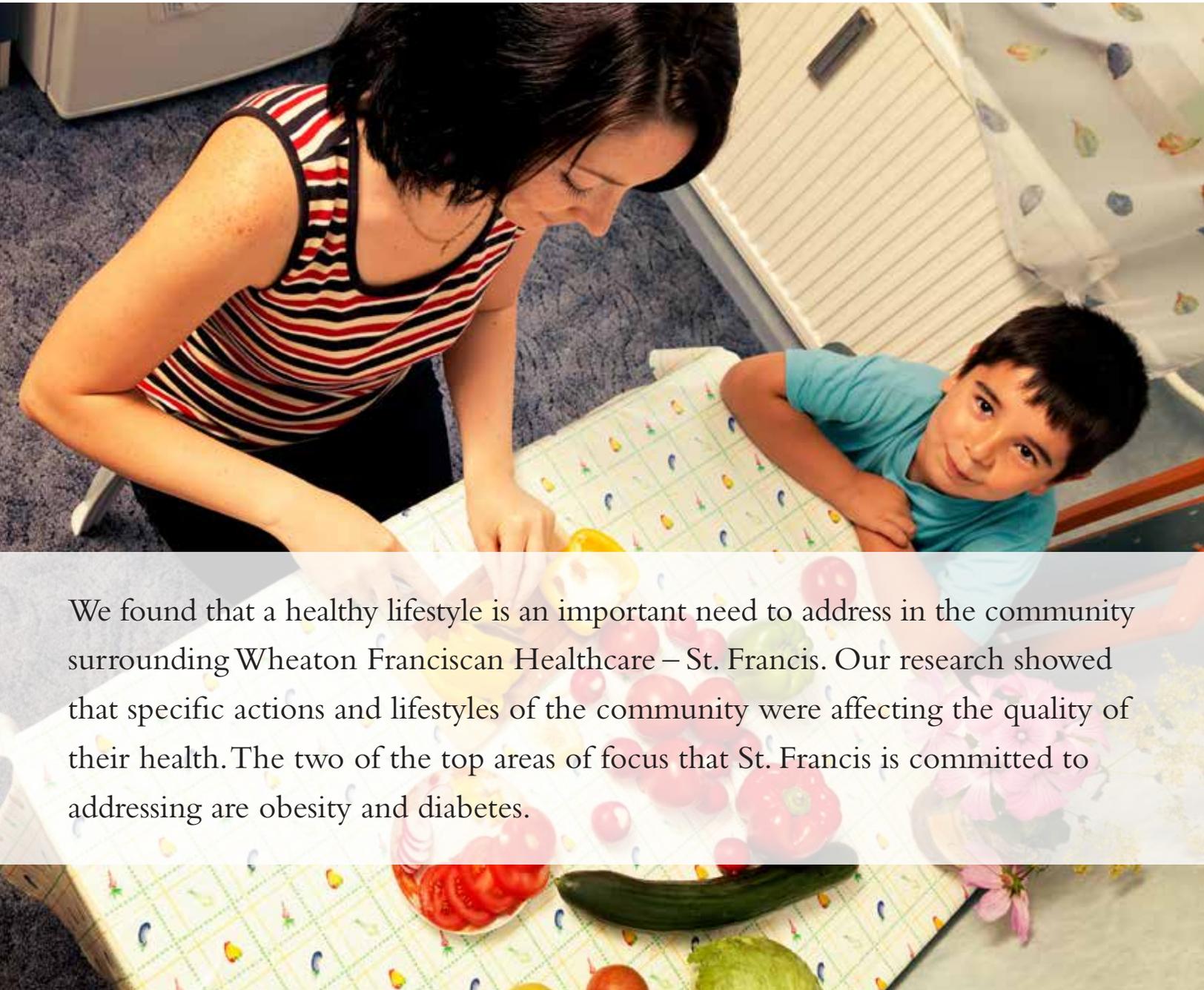
**How we'll respond to the need:**

- Improve access to quality of care needed for preconception, prenatal and overall women's health care.
- Promote early engagement program and provide mother with an OB provider and community resources.
- Partner with community resources such as the Milwaukee Health Department for the Home Visiting Program.
- Offer safe sleep education.
- Provide New Beginning guide for new mothers.
- Screen pregnant women for AODA and provide support.
- Continue the Baby Friendly Hospital Initiative to support breastfeeding guidance and care.



