



Ascension Wisconsin
Milwaukee County Hospital Campuses
Community Health Improvement Plan

2019-2022

This community health improvement plan report encompasses the plan for the following Ascension Wisconsin hospitals and 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

Community Health Improvement Implementation Strategy for Ascension Wisconsin Milwaukee County Hospitals and Hospital Campuses

Introduction

In 2016, Columbia St. Mary's and Wheaton Franciscan Healthcare were brought together as part of Ascension. For the purposes of this document, we will be using the current names of the hospitals and hospital 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:

- 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

MOSH and OHOW each have their own, individual Community Health Improvement Implementation Strategy report. These may be found on their respective websites.

¹ As noted in the approval language on page 40, this is a revised version of the Ascension SE Wisconsin Milwaukee County Hospitals CHIP. The second paragraph on this page was revised to reflect the correct legal names for each of the facilities included.

Who We Are

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

Ascension Wisconsin Milwaukee County Hospitals, which includes 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, 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, the hospitals and hospital campuses will focus on the following priority health needs in 2019-2022:

- Access to Care (all campuses)
- Chronic Disease Prevention (all campuses)
- Infant Mortality (Ascension Columbia St. Mary's, Ascension St. Francis and Ascension St. Joseph campuses)
- Mental Health (Ascension Columbia St. Mary's, Ascension Franklin, Ascension St. Francis and Ascension St. Joseph campuses)

Implementation Plan

The implementation strategy outlined below describes the efforts to be taken by the Ascension Wisconsin hospitals and hospital campuses to address these priority health needs. Where noted, the hospitals and hospital campuses will collaborate with other key partners in the community. Ascension Wisconsin'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 prescription needs due to cost, from 12 percent in 2018 to 10.8 percent
- 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, increase the percentage of respondents who report they have a Primary Care Physician from 82 percent in 2018 to 90 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: Increase Access to Prescription Medication

Ascension Wisconsin is committed to assisting patients in accessing needed medications through multiple initiatives. Ascension Wisconsin is a member of the Dispensary of Hope (DOH). DOH is a national program that provides much-needed medications at a reduced or reasonable cost for individuals who are without health insurance and living in poverty. The DOH Distribution Center works with leading drug manufacturers to increase the supply of essential medicine to patients in need. The DOH Pharmacy links the medications made available through the Distribution Center to the individuals in need of affordable prescriptions.

Ascension Wisconsin offers a Foundation Pharmacy Assistance Program for patients who have financial barriers but do not qualify for DOH. Ascension Wisconsin also collaborates with Ascension's National Pharmaceutical Patient Assistance Program which provide technical assistance and guidance in accessing National Patient Assistance and Medication Assistance Programs sponsored by pharmaceutical companies.

Ascension Wisconsin will:

- Pay the annual DOH membership fee for participating Ascension Wisconsin pharmacies
- Assist patients who qualify for DOH in accessing reduced cost/free medications
- Screen, identify and assist patients who are eligible for prescription financial assistance programs, including Ascension's Foundation Pharmacy Assistance Program and Ascension's National Pharmaceutical Patient Assistance Program, in accessing prescription medications

Collaborative Partners:

- Dispensary of Hope

Resources Committed:

- Funds for yearly DOH site fees
- Staff and pharmacist time

Intended Impact:

- Increase access to prescription medication for individuals with a financial barrier

Medium-Term Indicator:

- By June 30, 2022, 100 percent of patients who have been identified as qualifying for DOH will receive available medications they need free of charge. (Baseline 2018: 1,077)
(Source: Ascension Wisconsin Pharmacy Department)

Strategy 2: Milwaukee Enrollment Network/Patient Financial Counseling

Through the Milwaukee Health Care Partnership (MHCP), Ascension Wisconsin participates in the Milwaukee Enrollment Network (MKEN), which is a consortium of nearly 100 organizations supporting the enrollment and re-enrollment of eligible individuals in public or private insurance, with a focus on low-income, vulnerable populations. Ascension Wisconsin is an active member of the MKEN consortium and assists individuals with questions and concerns related to the marketplace for individual health insurance implemented under the Affordable Care Act. Ascension Wisconsin assists patients with accessing financial services by actively screening patients to determine if they qualify for Medicaid or need financial assistance programs, including Ascension's Financial Assistance program.

Ascension Wisconsin will:

- Be an active member of the MKEN consortium and attend consortium meetings
- 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.
- Wisconsin Department of Health Services
- MKEN (MHCP)

Resources Committed:

- Staff time
- Ascension'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) (FY 2019 Baseline: 90 percent)

Strategy 3: Transportation Assistance

Ascension Wisconsin 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.

Ascension Wisconsin 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 individuals 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 Non-Emergent Transportation program. (FY 2019 Baseline: 5,201) (Source: Ascension Wisconsin Care Management Department)

Strategy 4: Mobile Mammography

The Ascension Wisconsin Mammography Mobile Outreach Project targets Milwaukee-area women, age 40 and older, who need mammogram screenings but have difficulty gaining access to traditional services. The 3D Mammography Unit offers state-of-the-art services and is staffed by an all-woman team of radiological technicians with advanced mammography training. By delivering services in familiar and accessible locations, it eliminates barriers to screening, among them transportation and anxiety about the screening itself. Outreach Care Coordinators identify women in need, see that they receive screening and work with identified community partners who share mutual goals of screening women in their communities. Partners include churches, community clinics, culturally collaborative organizations, nursing homes and other non-profits committed to increasing screenings of underserved women.

Ascension Wisconsin will:

- Provide screenings in areas of Milwaukee County where less than 79.4 percent of women ages 50-74 have not had a mammogram in the past two years (Source: CDC 500 cities project data)
- Identify community partners located in the areas of need who will host our Mobile Mammogram Unit

Resources Committed:

- Ascension Wisconsin Mobile Mammogram Unit
- Staff time

Intended Impact:

- Increase access to mammograms for Milwaukee County women ages 50-74, who have not had a mammogram in the past two years

Medium-Term Indicator:

- By June 30, 2022, increase the number of screenings provided in areas of Milwaukee County where fewer than 79.4 percent of women ages 50-74 have not had a mammogram in the past two years (Source: CDC 500 cities project data), from 21 (FY 2019) to 24.

