



Midwest Orthopedic Specialty Hospital
Community Health Improvement Plan
Prepared by Ascension Wisconsin

2019-2022

Community Health Improvement Implementation Strategy for Midwest Orthopedic Specialty Hospital

Introduction

In 2016, Columbia St. Mary's and Wheaton Franciscan Healthcare were brought together as part of Ascension Wisconsin. For the purposes of this document, we will be using the current names of the hospitals and campuses, several of which now incorporate the Ascension brand.

In Milwaukee County, Wisconsin, Ascension Wisconsin operates, owns or has a joint venture relationship with seven hospitals. Ascension Wisconsin owns and operates Ascension Columbia St. Mary's Hospital Milwaukee, Ascension St. Francis Hospital, Ascension SE Wisconsin Hospital - Franklin Campus, Ascension SE Wisconsin Hospital - St. Joseph Campus, and Ascension Sacred Heart Rehabilitation Hospital. Additionally, the Orthopaedic Hospital of Wisconsin, LLC, is a joint venture between Columbia St Mary's, Inc. and Orthopaedic Group Joint Venture, LLC, and Midwest Orthopedic Specialty Hospital, LLC, is a joint venture between Wheaton Franciscan Healthcare - Southeast Wisconsin, Inc. and TS Ortho, LLC.¹ The community health needs assessment (CHNA) was conducted collaboratively on behalf of these seven hospitals in 2018 and focused on the needs of individuals in Milwaukee County.

This community health improvement implementation strategy report encompasses Midwest Orthopedic Specialty Hospital (MOSH).

Separate community health improvement implementation strategy reports have been prepared for the following hospitals or campuses:

1. Orthopaedic Hospital of Wisconsin
2. Ascension Wisconsin Milwaukee County Hospital Campuses
 - Ascension Columbia St. Mary's Hospital Milwaukee
 - Ascension St. Francis Hospital
 - Ascension SE Wisconsin Hospital - Franklin Campus
 - Ascension SE Wisconsin Hospital - St. Joseph Campus
 - Ascension Sacred Heart Rehabilitation Hospital

These reports can be found on their respective hospital or campus websites.

¹ As noted in the approval language on page 12, this is a revised version of the Midwest Orthopedic Specialty Hospital CHIP. The first two paragraphs on this page were revised to reflect the correct legal names for each of the facilities included.

About Midwest Orthopedic Specialty Hospital

MOSH was founded by physician owners and Ascension Wisconsin. We have but one goal in mind: to create the best patient experience possible. It's not just a mission statement – it's our employee pledge. With each physician's written endorsement, we are uniquely committed to our patients' health, comfort and individual orthopedic care.

Patients are at the center of everything we do. Collectively, we realize that their positive experience – both clinically and personally – is the result of every interaction they have with each person in our hospital. That's why we strive to treat patients as we would members of our own family, by being responsive, respectful, approachable and communicative.

Located in Franklin, Wisconsin, the remarkable care we provide is designed to make you feel better the moment you walk through the door.

Physician-Owned Hospital Disclosure

MOSH is partially owned by physicians and meets the federal definition of a "physician-owned hospital." A list of physician owners is available upon request and we are happy to answer any questions you may have.

About Ascension Wisconsin

Ascension Wisconsin (ascension.org/wisconsin) operates 24 hospital campuses, more than 100 related healthcare facilities and employs more than 1,300 primary and specialty care clinicians from Racine to Eagle River. Serving Wisconsin since 1848, Ascension is a faith-based healthcare organization committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable. As one of the leading non-profit and Catholic health systems in the U.S., Ascension operates 2,600 sites of care – including 151 hospitals and more than 50 senior living facilities – in 21 states and the District of Columbia.

Our Mission as a Catholic healthcare system: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable.

Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

Ascension is continuing the long and valued tradition of addressing the health of the people in our community, following in the footsteps of legacy Wheaton Franciscan Healthcare and legacy Columbia St. Mary's. This flows directly from our Catholic Identity. In addition to the community health improvement efforts guided by our CHNA process, we contribute to other needs through our broader community benefit program.

Prioritized Significant Health Needs

MOSH conducted a community health needs assessment (CHNA) in 2018 in collaboration with Milwaukee Health Care Partnership (MHCP) (see full CHNA Report). For the purposes of the CHNA, the Ascension Wisconsin hospitals and hospital campuses listed above focused on the needs of Milwaukee County. Our “community served” was defined as such because (a) most community health data is available at the county level; (b) many of our assessment partners define their service area at the county level; (c) most of our service area is in Milwaukee County; (d) many of our service lines span multiple campuses within Milwaukee County.