**PRIORITY:**

# Healthy Lifestyle with a focus on obesity and diabetes.



We found that a healthy lifestyle is an important need to address in the community surrounding Wheaton Franciscan Healthcare – St. Francis. Our research showed that specific actions and lifestyles of the community were affecting the quality of their health. The two of the top areas of focus that St. Francis is committed to addressing are obesity and diabetes.

### **Dramatic rise in obesity**

Based on the 2015 County Health Rankings, 31% of Wisconsin's population was obese.

#### **Milwaukee County:**

Respondents overweight: **69%**

#### **City of Milwaukee:**

Respondents overweight: **74%**

(The Health Survey Report stated that the “overweight” percentages also included “obese” respondents.)

### **Obesity has big risks**

Obesity is a major health crisis in our country. There are several obesity-related health conditions that are associated with obesity that often lead to a decreased quality of health and life of those affected. Obesity can lead to:

- Cancer
- Diabetes
- Gallbladder disease
- Heart disease
- High blood pressure
- Osteoarthritis
- Depression
- Sleep apnea
- High cholesterol
- Stroke

### **Diabetes remains a major concern**

Diabetes continues to be a health concern in the community surrounding St Francis. According to the 2015 Survey Report, diabetes affects 11% of people surveyed. It has steadily increased since 2003. Weight, age, and ethnicity are contributing factors.



### **Did you know?**

Left untreated, diabetes can lead to heart disease, kidney failure, and nerve damage.

### **How we'll promote a healthy lifestyle:**

- Continue to hold National Nutrition Month activities.
- Offer counseling and education on healthy living to adolescents.
- Offer farmers' market produce in cafeteria for patients and community.
- Provide talks on healthy living at health fairs, community events, and employers as requested.
- Educate broader community on effects of diabetes and how to control and reduce side effects of the disease.
- Offer group and individual diabetes self-management training.
- Offer diabetes screenings in the community throughout the year to proactively assess if a person is in need of diabetes health care.

## **PRIORITY:**

# Alcohol Use

According to the 2015 City of Milwaukee Community Health Needs Report, 35% of respondents reported to being a binge drinker. That increased 18% since 2003. From 2009 to 2015 alone, Milwaukee respondents increased 16% as being binge drinkers.

In 2015 County Health Rankings reported Milwaukee of having a 21% rate of excessive drinking compared to the national benchmark of 10%.

### **Risks and Consequences**

Alcohol depresses your breathing rate, heart rate, and the control mechanisms in your brain and can increase the risks of:

- Alcoholism or alcohol dependence
- Chronic liver disease
- Falls, drownings, and other accidents
- Fetal alcohol syndrome if a pregnant woman drinks
- Head, neck, stomach, and breast cancers
- Increased risk for homicide
- Motor vehicle accidents
- Risky behaviors, unplanned or unwanted pregnancy, and sexually transmitted diseases (STDs)
- Suicide and homicide

### **How we'll respond to the need:**

- Improve access to services, screening, intervention, treatment and recovery at our mental health and addiction facilities.
- Expand services for AODA assessments.
- Create collaborative with Milwaukee County Mental Health Redesign Task Force.



A young child with brown hair, wearing a bright blue jacket and white pants, is kneeling on a grey asphalt surface. The child is holding a piece of pink chalk and is in the process of drawing a pink square on the pavement. The child's eyes are closed or looking down intently at their work. The background is slightly blurred, showing other people in the distance.

## **Making Our Community Stronger. Healthier. Better.**

The health of our community has always been important to those of us at Wheaton Franciscan Healthcare. We would like to thank the many people who contributed to this important research, and we are committed to doing our part to address the needs identified. Together, we will make our community stronger, healthier, and better.