Strategy 5: Access to Care for Individuals who are Underinsured or Uninsured

Ascension Wisconsin has several initiatives that are aimed at increasing access to healthcare services for individuals who are under-insured or uninsured. These include the following clinics:

- Ascension St. Ben's Clinic
- Ascension St. Elizabeth Ann Seton Dental Clinic
- Ascension Smart Smiles School-based Oral Health
- Ascension Angel of Hope Clinic

In addition, Ascension Wisconsin participates in the Specialty Access for Uninsured Patients (SAUP) Program in collaboration with the MHCP. The SAUP model is being implemented in three adult health systems and nine safety net clinics in Milwaukee County that serve as medical homes for the uninsured. Each participating safety net clinic is matched with one or more hospital/health system to coordinate access to specialty services. This model serves to improve care delivery and transition care management. Safety net clinics identify eligible patients and provide primary care, medication access, benefit counseling, enrollment assistance and navigation support. Hospital/health systems each secure a network of specialists and provide inpatient and outpatient specialty services. All usual and customary consultation, testing and treatment are 'covered' under SAUP, with no out-of-pocket costs to patients.

Ascension Wisconsin will:

- Create a consistent referral process with safety net clinics and community providers
- Create stronger partnerships with free and community clinics to increase access and enhance services
- Create stronger partnerships with community service agencies to increase access to services
- Identify children in need of urgent dental care and create a process to assist them in accessing the care they need
- Develop a process to increase the return rate for pediatric patient consents for in-school dental care
- Participate in the SAUP program in partnership with the MHCP

Collaborative Partners:

- | | |
|----------------------------------|--------------------------------------|
| • Columbia St. Mary's Foundation | • Marquette University Dental School |
| • Capuchin Community Services | • Milwaukee Area Technical College |
| • Cathedral Center | • Milwaukee Public Schools |
| • Guest House | • MHCP |
| • Hope House | • Ronald McDonald House Charities |
| • Lyft | • Salvation Army |
| • Rescue Mission | • Wisconsin Seal-A-Smile |

Resources Committed:

- Staff time
- Specialty provider time
- Medical supplies

Intended Impact:

- Increase access to healthcare services for individuals who are under-insured or uninsured

Medium-Term Indicators:

- By June 30, 2022, the Ascension Smart Smiles school-based oral health program will have an increase in the pediatric patient consent for in-school dental care from 40 percent in the 2018-2019 school year to 50 percent.
- By June 30, 2022, at least 90 percent of patients who were referred to a specialty provider through the SAUP program will have attended their specialty care appointment. (FY 2019 Baseline: 89 percent) (Source: Optum Care Coordination Platform)

Strategy 6: Primary Care Connection

Ascension Wisconsin is committed to onboarding patients and connecting them with appropriate care options based on their individual needs and circumstances. Ascension Wisconsin has multiple initiatives aimed at increasing individuals' access to primary care in Milwaukee County.

- Ascension Wisconsin participates in the Emergency Department (ED) Care Coordination program in collaboration with the MHCP. This program links patients with chronic conditions who are seen in the ED with a primary care provider (PCP).

Ascension Wisconsin will:

- Enhance the ED discharge process to arrange PCP appointment scheduling before discharge
- Facilitate PCP follow-up care for patients
- Connect patients with specialists for follow-up care (when appropriate)
- Determine if uninsured patients are eligible for Medicaid/Medicare and if eligible, assist patients in signing up for coverage
- Provide care management for patients referred to a primary care provider through the ED Care Coordination program, including connecting with patient prior to and after primary care appointments
- Assess patients for barriers that may prevent them from being able to attend primary care appointment and provide resources, including Ascension's Non-Emergent Transportation and Ascension's Financial Assistance Program for eligible patients
- Connect with patients to discuss and offer education about other lower cost sites of care for future healthcare needs

Resources Committed:

- Staff time

Intended Impact:

- Assist individuals in establishing a primary care provider to access ongoing healthcare services

Medium-Term Indicator:

- By June 30, 2022, Ascension Wisconsin will maintain or increase the percentage of ED patients, without a PCP, that have established care with a PCP upon discharge from the ED. (2018 Baseline: 67 percent) (Source: Ascension Wisconsin Electronic Health Record)

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: Diabetes Prevention Program (DPP)

Diabetes Prevention Program (DPP) is a small-group program that helps people with pre-diabetes to eat healthier, increase their physical activity and lose weight, which can delay or even prevent the onset of type 2 diabetes. DPP is a Centers for Disease Control and Prevention-recognized lifestyle change program. This program plays a vital role in the national effort to prevent or delay type 2 diabetes and improve the overall health and well-being of participants.

Ascension Franklin will:

- Deliver the program for at least one year, including at least 16 sessions during the first six months and at least six sessions during the last six months during 2019-2022.

Resources Committed:

- Staff time
- Funding for educational materials
- Printing of educational materials
- Meeting space

Intended Impact:

- Decrease individuals risk of developing diabetes

Medium-Term Indicator:

- By June 30, 2022, each year-long group in the Diabetes Prevention Program will have achieved an average minimum weight loss of five percent of starting body weight. (Source: DAPS) (FY 2019 Baseline: 2 percent)

Strategy 2: ReNew You

ReNew You is a weight loss program currently being offered through Ascension Wisconsin's system of care. This program includes non-surgical medical weight management solutions, and when necessary, a consultation for surgical solutions based on what would give the patient the best chance for a healthier lifestyle. This program is being offered through our broader institute approach that focuses on providing the patient any necessary weight management interventions in house, so they easily navigate our continuum of care for this service line.

Ascension Franklin will:

- Provide nutrition education and support to program participants

Resources Committed:

- Staff time

Intended Impact:

- Improve health status of individuals with an elevated body mass index (BMI).

Medium-Term Indicator:

- By June 30, 2022, 40 percent of the participants will decrease weight by three to five percent. (Baseline: TBD) (Source: Ascension Wisconsin Electronic Health Record)

Strategy 3: BMI Screening

Ascension Medical Group Wisconsin will implement standardized processes statewide according to the US Preventive Services Task Force Guidelines for healthy weight/BMI. This will include routine screening, referral mechanisms and sources for treatment, electronic medical record (EMR) reminders and the creation of tools.

