



MEETING OUR COMMUNITY NEEDS

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION PLAN

July 1, 2016 – June 30, 2019

midwest orthopedic
SPECIALTY HOSPITAL

A close-up photograph of a woman with long, wavy blonde hair, wearing a yellow top, smiling warmly as she hugs a baby. The baby, wearing a blue plaid shirt with green cuffs, is laughing joyfully. The background is a soft, out-of-focus bokeh of various colors.

How
Midwest Orthopedic
Specialty Hospital
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, 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 Midwest Orthopedic Specialty Hospital

As the premiere destinations for spine and orthopedic care in the Midwest, we've created a patient experience unlike any other in the region. 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. And that's why we strive to treat patients as members of our own family by being responsive, respectful, approachable and communicative.





Summary

The 2016 Midwest Orthopedic Specialty Hospital Community Health Needs Implementation Plan includes information containing qualitative and quantitative data relating to the health needs for Milwaukee County, and the surrounding Waukesha County and Racine County communities. Midwest Orthopedic Specialty Hospital partnered with Wheaton Franciscan Healthcare, Aurora Health Care, Children’s Hospital of Wisconsin, Columbia St. Mary’s Health System, ProHealth Care and Froedtert Health as well as city health departments to conduct a community health needs assessment collaboratively.

Through our assessment and planning, Midwest Orthopedic Specialty Hospital (MOSH) has found opportunities for more focused efforts on key needs within the communities that we serve. This fiscal year, MOSH is strategically working on a plan to implement efforts to address those specific needs in the community served by MOSH. The Community Health Needs Assessment and Implementation Plan were adopted and approved by the MOSH board of managers.

How Do We Define 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%

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%

Racine County at a glance

Population:	195,039
Median household income:	\$55,055
Individuals below poverty level:	13.3%
Median age:	39.5
High school graduate or higher:	87.9%
Unemployed:	9.4%

(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 Midwest Orthopedic Specialty Hospital (MOSH) felt was necessary to assess the needs of the community our hospital serves.

Health telephone survey

Midwest Orthopedic Specialty Hospital and Wheaton Franciscan Healthcare collaborated with The Milwaukee Health Care Partnership to conduct a survey of Milwaukee County as well as surrounding communities of MOSH.

Key informant interviews and focus groups

In collaboration with the Milwaukee Health Care Partnership, Midwest Orthopedic Specialty Hospital and Wheaton Franciscan Healthcare conducted several interviews with key stakeholders that represent the broader interests of the community including but not limited to, public health officers, free clinic representatives, non-profit organizations and public safety representatives. This data was compiled and analyzed in partnership with the Center for Urban Population Health.

Secondary research

In collaboration with the Milwaukee Health Care Partnership, Midwest Orthopedic Specialty Hospital and Wheaton Franciscan Healthcare enlisted the Center for Urban Population Health to develop a report that included research of the community at a zip code level of demographics, socio-economic status and other key learnings. This secondary research was based upon information from the 2010 U.S. Census Bureau, County Health Rankings and Healthy People 2020 as well as other reliable resources.

Key expert research

Midwest Orthopedic Specialty Hospital and Wheaton Franciscan Healthcare leaders have expert guidance to the information surrounding the community regarding health needs. Research, studies and analyzing data were a key resource in developing our plans. 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

Strategies that MOSH has put in place will have a positive impact on the community by ensuring that efforts and resources will be focused on the identified needs in our plan.

How will we evaluate progress?

MOSH is committed to tracking all efforts internally through evaluation processes as well as including progress in the Wheaton Franciscan Healthcare Mission Integration Plan. The Mission Integration Plan is reviewed and approved by the Southeast Wisconsin Board of Directors.

Evaluation

Wheaton Franciscan Healthcare 2013 Implementation Plan

In 2013, MOSH carefully evaluated the data that was collected and focused on health needs that would be greatly benefited by the resources available. The key health need identified was Access to Orthopedic Care.

Strategies to increase education on awareness of the growing concern of access to orthopedic care continued through focused efforts within the community. MOSH participated in Operation Walk and Franklin family night among others throughout the last three years.

After a 2015 evaluation, results showed a slight negative trend in results and the decision was made to continue these efforts for another three years to continue efforts to make an impact on the community in a positive way.

Results

As mentioned above, after a thorough evaluation of the impact that MOSH made in the community, below are the changes we found Milwaukee, Waukesha and Racine Counties data as received by the community health telephone surveys:

Implementation Plan Health Concern	2012	2015
Access (Milwaukee)	11%	12%
Access (Waukesha)	4%	9%
Access (Racine)	6%	13%

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, MOSH 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

Select Key Findings from the Milwaukee County Community Health Survey Report

From 2003–2015 there was a change in the overall percentage of respondents who reported:

Not currently covered by health insurance: from **8%** to **4%**

Their health as fair or poor: from **16%** to **19%**

High Blood Pressure: from **22%** to **29%**

Diabetes: from **7%** to **11%**

Overweight: from **62%** to **69%**

Respondents were asked to rate the top community health issues out of eight 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%**

Select Key Findings from the Central Racine County Community Health Survey Report*

From 2003–2015 there was an increase in the overall percentage of respondents who reported:

Not currently covered by health insurance: from **5%** to **6%**

Health fair or poor: from **9%** to **18%**

High blood pressure: from **20%** to **21%**

Diabetes: from **6%** to **9%**

Overweight: from **64%** to **68%**

From 2005–2015 there was an increase in the overall percent of respondents reporting their primary place for health services was in a doctor's or nurse practitioner's office.

