



MEETING OUR COMMUNITY NEEDS

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

July 1, 2016 – June 30, 2019



Wheaton Franciscan
Elmbrook Memorial Campus

A photograph of a person carrying a child on their shoulders. The child is wearing a blue and white striped shirt. The person carrying the child is also wearing a blue and white striped shirt. The background is a blurred green field with trees.

How
Wheaton Franciscan
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), a public private consortium dedicated to improving care for underserved populations in Milwaukee County. Through the Partnership, five health systems aligned resources for the funding and design of a community needs assessment (CHNA) in 2015, conducted in collaboration with the Milwaukee, Waukesha, and Racine Health Departments as well as other municipal health departments. Supported by analysis from the Center for Urban Population Health, the Waukesha County CHNA Report includes findings from a community health survey of over 400 adults, significant key informant interviews, and a secondary data report. This shared CHNA serves as the foundation for Wheaton Franciscan Healthcare's implementation strategy to improve health outcomes and reduce disparities in Waukesha County.

Key distinctions of Elmbrook Memorial Campus

At Wheaton Franciscan–Elmbrook Memorial Campus, 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–Elmbrook Memorial Campus Community Health Needs Implementation Plan includes information containing qualitative and quantitative data relating to the health needs for Waukesha County and the surrounding community. Wheaton Franciscan Healthcare partnered with Aurora Health Care, Children’s Hospital of Wisconsin, ProHealth Care, and Froedtert Health, as well as local health departments, the Center for Urban Population Health, and JKV Research, LLC 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 Wheaton Franciscan–Elmbrook Memorial Campus serves. This year, Wheaton is working on a strategic plan to implement efforts to address those specific needs. The Community Health Needs Assessment and Implementation Plan were adopted and approved by the hospital board.

Defining Our Community

Waukesha County at a glance

| | |
|----------------------------------|----------|
| Population: | 392,511 |
| Median household income: | \$76,319 |
| Individuals below poverty level: | 5.6% |
| Median age: | 42.7 |
| High school graduate or higher: | 95.7% |
| Unemployed: | 5.1% |

(Source: United States Census Bureau. American Fact Finder, April 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 Aurora Health Care, Children's Hospital of Wisconsin, ProHealth Care, and Froedtert Health to conduct a survey of Waukesha County 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 Aurora Health Care, Children's Hospital of Wisconsin, ProHealth Care, and Froedtert Health, 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 Aurora Health Care, Children's Hospital of Wisconsin, ProHealth Care, and Froedtert Health, 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 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 through internal evaluation processes as well as 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:

- Milwaukee Health Care Partnership
- Public health departments
- Educational systems

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–Elmbrook Memorial 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:

- Access to Care
- Promoting a Healthy Lifestyle with a focus on:
 - Obesity
 - High blood pressure
 - Diabetes

Over the three years that this plan was in place for the community surrounding Elmbrook’s Campus, several strategies were used to help impact the community. Specifically for access to care, strategies included assisting 2532 new patients obtain coverage through Wisconsin Medicaid or financial assistance through the Wheaton Franciscan Healthcare Community Care/ Charity program and making outreach to the self-pay patient population to help with questions they may have around Marketplace enrollment.

Another goal that Wheaton Franciscan–Elmbrook Memorial focused on was a healthy lifestyle, specifically focusing on obesity, high blood pressure, and diabetes. Since 2013, Elmbrook Memorial Campus has taken several steps to help impact the community in a positive way

when it comes to the healthy lifestyle of the communities we serve. Some of those initiatives were offering pre-diabetes classes to help educate the community on ways to reduce the risk for developing Type II diabetes, continuing to offer the Walk with a Wheaton Doc year round, holding National Nutrition Month activities, holding the ReNew You Program, and educating school-age children about the importance of a healthy lifestyle.