Ascension Medical Group will:

- Build automatic reminders/alerts into the electronic medical record system
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

Resources Committed:

- Staff and provider time

Intended Impact:

- Improve health status of individuals with elevated BMI

Medium-Term Indicator:

- By June 30, 2022, healthy weight screening systems/protocols are in place in 90 percent of Ascension Medical Group Wisconsin primary care clinics.

Strategy 4: 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 to assist nurses in working and communicating with patients about risk behaviors for chronic disease such as poor nutrition, minimal physical activity and smoking.

Ascension Wisconsin will:

- Integrate Motivational Interviewing education into the Nurse Residency Program

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 5: Be of Good Heart

Be of Good Heart is a community outreach program designed to raise awareness, educate and screen people living in central Milwaukee for diabetes and hypertension, which are sometimes precursors for heart disease.

Ascension Wisconsin will:

- Provide free screening for diabetes and hypertension
- Provide education to the community about these diabetes and hypertension
- Provide health coaching to manage these conditions
- Help connect people to primary care services
- Establish a process to follow-up with patients who do not have a primary care provider
- Increase the number of faith-based community partners participating in Be of Good Heart

Collaborative Partners:

- St. Catherine's
- Meta House
- City of Milwaukee Food Pantries

Resources Committed:

- Supplies for diabetes screening
- Staff time
- Printing for educational materials

Intended Impact:

- Improve health status through early detection and intervention with individuals with hypertension and diabetes

Medium-Term Indicator:

- By June 30, 2022, 90 percent of participants will indicate that they have increased awareness about previously unknown health concerns, such as diabetes and hypertension and/or increased knowledge about risk factors. (Baseline: not previously measured)

Strategy 6: Increase Access to Fruits and Vegetables

Ascension Wisconsin understands the impact that a healthy diet has on chronic disease prevention and management. In Milwaukee County, Ascension Wisconsin is invested in increasing access to fresh fruits and vegetables in a variety of ways that meet the needs of the community.

Ascension Wisconsin healthcare providers will continue to participate in a Produce Prescription Program, which provides patients with a "prescription" that they can redeem for farmer's market vouchers at the Fondy Food Market or produce home delivery.

Ascension Wisconsin also will continue to partner with the Hunger Task Force as a Stockbox distribution site. A Stockbox is a box of supplementary food offered to low-income seniors every month. Ascension Franklin associates also volunteer their time at the Hunger Task Force Farm.

In collaboration with community partners, All Saints Family Health Center (Villard Avenue) associates and community volunteers will maintain a garden and donate produce to patients and families.

Ascension Wisconsin will:

- Assist patients who qualify in enrolling in the Stockbox Program
- Partner with the Hunger Task Force as a Stockbox distribution site
- Facilitate Ascension Franklin associates volunteering at the Hunger Task Force Farm
- Maintain a garden on the campus of the All Saints Family Health Center

Collaborative Partners:

- Fondy Food Market
- Hunger Task Force
- Imperfect Produce
- Milwaukee Public Schools
- Mount Calvary Lutheran Church

Resources Committed:

- Staff time
- Printing for patient information
- Supplies to store food

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 St. Joseph and Ascension Franklin Stockbox programs will indicate that they have increased their fruit and vegetable intake. (Source: Participant survey) (Baseline: not previously measured)
- By June 30, 2022, 75 percent of the individuals who participate in the produce prescription program at Ascension All Saints Family Health Center (Villard Ave.) will indicate that they have increased their weekly fruit and vegetable intake. (Source: Participant survey) (Baseline: not previously measured)

Strategy 7: 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.

Ascension Franklin will:

- Provide blood pressure screenings to participants
- Provide health education on topics such as stroke, heart disease, nutrition and smoking cessation
- Provide assistance and referrals to participants who need to establish a medical home

Collaborative Partners:

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

Resources Committed:

- Staff time
- Space for the event
- Fitness support (5K training) materials
- Coordination of the event
- Financial support

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)

Strategy 8: Urban Church Wellness

The Ascension Wisconsin Urban Church Wellness program partners with local churches in Milwaukee to provide health outreach in the church community. The program provides education, tools and resources to assist the church in sustaining its health ministry.

Ascension Wisconsin will:

- Educate church members and staff on how to provide health education using a "Train the Trainer" model
- Provide necessary medical supplies to complete blood pressure screenings
- Provide churches with health educational materials

Collaborative Partners:

- Milwaukee churches

Resources Committed:

- Staff time
- Printing for educational materials
- Medical supplies

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, Ascension Wisconsin will increase the number of churches that participate in Ascension Wisconsin Urban Church Wellness program from 110 to 150.

Strategy 9: Healthy Life Prescription Program

Physical activity is an important component of a healthy life. In partnership with the Rite-Hite YMCA, Ascension Wisconsin will encourage individuals to increase physical activity by providing Prescription for a Healthy Lifestyle. This program offers individuals a free Fit Path appointment with a YMCA Certified Personal Trainer, Weight Management, Stress Management, a Blood Pressure Self-Monitoring Program and access to water exercises.

Ascension Wisconsin will:

- Assess individuals for readiness to make behavior change related to exercise and smoking
- Provide patients with a Prescription for a Healthy Lifestyle
- Partner with the Rite-Hite YMCA to explore opportunities to share information on the wellness goals and progress of Healthy Lifestyle participants.

Collaborative Partners:

- Hite-Rite YMCA

Resources Committed:

- Provider and staff time

Intended Impact:

- To decrease obesity and improve nutrition and overall health outcomes for participants

Medium-Term Indicator:

- By June 30, 2022, 15 percent of the patients who receive Prescription for a Healthy Lifestyle will access at least one of the Prescription for a Healthy Lifestyle programs at the Rite-Hite YMCA. (Source: YMCA) (Baseline: not previously measured)

Strategy 10: Wellness Group

Ascension Sacred Heart Rehabilitation Hospital offers a Wellness Group to patients and families. The goal of the group is to provide education on strategies and opportunities to increase wellness instead of just focusing on health. The group discusses the importance of adapting to changes in their physical health as it pertains to emotional, social, vocational, physical, financial, spiritual, environmental and intellectual wellness in the wake of their medical event (issue that brought them into hospital).