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

Chronic disease: **63%**

Alcohol or drug use: **59%**

Violence: **38%**

Mental health or depression: **37%**

Infectious diseases: **23%**

Teen pregnancy: **22%**

Infant mortality: **4%**

Lead poisoning: **<1%**

**In 2015, Central Racine County and Western Racine County Health Departments merged. The data above includes the combined data from both county areas. With that noted, the 2012 data has been updated to reflect the combined results to provide a more accurate comparative analysis.*

Select Key Findings from the Waukesha County Community Health Survey Report:

From 2003–2015 there was a change in the overall percentage of respondents who reported:

Not currently covered by health insurance: from **3%** to **2%**

High blood pressure: from **17%** to **33%**

Health fair or poor: from **8%** to **11%**

Heart disease: from **6%** to **7%**

Overweight: from **53%** 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. As a specialty hospital and recognizing the growing need for specialty care in orthopedics, Midwest Orthopedic Specialty Hospital has chosen to address access to orthopedic care at this time. Midwest Orthopedic Specialty Hospital is committed to supporting other orthopedic specialty 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, determine resource availability of the facility, and identify 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 and drug use
- Violence
- Chronic disease
- High blood pressure
- Infant mortality
- Nutrition and obesity
- Mental and behavioral health

Wheaton Franciscan Healthcare has assessed the resources available at MOSH when choosing the following priorities to address at this time. Please see the full 2016 Implementation Plan for ways in which we are addressing Access to Orthopedic Care.

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 MOSH were able to identify the needs that would be most impacted by the site. The top health needs identified by the MOSH leadership team through the community health needs assessment that were not a part of the current implementation plan were as follows:

- **Coverage:** Midwest Orthopedic Specialty Hospital feels that this significant need is outside of our scope of services. We are committed to focusing efforts on providing access to care to those within our community regardless of their coverage. We will continue to support other initiatives regarding this need in a secondary capacity when necessary.

- **Alcohol and drug use:** While Midwest Orthopedic Specialty Hospital understands this growing concern, at the time of assessment, the resources and expertise were not available to address and make a meaningful impact on alcohol and drug use. 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 indicated a number of organizations across sectors are already addressing these issues by providing services, and education is in place within the schools. Specific strategies named include needle exchange and Sharps collection programs, public campaigns and media coverage of the issues, prescription drug drop-off locations, the Wisconsin Prescription Drug Monitoring Program (PDMP), medication lock boxes sold at cost, the Community Health Improvement Plan, and community capacity-building. We are committed to supporting these efforts in a secondary capacity as necessary.
- **Violence:** Midwest Orthopedic Specialty Hospital 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 Midwest Orthopedic Specialty Hospital in this area, we have committed to supporting this need in a secondary capacity as necessary.

- **Chronic Disease:** Midwest Orthopedic Specialty Hospital feels that this significant need is outside of our scope of services. We will continue to support other initiatives regarding this need in a secondary capacity when necessary.
- **High Blood Pressure:** Midwest Orthopedic Specialty Hospital feels that this significant need is outside of our scope of services. We will continue to support other initiatives regarding this need in a secondary capacity when necessary.
- **Infant Mortality:** Midwest Orthopedic Specialty Hospital 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. MOSH 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. Joe's in a secondary capacity when necessary.
- **Nutrition and Obesity:** Midwest Orthopedic Specialty Hospital feels that this significant need is outside of our scope of services. We will continue to support other initiatives regarding this need in a secondary capacity when necessary.

- **Mental and Behavioral Health:** While Midwest Orthopedic Specialty Hospital 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 above, 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. Midwest Orthopedic Specialty Hospital is committed to continue to support those other health care components in a secondary capacity when necessary.

PRIORITY:

Access to Orthopedic Care.

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

Midwest Orthopedic Specialty Hospital and Wheaton Franciscan Healthcare identified an opportunity to address the issue of access to orthopedic care for those who are uninsured and underinsured.

Findings based on the 2015 Milwaukee County Community Health Survey Report

- Unmet Medical Care: **11%**
- Personally not covered currently: **14%**
- Personally not covered in past 12 months: **19%**

Findings based on the 2015 Racine County Community Health Survey Report

- Unmet Medical Care: **13%**
- Personally not covered currently: **6%**
- Personally not covered in past 12 months: **11%**

Findings based on the 2015 Waukesha County Community Health Survey Report

- Unmet Medical Care: **9%**
- Personally not covered currently: **2%**
- Personally not covered in past 12 months: **6%**

Risk and consequences

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 in accessing health care could lead to unmet health needs, delays for appropriate care, preventable hospitalizations and lack of knowledge for preventive care.

What we'll do to address the need

- Continue donating time and resources for athletic training at area high schools
- Provide community education regarding spine and joint pain

Anticipated impact

Continuing our efforts to ensure quality access to orthopedic care, we are confident that the rate of individuals receiving necessary services will increase. Midwest Orthopedic Specialty Hospital physicians have expanded their services across Waukesha, Milwaukee and Racine Counties in order to continue to meet the needs of the community. Along with those efforts and increased awareness of their expertise, we anticipate that the need for access to orthopedic care will only improve over the next three years.





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.