After a thorough evaluation of the impact that the Elmbrook Memorial Campus made in the community, we found that there were negative trends in the Waukesha County data as received by the community health telephone surveys:

| Implementation Plan Health Concern | 2012 | 2015 |
|------------------------------------|------|------|
| Access (Unmet care) | 4% | 9% |
| Overweight | 65% | 70% |
| High Blood Pressure | 26% | 33% |
| Diabetes | 7% | 9% |

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 positively change the health outcomes moving forward. After careful consideration and the reality of a negative trend in the survey results for the above needs, Elmbrook Memorial will continue to focus for the next three years on efforts 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 Waukesha County Community Health Survey Report

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

Not currently covered by health insurance: from **6%** to **2%**
High blood pressure: from **26%** to **33%**
High blood cholesterol: from **25%** to **26%**
Heart disease: from **9%** to **7%**
Overweight: from **65%** to **70%**

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

Chronic disease: **75%**
Alcohol or drug use: **72%**
Mental health or depression: **41%**
Infectious diseases: **23%**
Violence: **21%**
Teen pregnancy: **7%**
Infant mortality: **2%**
Lead poisoning: **<1%**

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 – Elmbrook Memorial Campus has chosen to address access to care, and a healthy lifestyle with a focus on obesity, high blood pressure, and diabetes. 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–Elmbrook Memorial when choosing the following priorities to address at this time. Please see the full Implementation Plan for ways we are addressing the following needs:

- Access to care
- Promoting a healthy lifestyle with a focus on obesity, high blood pressure, and diabetes

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 key leaders within Wheaton Franciscan–Elmbrook Memorial Campus were able to identify the needs that would be most impacted by the site. The top health needs identified by the leadership team through the community health needs assessment that were not a part of the current implementation plan were as follows:

- **Alcohol Use:** Wheaton Franciscan–Elmbrook Memorial feels that the resources available within our hospital facility are limited and therefore does not have the necessary tools to address this growing concern at this time. Elmbrook is also aware that another facility within our organization, Wheaton Franciscan Healthcare–Franklin, currently focuses their efforts and includes Alcohol Use on their 2016 Implementation Plan. We are committed to supporting Franklin in

a secondary capacity when necessary.

- **Violence:** Wheaton Franciscan–Elmbrook Memorial is aware that another facility within our organization, Wheaton Franciscan Healthcare–Franklin, currently focuses their efforts and includes Violence on their 2016 Implementation Plan. We are committed to supporting Franklin in a secondary capacity when necessary.
- **Infant Mortality:** Wheaton Franciscan–Elmbrook Memorial feels that the resources available within our hospital facility are limited and therefore do not have the necessary tools to address this growing concern at this time. Elmbrook Memorial is also aware that another facility within our organization, Wheaton Franciscan–St. Joseph Campus, currently focuses their efforts and includes Infant Mortality on their 2016 Implementation Plan. We are committed to supporting St. Joseph in

a secondary capacity when necessary.