Ascension Sacred Heart Rehabilitation Hospital will:

- Continue to provide patients and families with holistic wellness support and education.

Resources Committed:

- Staff time
- Printing of educational materials

Intended Impact:

- Improved health outcomes for group members

Medium-Term Indicator:

- By June 30, 2022, 75 percent of patients who attend the Wellness Group will indicate they intend to incorporate one of the wellness strategies they learned about into their life. (Source: Participant survey) (Baseline: not previously measured)

Strategy 11: Bike Program

Ascension Sacred Heart Rehabilitation Hospital is committed to encouraging physical activity and promoting the use of bike helmets to increase safety. Ascension Sacred Heart partners with local schools to teach students about the benefits of physical activity and how to properly and safely use a bike helmet. To encourage bike helmet use, Ascension Sacred Heart provides each child who receives the education with a properly fitted bike helmet.

Ascension Sacred Heart will:

- Continue to provide education about physical activity and bike use to children who attend Milwaukee schools.
- Continue to provide each student who attends the educational session with a free, properly fitted bike helmet

Collaborative Partners:

- Milwaukee schools

Resources Committed:

- Staff time
- Bike helmets

Intended Impact:

- Increase physical activity in children
- Reduce injuries by encouraging children to wear a helmet when riding a bike

Medium-Term Indicator:

- By June 30, 2022, 90 percent of the children who attend the bike helmet education will verbalize one way that they can increase their physical activity (Source: Student survey) (Baseline: not previously measured)

Strategy 12: Ascension St. Francis Hospital - Family Health Night

Ascension St. Francis's Family Health Night is a fun filled interactive evening with activities aimed at increasing participant's knowledge and understanding of their health and wellness.

Ascension St. Francis will:

- Provide health education on topics such as stroke, heart disease, nutrition and smoking cessation
- Provide assistance and referrals to participants who need to establish a medical home

Collaborative Partners:

- Garden District Neighborhood Association
- Milwaukee Police Department

Resources Committed:

- Staff time
- Coordination of the event
- Financial support

Intended Impact:

- 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)

Infant Mortality

Goal: Decrease the rate of infant mortality in Milwaukee County

Long-Term Performance Indicators:

- By June 30, 2027, decrease infant mortality rate from 7.7 (2014-2016) to 6.5
 - By June 30, 2027, close the gap between the Black/African American, non-Hispanic infant mortality rate (12.7 in 2014-2016) and the White, non-Hispanic infant mortality rate (4.4 in 2014-2016) from 2.9 times higher to 1.5 times higher
 - By June 30, 2027, decrease the rate of babies who are born with low birth weight from 10.9 to 10.4
 - By June 30, 2027, decrease the percent of babies who are born premature from 11.6 percent (2017) to 10.44 percent
 - By June 30, 2027, increase the percent of mothers who have received early prenatal care from 65.5 percent in 2017 to 72 percent (10 percent improvement)
 - By June 30, 2027, decrease percent of people living in the City of Milwaukee who report co-sleeping with an infant from 22 percent in 2018 to 19.8 percent (10 percent improvement)
- (Source for indicators above: Milwaukee County Community Health Survey)
- By June 30, 2027, increase the percentage of women who report exclusive breast milk feeding upon discharge at Ascension St. Joseph, Ascension St. Francis and Ascension Columbia St. Mary's to 73.65 percent (FY 2019: Ascension St. Joseph -- 31.52 percent; Ascension St. Francis -- 24.32 percent; Ascension Columbia St. Mary's -- 59.57 percent)

(Source: Ascension Wisconsin Quality, Safety and Person Engagement Report)

Strategy 1: Centering Pregnancy

Ascension St. Joseph will continue to provide the Centering Pregnancy Program. Centering Pregnancy is a multifaceted model of group maternity care that incorporates health assessment, education and support. Eight to 10 women with similar gestational ages meet to learn care skills, participate in a facilitated discussion and develop a support network with other group members. Each pregnancy group follows the recommended schedule of 10 prenatal visits, with each visit ranging from 90 minutes to two hours. Participants take their own weight and blood pressure, record their health data and have private time with their provider for belly checks before group discussion and activities.

Ascension St. Joseph Campus will:

- Provide the Centering Pregnancy Program at the Women's Outpatient Center (WOC)
- Work to expand enrollment into the Centering Pregnancy program

Resources Committed:

- Staff time
- Funding for displays, educational materials
- Funding for Centering certification
- Funding for Centering coordinator
- Funding for food provided to Centering participants during group sessions

Intended Impact:

- Improve maternal and infant health outcomes
- Decrease rates of premature birth
- Increase rates of breastfeeding

Medium-Term Indicator:

- By June 30, 2022, at least 80 percent of the women who participate in the Centering Pregnancy Program will be breastfeeding their infant upon discharge. (2018 Baseline: 85 percent)
(Source: Ascension Wisconsin Electronic Health Record)

Strategy 2: Prenatal Care Coordination

Ascension Wisconsin will support pregnant women by providing Prenatal Care Coordination (PNCC) services, either through partnership with community PNCC providers or Ascension Wisconsin PNCC providers. The PNCC program provides access to medical, social, educational and other services to pregnant women who are considered high-risk for adverse pregnancy outcomes. The components of this program are outreach, assessment, care plan development, ongoing care coordination and monitoring and health education and nutrition counseling.