Based on this CHNA process, Midwest Orthopedic Specialty Hospital will focus on the following priority health needs in 2019-2022:

- Access to Care
- Chronic Disease Prevention

Implementation Plan

The implementation strategy outlined below describes the efforts to be taken by MOSH to address these priority health needs. Where noted, the hospital will collaborate with other key partners in the community. MOSH's long-term performance indicators align with local, state and national priorities. Recognizing that no one organization can affect substantial community change alone, the long-term outcomes identified in this plan can only be achieved when many community organizations work together for collective impact.

Access to Care

Goal: Increase access to healthcare services for Milwaukee County residents

Long-Term Performance Indicators:

- By June 30, 2027, decrease the percentage of respondents who report that they had unmet medical needs due to cost, from eight percent in 2018 to seven percent
- By June 30, 2027, decrease the percentage of respondents who report that someone in a household with children did not receive medical care that they needed, from 10 percent in 2018 to nine percent
- By June 30, 2027, decrease the percentage of respondents who report that they do not have health insurance, from nine percent in 2018 to eight percent

(Source: Milwaukee Community Health Survey)

Strategy 1: Patient Financial Counseling

MOSH assists patients with accessing financial services by actively screening patients to determine if they qualify for Medicaid or need financial assistance programs, including MOSH's Financial Assistance program.

Midwest Orthopedic Specialty Hospital will:

- Assist patients who have concerns about affording their healthcare, especially those who are uninsured and are self-pay, and connect them with financial resources, such as Medicaid or Financial Assistance Programs

Collaborative Partners:

- R1 RCM, Inc.

Resources Committed:

- Staff time
- MOSH's Financial Assistance program

Intended Impact:

- Increase eligible individuals acquiring Medicaid to assure they receive consistent healthcare services

Medium-Term Indicator:

- By June 30, 2022, more than 90 percent of patients who are uninsured or are self-pay will receive a screening from a financial advocate to determine if they qualify for Medicaid and/or financial assistance. (Source: R1 RCM, Inc. Report -- Mede analytics) (Baseline: 90 percent in 2018).

Strategy 2: Transportation Assistance

MOSH will assist its patients in Milwaukee County with accessing transportation services by actively screening patients to determine if they have transportation barriers and connecting these individuals with local resources, including Ascension Wisconsin's Non-Emergent Transportation program.

Midwest Orthopedic Specialty Hospital will:

- Identify and explore possible methods to document and track transportation barriers
- Review and improve the transportation service referral process
- Provide staff with education and training on the Non-Emergent Transportation program

Collaborative Partners:

- Lyft

Resources Committed:

- Staff time
- Financial support

Intended Impact:

- Increase access to healthcare services by eliminating transportation barriers

Medium-Term Indicator:

- By June 30, 2022, there will be a 25 percent increase in referrals to the Ascension Wisconsin Non-Emergent Transportation program. (Baseline: 5,201) (Source: Ascension Wisconsin Care Management Department)

Chronic Disease Prevention

Goal: To decrease the incidence of chronic diseases in people living in Milwaukee County

Long-Term Performance Indicators:

- By June 30, 2027, decrease the percentage of respondents who report they are obese, from 38 percent to 36 percent
- By June 30, 2027, increase the percentage of respondents who report eating three or more servings of vegetables per day, from 30 percent to 31 percent
- By June 30, 2027, increase the percentage of respondents who report eating two or more servings of fruit per day, from 56 percent to 58 percent
- By June 30, 2027, increase the percentage of respondents who report participating in moderate physical activity five times per week for 30 minutes, from 36 percent to 38 percent

(Source: Milwaukee Community Health Survey)

Strategy 1: Motivational Interviewing

Motivational interviewing is a counseling method that helps people resolve ambivalent feelings and insecurities to find the internal motivation they need to change their behavior. It is a practical, empathetic and short-term process that takes into consideration how difficult it is to make life changes. Motivational Interviewing techniques will be taught in the Ascension Wisconsin Nurse Residency Program, which MOSH nurses attend, to assist nurses in working and communicating with patients about risk behaviors for chronic disease such as poor nutrition, minimal physical activity and smoking.

Midwest Orthopedic Specialty Hospital will:

- Have all recently graduated, newly-hired registered nurses attend the Ascension Wisconsin Nurse Residency Program and receive the Motivational Interviewing education

Resources Committed:

- Staff time
- Printing of educational materials

Intended Impact:

- Improve health outcomes for patients through individualized behavior change

Medium-Term Indicator:

- By June 30, 2022, 50 percent of nurses who respond to the post-residency survey indicate that they intend to use Motivational Interviewing in their practice. (Baseline: not previously measured)

Strategy 2: Increase Access to Fruits and Vegetables

MOSH understands the impact of a healthy diet on chronic disease prevention and management. MOSH is invested in increasing access to fresh fruits and vegetables for seniors living in the Franklin community.