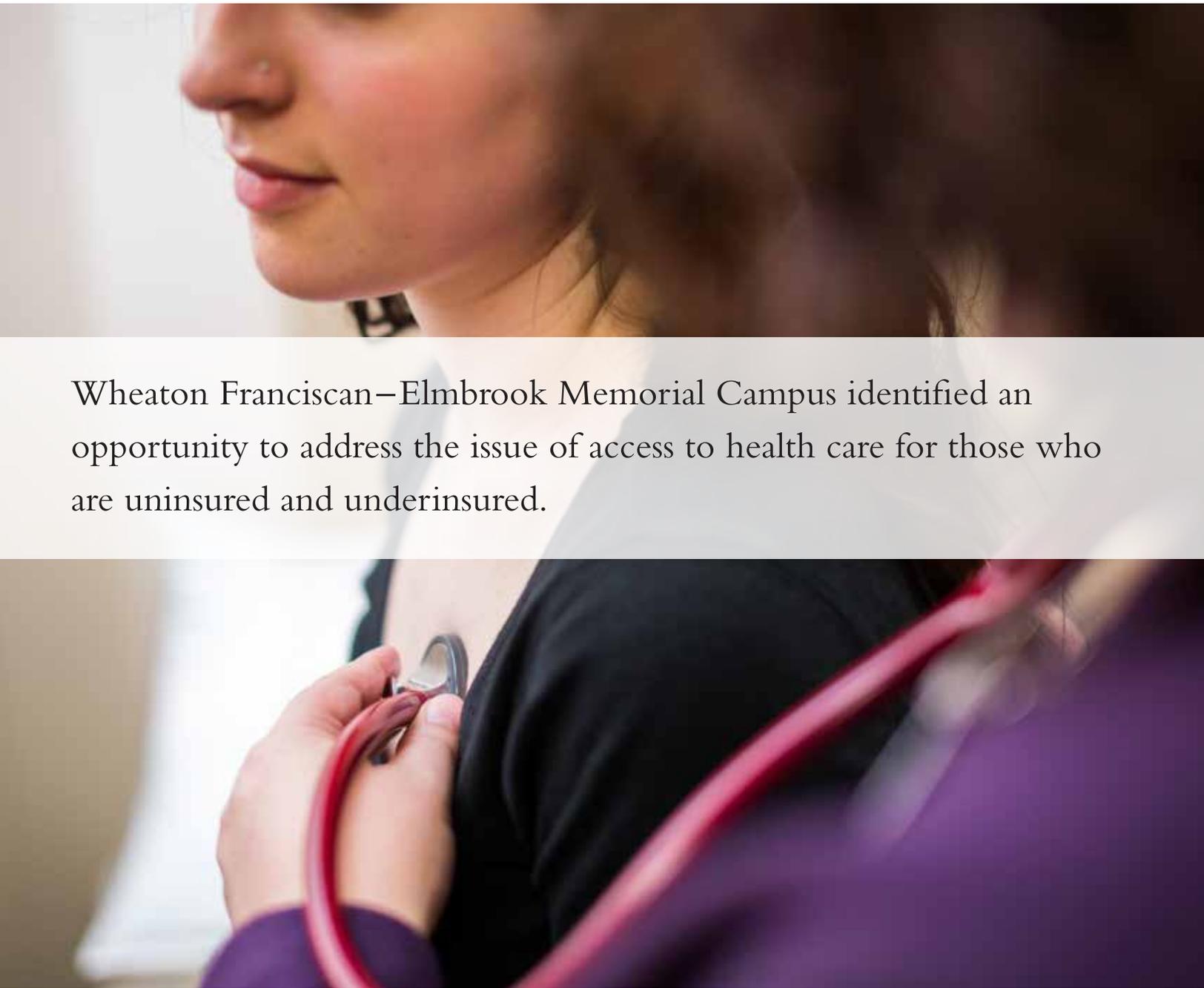
- **Mental Health:** Wheaton Franciscan–Elmbrook Memorial is aware of other programs focusing on this need in the area. Elmbrook Memorial feels that the resources available within our hospital facility are limited and therefore does not have the necessary tools to address this growing concern at this time. Elmbrook Memorial is committed to supporting other programs in a secondary capacity when necessary.

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–Elmbrook Memorial Campus is committed to continue to support those other health care components in a secondary capacity when necessary.

PRIORITY:

Access to care.

Finding appropriate access to comprehensive health care is a growing community need.



Wheaton Franciscan–Elmbrook Memorial Campus identified an opportunity to address the issue of access to health care for those who are uninsured and underinsured.

Barriers to accessing health care could lead to unmet health needs, delays in getting appropriate care, hospitalizations that could have been avoided, and lack of knowledge about preventive care.

Findings based on the 2015 Waukesha County Community Health Survey Report:

- Unmet medical care in last 12 months: **9%**
- Not personally covered currently: **2%**
- Not personally covered in past 12 months: **6%**

Lack of access creates big risks

According to *Healthy People 2020*, access to care impacts:

- Overall physical, social, and mental health status
- Prevention of disease and disability
- Detection and treatment of health conditions
- Quality of life
- Preventable death
- Life expectancy

Barriers to accessing health care could lead to unmet health needs, delays in getting appropriate care, hospitalizations that could have been avoided, and lack of knowledge about preventive care.