Ascension Wisconsin will:

- Provide PNCC services at the Women's Outpatient Center at Ascension St. Joseph
- Support the provision of PNCC services at Ascension All Saints Family Health Center (Villard Avenue) and Ascension Columbia St. Mary's Family Health Center (North Avenue)
- Work to establish a collaborative relationship with at least one community PNCC provider to increase access to PNCC services

Collaborative Partners:

- Community PNCC provider(s)

Resources Committed:

- Staff time
- Printing for patient education materials
- Travel

Intended Impact:

- Improve maternal and infant health outcomes
- Decrease in low birth weights
- Decrease in premature births

Medium-Term Indicator:

- By June 30, 2022, at least 90 percent of the women who participate in an Ascension Wisconsin PNCC program will have had an infant who was born with a normal birth weight. (2018 Baseline: 91 percent) (Source: Ascension Wisconsin Electronic Health Record)

Strategy 3: Parenting Education

Learning to care for an infant can be an overwhelming journey for parents. Ascension Wisconsin is committed to educating parents about issues related to infant safety. Ascension Wisconsin provides parents and families with education about car seats and safe sleep by ensuring that parents have a safe place for their infant to sleep and participate in the Cribs for Kids Program.

Ascension Wisconsin will:

- Provide all parents and families of newborns born at Ascension Wisconsin hospitals in and hospital campuses in Milwaukee County with education about safe sleep and car seat use
- Assess parent's and families' need for a Pack and Play, provided by the Cribs for Kids Program
- Offer safe sleep and car seat education to patients who receive prenatal services at the Ascension St. Joseph WOC
- Assist parents and families with obtaining a car seat, if needed

Resources Committed:

- Staff time
- Printing for patient educational materials

Intended Impact:

- Decrease infant injury and/or death

Medium-Term Indicator:

- By June 30, 2022, the Ascension St. Joseph WOC will maintain or improve the percentage of women who attend at least one of the education classes. (2018 Baseline: 67 percent)

Strategy 4: Breastfeeding Promotion

Ascension Wisconsin is committed to promoting and supporting optimal breastfeeding practices. It offers numerous resources to assist women in breastfeeding, including support groups, classes and one-on-one consultations. While some classes include a fee, all are welcome regardless of the ability to pay.

Ascension Wisconsin will:

- Provide breastfeeding classes and support groups for women, regardless the ability to pay

Resources committed:

- Staff time
- Printed educational materials

Intended Impact:

- Increase the number of women who breastfeed their babies

Medium-Term Indicator:

- By June 30, 2022, at least 90 percent of women who participate in “Breastfeeding with Confidence” program will indicate that they strongly agree or agree with the statement: “Following class, I feel confident in my ability to successfully breastfeed my baby.” (FY 2019 Baseline: 98 percent)

Strategy 5: Blanket of Love Sanctuaries

The Ascension Wisconsin Blanket of Love Sanctuary program aims to increase the number of women who deliver healthy babies. The program provides valuable social connections who partner with the woman to identify needs, link her to resources and deliver ongoing support. The program provides this support during pregnancy and throughout the first year of the child’s life and beyond to assure that the baby celebrates his or her first birthday. These sanctuaries serve as safe havens, where expectant mothers and new parents can receive support and education about healthy pregnancies and healthy families. Ascension Wisconsin collaborates with churches in Milwaukee on the Ascension Wisconsin Blanket of Love Sanctuary program. Ascension Wisconsin Blanket of Love Sanctuary program wrap women at risk of having poor birth outcomes in a protective blanket of childbirth education, preparation for the baby and new parent problem-solving skills.

Ascension Wisconsin will:

- Provide Ascension Wisconsin Blanket of Love Sanctuary participants with social support and education
- Screen Ascension Wisconsin Blanket of Love Sanctuary participants for needs related to social determinants of health and provide participants with related referrals and resources
- Establish Ascension Wisconsin Blanket of Love Sanctuary “refer-a-friend” program to increase the number of women who access early prenatal care
- Explore opportunities to expand the Ascension Wisconsin Blanket of Love Sanctuary program to additional congregations

Collaborative Partners:

- Ascension Wisconsin Blanket of Love Sanctuary program sites

Resources Committed:

- Staff time

Intended Impact:

- Increase early prenatal care, breastfeeding and positive maternal and infant health outcomes

Medium-Term Indicator:

- By June 30, 2022, 80 percent of Ascension Wisconsin Blanket of Love Sanctuary program participants will indicate that their needs related to pregnancy and parenting have been met. (Source: Participant survey) (Baseline: not previously measured)

Strategy 6: Rapid Pregnancy Testing

Consistent access to high-quality healthcare is important in achieving positive maternal and infant health outcomes. Express enrollment of pregnant women in BadgerCare Plus is a vital step to ensuring women have access to necessary healthcare services, such as medical visits, immunizations and dental care. The Ascension St. Joseph WOC provides “pregnancy testing only” appointments. “Pregnancy testing only” appointments provide women with same day or next day appointments to expedite pregnancy diagnosis and necessary medical documentation of pregnancy for enrollment in BadgerCare Plus and access to ongoing healthcare services.

Ascension Wisconsin will:

- Assist women who are uninsured and have a positive pregnancy test with enrolling in Express Enrollment of Pregnant Women in BadgerCare Plus
- Create an internal system that links women who come to the ED for “pregnancy testing only” with an Ascension Wisconsin OB/GYN provider for ongoing reproductive healthcare

Resources Committed:

- Staff time

Intended Impact:

- Increase early prenatal care and access to health insurance, if needed

Medium-Term Indicator:

- By June 30, 2022, 75 percent of women who have a positive pregnancy test within the Ascension St. Joseph WOC will be scheduled for a follow-up prenatal appointment within seven to 10 days. (Source: Ascension Wisconsin Electronic Health Record) (Baseline: not previously measured)

Strategy 7: WIC Program

Ascension St. Joseph will continue to collaborate with the City of Milwaukee Health Department to have a Women, Infants and Children (WIC) outreach office in the WOC. The Special Supplemental Nutrition Program for Women, Infants and Children (WIC) provides federal grants to states for supplemental foods, healthcare referrals and nutrition education for low-income, pregnant, breastfeeding and non-breastfeeding postpartum women, and to infants and children up to age five, who are found to be at nutritional risk. Having the WIC outreach office in the Ascension St. Joseph WOC improves access to the resources WIC provides.