MOSH will partner with Ascension SE Wisconsin Hospital – Franklin Campus, a Hunger Task Force Stockbox distribution site. A Stockbox is a box of supplementary food offered to low-income seniors every month. MOSH associates will continue to provide support to the Stockbox distribution program in partnership with Ascension Franklin. MOSH associates also volunteer their time at the Hunger Task Force Farm.

MOSH will:

- Assist patients who qualify in enrolling in the Stockbox Program
- Partner with Ascension Franklin and the Hunger Task Force as a Stockbox distribution site
- Facilitate MOSH associates volunteering at the Hunger Task Force Farm
- Provide financial support to the Hunger Task Force Farm

Collaborative Partners:

- Ascension Franklin
- Hunger Task Force

Resources Committed:

- Staff time

Intended Impact:

- Decrease food insecurity and increase consumption of fruits and vegetables

Medium-Term Indicators:

- By June 30, 2022, 75 percent of the individuals who participate in the Ascension Franklin stock box programs will indicate that they have increased their fruit and vegetable intake. (Source: Participant survey) (Baseline: not previously measured)

Strategy 3: Franklin Family Night and 5K Fun Walk/Run

Franklin's Annual Family Fun Night and 5K Fun Walk/Run is a fun-filled, interactive evening with exciting activities that provide community members with information and resources to improve their health and wellness. MOSH is a part of the Ascension Franklin Campus and partners with Ascension Franklin on the Franklin Family Night and 5K Fun Walk/Run.

MOSH will:

- Provide health education on topics such as physical activity and fall prevention

Collaborative Partners:

- Ascension Franklin
- Franklin Fire Department
- Franklin Police Department
- Flight for Life
- Oak Creek Health Department

Resources Committed:

- Staff time
- Fitness support (5K training) materials

Intended Impact:

- Early detection of hypertension through screenings
- Increased knowledge regarding health behaviors and chronic health conditions
- Referrals for resources and services

Medium-Term Indicator:

- By June 30, 2022, 90 percent of event adult participants will indicate that they gained new health knowledge. (Source: Participant survey) (Baseline: not previously measured)

Plan to Evaluate the Strategies

MOSH is committed to making a positive, measurable impact on the health of the people in the communities we serve. To that end, we evaluate the strategies we implement to address the health needs of the community.

We use a logic model, an approach that is nationally recognized for program evaluation. Logic models provide methods for documenting the following:

- **Inputs:** Resources needed to implement the strategies
- **Outputs:** Actions taken, the number of programs/tactics implemented and the number of people reached
- **Outcomes:** Measures of the impact of the programs/strategies, such as changes in learning, actions or conditions

To be specific about the outcomes for which we will be accountable, we set SMART metrics – metrics that are Specific, Measurable, Achievable, Realistic and Time-related.

Evaluation Schedule/Process

At the beginning of the three-year cycle:

- Establish SMART metrics for medium-term (three-year) indicators for each strategy
- Establish SMART metric for long-term (beyond three years) indicators for each priority area

At the beginning of each fiscal year in the three-year cycle:

- Establish SMART metrics for short-term (fiscal year) indicators for each strategy
- Establish action steps and output indicators for each strategy

Quarterly each fiscal year:

- Report actions completed
- Report the status of each strategy/priority

At the end of each fiscal year:

- Report on results for short-term and output indicators
- Describe accomplishments and analyze results

At the end of the three-year cycle:

- Report on results for medium-term indicators for each strategy
- Describe and analyze results
- Incorporate results into next Community Health Needs Assessment

Health Needs Not Selected for this Plan

MOSH understands the importance of all the health needs of the community and is committed to playing a role in improving the health of the people in the communities we serve. For the purposes of this plan, we have chosen to focus our efforts on the priorities listed above.

As an orthopedic hospital serving a limited range of health needs, the following needs or health factors are outside the scope of the services we provide and will not be addressed in our Community Health Improvement Plan:

- Alcohol and Substance Use
- Infant Mortality
- Mental Health
- Violence
- Sexually Transmitted Infections

Next Steps

This implementation plan outlines a three-year community health improvement process. Each year within this timeframe, we will:

- Create an annual action plan with specific steps for that year
- Set and track annual performance indicators for each strategy
- Track progress toward medium-term performance indicators
- Report progress toward the performance indicators to the Midwest Orthopedic Specialty Hospital Board of Directors
- Share actions taken to address the health needs with the community at large

Approval

This implementation plan report was adopted by the Midwest Orthopedic Specialty Hospital Board of Directors on July 30, 2019. Subsequently the legal names of the included entities on page 2 were revised for clarity. These revisions were approved by the Ascension Wisconsin Board on August 22, 2019 and the Midwest Orthopedic Specialty Hospital Board of Directors on October 29, 2019.

To learn more about Midwest Orthopedic Specialty Hospital, visit mymosh.com

To learn more about Ascension Wisconsin, visit ascension.org/wisconsin

midwest orthopedic
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