How we'll respond to the need:

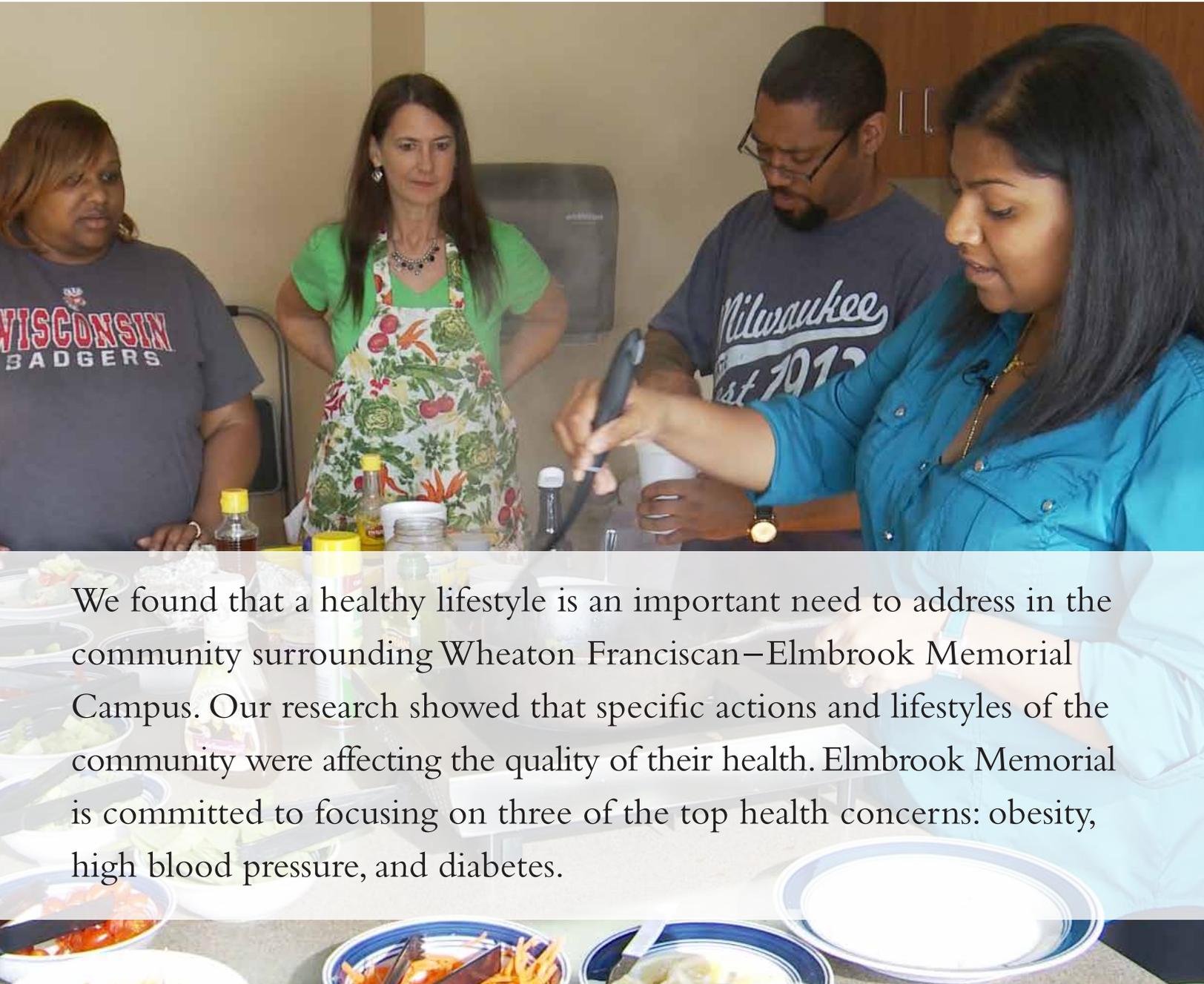
- Ensure appropriate follow-up care for underserved patients using our Emergency Department for primary care.
- Participate in the Milwaukee Healthcare Partnership Emergency Department Care Coordination Initiative by scheduling follow-up appointments for patients at FQHCs, Wheaton Franciscan Medical Group primary care clinics, and the Wheaton Franciscan Family Care Center.