Ascension Wisconsin will:

- Refer patients who qualify to the WIC outreach office
- Provide space at Ascension St. Joseph for the WIC clinic

Collaborative Partners:

- City of Milwaukee Health Department

Resources Committed:

- Office space

Intended Impact:

- Increased access to WIC program
- Improved maternal and infant health outcomes

Medium-Term Indicator:

- By June 30, 2022, there will be a 10 percent increase in the number of referrals to WIC each year for the next three years. (Source: City of Milwaukee Health Department) (Baseline: TBD)

Strategy 8: Baby Friendly Hospital

The Baby-Friendly Hospital Initiative is a global program to encourage the broad-scale implementation of the 10 Steps to Successful Breastfeeding and the International Code of Marketing of Breast-milk Substitutes. Baby-Friendly Hospitals provide mothers with the information, confidence and skills necessary to successfully initiate and continue breastfeeding their babies.

Ascension St. Francis will:

- Continue to implement the 10 Steps to Successful Breastfeeding

Resources Committed:

- Staff time

Intended Impact:

- Increased rates of breastfeeding

Medium-Term Indicator:

- By June 30, 2022, increase the percentage of women who report exclusive breast milk feeding upon discharge from 24.32 percent (FY2019) to 41 percent. (Source: Ascension Wisconsin Quality, Safety and Person Engagement Report)

Strategy 9: Oral Health

Oral health is an important part of prenatal care. Periodontitis (inflammation of the gums and supporting structures of the teeth) has also been associated with poor pregnancy outcomes, including preterm birth and low birth weight. To improve pregnant women's oral health the Ascension St. Joseph's WOC will provide dental hygiene services, such as removal of plaque and calculus (tartar) and health education on proper oral hygiene techniques to maintain healthy teeth and gums.

Ascension St. Joseph will:

- Provide dental hygiene services to women who access services at the WOC

Resources Committed:

- Associate time

Intended Impact:

- Decrease preterm birth and low birth weight

Medium-Term Indicator:

- By June 30, 2022, increase the number of women who receive dental hygiene services by 5 percent each year. (Source: Ascension Wisconsin Electronic Health Record) (Baseline: TBD)

Mental Health

Goal: To decrease the incidence of depression, suicide and other mental health concerns in Milwaukee County adults

Long-Term Performance Indicator:

- By June 30, 2027, decrease the percentage of adults who report having an unmet mental healthcare need from three percent to 2.7 percent

Strategy 1: Screening and Referral

Ascension Medical Group Wisconsin will implement statewide standardized processes, according to the U.S. Preventive Services Task Force Guidelines for depression. This will include routine screening, referral mechanism and sources for treatment, EMR reminders and the creation of tools.

Ascension Medical Group Wisconsin will:

- Build automatic reminders/alerts into the electronic medical record
- Identify sources for referral for management or treatment
- Create referral pathways
- Develop provider and patient tools to guide the process
- Implement the routine screening statewide

Resources Committed:

- Staff and provider time

Intended Impact:

- Improve access to care for individuals with depression
- Decrease in depression among adult patients

Medium-Term Indicator:

- By June 30, 2022, depression screening and remission systems/protocols are in place in 90 percent of Ascension Wisconsin primary care clinics. (Source: Ascension Wisconsin Quality, Patient Safety and Regulatory Department)

Strategy 2: Suicide Prevention

Ascension Wisconsin will partner with local agencies to be a provider of Question, Persuade and Refer (QPR) training, a suicide prevention program that helps to identify someone at risk or in need of intervention. QPR training is an evidence-based program that provides education for lay persons about recognizing and appropriately responding to someone who could benefit from referral to community agencies for mental health assistance.

Ascension Wisconsin will:

- Identify a staff person to become a QPR certified trainer
- Invest in the staff person obtaining QPR certification training
- Partner with local mental health advocacy groups to provide QPR trainings in the community

Resources Committed:

- Staff time
- Funding for staff person's QPR certification
- Staff person's time for QPR trainings in the community

Intended Impact:

- Prevent suicides by providing innovative, practical and proven training

Medium-Term Indicator:

- By June 30, 2022, 90 percent of participants who complete QPR training will report they are confident that they can engage in active listening, ask clarifying questions and make an appropriate referral for a person who is suicidal. (Source: Training evaluation form) (Baseline: not previously measured)

Strategy 3: Triple P

The Triple P -- Positive Parenting Program -- is an evidence-based parenting program, backed by more than 35 years of ongoing research. Triple P gives parents simple and practical strategies to help them build strong, healthy relationships, confidently manage their children's behavior and prevent problems from developing. Triple P has been proven to decrease the rates of child abuse, an Adverse Childhood Experience (ACE). The more ACEs a child experiences, the greater the risk for mental health concerns as an adult.

Ascension Wisconsin will:

- Partner with the Parenting Network to provide Triple P parenting seminars at Ascension St. Joseph, Ascension St. Francis and/or Ascension Columbia St. Mary's Hospital campuses
- Promote the Triple P seminars being offered at Ascension Wisconsin sites
- Provide information to Ascension Wisconsin family practice and pediatric providers regarding the Triple P seminars being offered at Ascension Wisconsin sites
- Disseminate information to Ascension Wisconsin family practice and pediatric providers about resources and support that the Parenting Network offers

Collaborative Partners:

- Parenting Network

Resources Committed:

- Staff and provider time
- Meeting space for the seminars
- Flyers/Posters

Intended Impact:

- Increased parenting knowledge and skill

Medium Term Indicators:

- By June 30, 2022, 90 percent of the individuals who attended the Triple P Seminar at an Ascension Wisconsin site will rate the following question at a five or above, using a seven-point scale (1: no, definitely not—7: yes, definitely): Did you gain sufficient knowledge or information to be able to implement the parenting advice you heard about?
- By June 30, 2022, 90 percent of individuals who attend the Triple P seminar at an Ascension Wisconsin site will plan to implement the parenting advice that they received.

(Source: Triple P Participant Evaluation Form)

Strategy 4: Recovery Coaches

Recovery coaches are peer advocates who have experienced addiction and recovery, either personally or through a friend or relative. They are trained to provide support for others trying to overcome substance abuse. Ascension Wisconsin will continue to partner with WisHope to connect consenting patients, who are seen in the Ascension St. Joseph, Ascension St. Francis or Ascension Franklin emergency departments (ED) for a substance abuse concern, to a recovery coaches. The coaches will advocate for patients, connect them with resources for treatment and follow up. Unlike a social worker or therapist, they will provide support from the perspective of someone who knows what addiction feels like.

Ascension Wisconsin will:

- Refer patients seen in the ED for opioid-related substance abuse concerns to Ascension Wisconsin Behavioral Health Liaisons
- Partner with WisHope to connect consenting patients who are seen in the ED for opioid related substance abuse concerns, to recovery coaches
- Provide financial support for the initial recovery coach visit for consenting patients who are seen in the ED for non-opioid substance abuse concern

Collaborative Partners:

- Wisconsin Voices for Recovery (WIVFR) in the University of Wisconsin-Madison Department of Family Medicine and Community Health
- WisHope

Resources Committed:

- Funding for the initial recovery coach visit for consenting patients who are seen in the ED for non-opioid substance abuse concern
- Staff and Provider time

Intended Impact:

- Increase the number of individuals with a substance abuse concern who receive intervention.

Medium-Term Indicator:

- By June 30, 2022, 10 percent of individuals seen at the Ascension Franklin, Ascension St. Francis and/or Ascension St. Joseph ED, who are referred to a recovery coach, seek medication-assisted treatment or other drug and alcohol support. (Source: WisHope)

Strategy 5: Naloxone Distribution

Ascension Wisconsin is committed to reducing the harm associated with opioid addiction. Ascension Wisconsin Emergency Department providers at Ascension St. Joseph will provide patients who are having an opioid abuse disorder with a dose of naloxone in case of future opioid overdose.

Ascension St. Joseph will:

- Provide individuals who are seen in the ED for opioid overdose with a dose of Naloxone
- Provide financial support for the doses of Naloxone distributed in the ED
- Educate patients on the use of Naloxone

Resources Committed:

- Provider and staff time
- Funding for Naloxone kit

Intended Impact:

- Decrease the number of deaths due to opioid overdose

Medium-Term Indicator:

- By June 30, 2022, 100 percent of patients who receive naloxone kit will indicate that they feel competent in administering the medication, if needed. (Source: Ascension Wisconsin Electronic Health Record)

Strategy 6: Volition Franklin

Volition Franklin is a coalition that works to prevent alcohol, tobacco and other drug use by educating young people to make informed decisions. The coalition engages with parents and students at community events, promotes awareness campaigns and offers resources to support healthy decision-making. The coalition also promotes a philosophy of open communication among family members.

Ascension Franklin will:

- Continue to partner with Volition Franklin and provide a representative for the Healthcare Sector
- Continue to collaborate with Volition Franklin to provide resources and collaborate on initiatives and community events

Collaborative Partners:

- | | |
|---------------------------------|-----------------------------------|
| • Frederick Klimetz Law Office | • Franklin Public Schools |
| • Rotary Club of Mitchell Field | • City of Franklin Common Council |
| • Franklin Police Department | • Rosecrance |
| • Fox Sports Wisconsin | • Franklin Recreation Department |
| • Southbrook Church | |

Resources Committed:

- Staff time

Intended Impact:

- Decrease rates of alcohol, tobacco and other drug use in young people

Medium-Term Indicator:

- By June 30, 2022, Ascension Franklin will partner with Volition Franklin to provide an alcohol, tobacco and other drug use prevention community education event at least annually.

Strategy 7: Community Capacity Building**Milwaukee Health Care Partnership: Behavioral Health Capacity Building**

The Milwaukee Health Care Partnership (MHCP), established in 2007, is a public/private consortium dedicated to improving healthcare for low-income, underserved populations in Milwaukee County. It aims to improve health outcomes, reduce disparities and lower the total cost of care. MHCP has multiple collaborations; one of which is the Behavioral Health Provider Steering Committee.

Milwaukee Mental Health Task Force

The Milwaukee Mental Health Task Force is committed to identifying issues faced by all people affected by mental illness; facilitating improvements in mental health services; giving consumers and families a strong voice; reducing stigma and implementing recovery principles. The Milwaukee Mental Health Task Force provides a forum for different sectors of the mental health delivery system to come together to address and resolve issues of interest to all people affected by mental illness.

Ascension Wisconsin will:

- Continue to participate on the MHCP: Behavioral Health Provider Steering Committee
- Maintain active membership on the Milwaukee Mental Health Task Force

Resources Committed:

- Staff time

Intended Impact:

- Increased collaboration and community capacity to address mental health concerns

Medium-Term Indicator:

- By June 30, 2022, Ascension Wisconsin will have regular representation on the MHCP and Milwaukee Mental Health Task Force and will participate in initiatives as appropriate.

Strategy 8: Telehealth in the Emergency Department

Telebehavioral health is behavioral health care through real-time two-way videoconferencing. Telebehavioral health creates, promotes and maintains access to behavioral health services in addition to improving quality care and care coordination for individuals with mental and behavioral health concerns.

Ascension Wisconsin will:

- Implement telebehavioral capabilities in the ED at Ascension St. Joseph, Ascension St. Francis, Ascension Franklin and Ascension Columbia St. Mary's to increase access to psychiatrists

Collaborative Partners:

- Virtual Medical Staff (VMS)

Resources Committed:

- Telebehavioral health equipment
- Staff and provider time

Intended Impact:

- Increase access to mental health services

Medium-Term Indicators:

- By June 30, 2022, 80 percent of patients who utilize telebehavioral health and complete the post visit evaluation survey will indicate that they strongly agree or agree with the following statement: "The Tele-Psych Provider was helpful to me."
- By June 30, 2022, 80 percent of patients who utilize telebehavioral health complete the post visit evaluation survey will indicate that they strongly agree or agree with the following statement: "I would use Tele-Psych again to meet my needs."

(Source: Telebehavioral health post visit evaluation survey)

Strategy 9: Pain Management Support Group

Ascension Wisconsin will continue to provide support to individuals living with chronic and acute pain. Ascension Wisconsin facilitates pain management support groups at Ascension Columbia St. Mary's Hospital, Ascension All Saints Family Health Center (Villard Avenue) and Ascension St. Joseph. The groups provide support, validation and education about basic pain management, the relationship between psychosocial stressors and pain and life skills. Groups are facilitated by a mental health professional and medical professionals and the success of the group is a shared responsibility between providers and attendees. The support groups provide individuals with an opportunity to share what they have learned and to encourage others to create more satisfying lives.