- Participate in the establishment of a community-wide practice standard for meeting specialty care needs for low-income, uninsured emergency department patients in a safe, timely, and equitable manner. The standard will align with the phased implementation of the Milwaukee Health Care Partnership Specialty Access for Uninsured Partnership (SAUP) Program.
- Actively screen uninsured patients for financial assistance programs, including Wheaton Franciscan Healthcare's Community Care, our financial assistance program for patients in need.



PRIORITY:

Healthy Lifestyle with a focus on obesity, high blood pressure, and diabetes.



We found that a healthy lifestyle is an important need to address in the community surrounding Wheaton Franciscan–Elmbrook Memorial Campus. Our research showed that specific actions and lifestyles of the community were affecting the quality of their health. Elmbrook Memorial is committed to focusing on three of the top health concerns: obesity, high blood pressure, and diabetes.

Obesity is pervasive

Based on findings from the 2016 County Health Rankings, 27% of Waukesha's population was obese. According to the 2015 Waukesha County Health Survey Report, 70% of those surveyed said they were either overweight or obese.

Obesity has big risks

Obesity is a major health crisis in our country. There are several obesity-related health conditions associated with obesity. These conditions 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

High blood pressure on the rise

High blood pressure has become a major health crisis in our country. This serious condition can lead to coronary heart disease, heart failure, stroke, kidney failure, and other health problems. We are committed to improving the outcomes in the community surrounding Elmbrook Memorial Campus.

According to the 2015 Waukesha County Community Health Survey Report, from 2003-2015 there was an increase in percentage of respondents who reported high blood pressure.

Waukesha County:

Respondents reporting high blood pressure in 2015: **33%**

Respondents reporting high blood pressure in 2003: **17%**



Trend is a big risk

Left untreated, high blood pressure can cause disabilities, poor quality of life, a heart attack, or even death.

It is typically a chronic condition that causes damage gradually over many years. In some cases, though, blood pressure rises so quickly that it turns into a medical emergency requiring hospitalization.

In extreme cases, high blood pressure can cause:

- Problems with your brain, marked by memory loss, personality changes, trouble concentrating, irritability, or progressive loss of consciousness
- Stroke
- Severe damage to your body's main artery
- Seizures in pregnant women
- Unstable chest pain
- Heart attack
- Sudden impaired pumping of the heart, leading to fluid backup in the lungs and shortness of breath.
- Sudden loss of kidney function
- Aneurysms
- Heart failure

DID YOU KNOW?

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

Diabetes remains a major concern

According to the 2015 Waukesha Community Health Survey Report, there was an increase in the overall percentage of respondents who reported having diabetes. The percentage of those surveyed who reported having diabetes was at 9% in 2015—a 5% jump from 2003. Some factors include obesity and weight, age, and ethnicity.

How we'll promote a healthy lifestyle:

- Promote and educate the community on healthy eating habits by offering classes and activities throughout the community.
- Offer farmers' market produce on campus for patients, associates, and the community at large.
- Develop a community resource center for the community around weight loss.
- Educate school-age children and young adults on the importance of a healthy lifestyle.
- Offer and promote programs that require physical activity.



A healthy lifestyle is an important need to address in the community surrounding Wheaton Franciscan—Elmbrook Memorial Campus. We are committed to improving the outcomes in the community surrounding our facility.



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.