Ascension Wisconsin will:

- Provide pain management support groups

Resources Committed:

- Provider and staff time
- Meeting space for support group

Intended Impact:

- Increase individual's ability to manage chronic pain

Medium-Term Indicator:

- By June 30, 2022, 50 percent of the patients who participate in the Pain Management Support Group at Ascension All Saints Family Health Center (Villard Ave.) will rate the following question at as five or below on a 10-point scale (10: Pain as bad as you can imagine, 0: Helped to have no pain): "What number best describes how well, during the past week, your coping skills helped with your pain." (Baseline: TBD)

Strategy 10: Hospital-Based Violence Interruption Program

Understanding the impact violence has on an individual's and a community's social, emotional, physical, and mental health, Ascension St. Joseph has partnered with the City of Milwaukee Health Department Office of Violence Prevention initiative on the 414LIFE program and will pilot a hospital-based violence interruption program. The intent of the program is to mediate conflicts, prevent retaliation and other potentially violent situations and connect individuals to community supports.

Ascension St. Joseph will:

- Conduct a one year pilot of the hospital-based violence interruption program
- Partner with 414LIFE program's violence interrupters to provide hospital-based violence interruption interventions
- Evaluate the impact of the yearlong pilot and assess resources and capacity for continued participation in the program

Collaborative Partners:

- City of Milwaukee Health Department Office of Violence Prevention
- 414LIFE program's violence interrupters
- Froedtert Hospital

Resources Committed:

- Staff time

Intended Impact:

- Decrease in firearm related injuries in the City of Milwaukee

Medium-Term Indicator:

- By June 30, 2022, there will be a 5 percent decrease in the number of individuals seen in St. Joseph ED for firearm related injuries if the program continues beyond the pilot. (Source: Ascension Electronic Health Record) (FY2019 Baseline: 100)

Plan to Evaluate the Strategies

Ascension Wisconsin 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

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

The following health needs were not selected to be included in this plan for the reasons described below.

- **Alcohol and Substance Use:** This health issue will be incorporated into the mental health priority, with at least one alcohol and drug use strategy to be implemented. We also will continue to provide screening, counseling and follow-up care to address alcohol and drug use. We are committed to maintaining these services while remaining open to any emerging needs or opportunities in these areas.
- **Violence:** Although this health priority is not included in the plan, Ascension Wisconsin will continue to work with MHCP to implement the Health Care Sector Priorities as part of the City of Milwaukee Violence Prevention Plan.
- **Sexually Transmitted Infections:** There are strong community organizations that are working to address this health concern. Although not a part of our plan, Ascension Wisconsin will continue to provide screening, counseling and follow-up care as needed.

The following health needs were not selected by Ascension Sacred Heart Rehabilitation Hospital for the reasons described below.

- **Infant Mortality:** Ascension Sacred Heart Rehabilitation Hospital does not provide obstetric or gynecological services.
- **Mental Health:** Although Ascension Sacred Heart Rehabilitation provides mental health services for the patients it serves, it does not have the capacity to address mental health concerns at the community level.

The following health needs were not selected by Ascension Franklin for the reasons described below.

- **Infant Mortality:** Although infant mortality is a significant health concern in Milwaukee County, the infant mortality rate in Franklin from 2014-2016 was 4.2, which is lower than City of Milwaukee rate of 9.1 during the same time period. The rate of infant mortality in Franklin is well below the national Healthy People 2020 goal of 6.0. Additionally, Ascension Franklin does not provide obstetric or gynecological services.

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 board
- Share actions taken to address the needs with the community at large

Approval

This implementation plan report was adopted by the Boards of Directors of Ascension SE Wisconsin Hospital, Inc., Columbia St. Mary's Hospital Milwaukee, Inc., Sacred Heart Rehabilitation Institute, Inc. and Ascension St. Francis Hospital, Inc. on July 24, 2019. Subsequently the legal names of the included entities on page 3 were revised for clarity. These revisions were approved by the Ascension Wisconsin Board on August 22, 2019 and the Boards of Directors of Ascension SE Wisconsin Hospital, Inc., Columbia St. Mary's Hospital Milwaukee, Inc., Sacred Heart Rehabilitation Institute, Inc. and Ascension St. Francis Hospital, Inc. on November 13, 2019.

Addendum: Summary of Strategies by Hospital or Campus

Priority/Strategy	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
Access to Care					
Increased Access to Prescription Medications	X	X	X	X	X
Milwaukee Enrollment Network/Patient Financial Counseling	X	X	X	X	X
Transportation Assistance	X	X	X	X	X
Mobile Mammography	X	X	X	X	
Access to Care for Individuals who are Under- or Uninsured	X	X		X	
Primary Care Connection	X	X	X	X	
Chronic Disease Prevention					
Diabetes Prevention Program (DPP)			X		
ReNew You			X		
BMI Screening	X	X	X	X	
Motivational Interviewing	X	X	X	X	X
Be of Good Heart	X	X		X	
Increase Access Fresh Fruit and Vegetables			X	X	
Franklin Family Night and 5K Fun Walk/Run			X		
Urban Church Wellness	X			X	
Healthy Life Prescription Program	X			X	
Wellness group					X
Bike Program					X
Ascension St. Francis Family Health Night		X			
Infant Mortality					
Centering Pregnancy				X	
Prenatal Care Coordination	X			X	

Priority/Strategy	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
Parenting Education	X	X		X	
Breastfeeding Promotion	X	X		X	
Blanket of Love Sanctuary	X	X		X	
Rapid Pregnancy Testing				X	
Women, Infants and Children				X	
Baby-Friendly Hospital		X			
Oral Health				X	
Mental Health					
Screening and Referral	X	X	X	X	
Suicide Prevention	X	X	X	X	
Triple P	X	X		X	
Recovery Coaches		X	X	X	
Naloxone Distribution				X	
Volition Franklin			X		
Community Capacity Building	X	X	X	X	
Telehealth in the ED	X	X	X	X	
Pain Management Support Group				X	
Hospital-Based Violence Interruption Program				X	

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



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