

# Midwest Orthopedic Specialty Hospital (MOSH)

**Implementation Strategy for the 2021 CHNA  
Milwaukee County, WI**

**Prepared by Ascension Wisconsin**



**Ascension**

The purpose of this implementation strategy is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment. The significant health needs the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, to unmet health needs or gaps in services and to input gathered from the community.

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The 2021 Implementation Strategy was approved by the Board of Managers, the authorized body of Midwest Orthopedic Specialty Hospital on August 9, 2022 (2021 tax year) and applies to the following three-year cycle: July 2022 to June 2025. This report, as well as the previous report, can be found at our public website.

**We value the community's voice and welcome feedback on this report. Please visit our public website at <https://healthcare.ascension.org/chna> to submit your comments.**

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## Introduction

### Midwest Orthopedic Specialty Hospital

Midwest Orthopedic Specialty Hospital, LLC, (MOSH) was founded by physician owners and Ascension Wisconsin. We have but one goal in mind: To create the best patient experience possible. It's not just a mission statement – it's our employee pledge. With each physician's written endorsement, we are uniquely committed to our patients' health, comfort and individual orthopedic care. Patients are at the center of everything we do. Collectively, we realize that their positive experience – both clinically and personally – is the result of every interaction they have with each person in our hospital. That's why we strive to treat patients as members of our own family by being responsive, respectful, approachable and communicative. Located in Franklin, Wisconsin, the remarkable care we provide is designed to make you feel better the moment you walk through the door.

### Physician-Owned Hospital Disclosure

Midwest Orthopedic Specialty Hospital, LLC, is partially owned by physicians and meets the federal definition of a "physician-owned hospital." A list of physician-owners is available upon request and we are happy to answer any questions you may have. For more information about Midwest Orthopedic Specialty Hospital visit <https://www.mymosh.com/>.

### Ascension

As one of the leading non-profit, Catholic health systems in the United States, 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. The national health system operates more than 2,600 sites of care – including 145 hospitals and more than 40 senior living facilities – in 19 states and the District of Columbia, while providing a variety of services including clinical and network services, venture capital investing, investment management, biomedical engineering, facilities management, risk management and contracting through Ascension's own group purchasing organization.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the U.S. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

**Mission:** 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.

For more information about Ascension, visit <https://www.ascension.org/>.

## Overview of the Implementation Strategy

### Purpose

This implementation strategy (IS) is the hospital's response to the health needs prioritized from its current Community Health Needs Assessment (CHNA). It describes the actions the hospital will take to address prioritized needs, allocate resources and mobilize hospital programs and community partners to work together. This approach aligns with MOSH's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

### IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all non-profit hospitals are required to conduct a CHNA and adopt an implementation strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current implementation strategy can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at the hospital.

### Needs That Will Be Addressed

Following the completion of the current CHNA, MOSH has selected the prioritized needs outlined below for its 2021 Implementation Strategy. MOSH has defined "prioritized needs" as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- Chronic Disease and Prevention was selected because prevention is an important step toward a healthier community. For those with chronic diseases, proper treatment through healthcare can help improve quality of life. A healthy lifestyle through access to healthy foods, increase in activity and decreased stress can reduce the risk of several chronic diseases, lessening the need for medication or other treatments. This priority especially focuses on communities disproportionately affected by structural barriers relating to poverty. MOSH is committed to quality treatment of chronic diseases and focusing on prevention efforts.

In alignment with these priorities and the voice of the community, strategies addressing these health issues will focus on equity, working to address the root social causes of health disparities in our communities and giving special attention to those that have been made vulnerable by historic disadvantages.

Midwest Orthopedic Specialty Hospital 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 it serves. For the purposes of this implementation strategy, MOSH has chosen to focus its efforts on the priorities listed above.

## **Needs That Will Not Be Addressed**

The following significant needs were not selected for the 2021 CHNA cycle: Access to Care, Alcohol and Drug Use, Community Safety, Mental Health and Safe and Affordable Housing. Below is the rationale behind not prioritizing these issues.

**Access to Care:** Midwest Orthopedic Specialty Hospital has a commitment to and respect for each person's dignity with a special concern for those who struggle with barriers to access healthcare services and already provides financial assistance to certain individuals who receive medically necessary care from MOSH.

**Alcohol and Drug Use, Community Safety, Mental Health and Safe and Affordable Housing:** MOSH is a small specialty hospital with focus on a specific range of patient needs and these needs are outside the expertise, capacity and scope of services provided. However, Midwest Orthopedic Specialty Hospital is committed to participating with partners in addressing these needs and will continue to look for opportunities to do so.

This report does not encompass a complete inventory of everything MOSH does to support health within the community. To find a list of resources for each need not being addressed, please refer to the MOSH's 2021 CHNA: <https://healthcare.ascension.org/CHNA>.

## **Acute Community Concern Acknowledgement**

A CHNA and IS offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. If adjustments to an IS are necessary, the hospital will develop documentation to notify key stakeholders of possible adjustments.

## **Written Comments**

This IS has been made available to the public and is open for public comment. Questions or comments about this report can be submitted via the website: <https://healthcare.ascension.org/chna>.

## **Approval and Adoption by the Board of Managers of Midwest Orthopedic Specialty Hospital**

To ensure Midwest Orthopedic Specialty Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 Implementation Strategy was presented and adopted by the Board of Managers of Midwest Orthopedic Specialty Hospital on August 9, 2022. Although an

authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates the board is aware of the IS, endorses the priorities identified and supports the action plans developed to address prioritized needs.

## Action Plans

The IS below is based on prioritized needs from the hospital's most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to people who are living in poverty/with low income or otherwise made vulnerable.

Priority 1: Chronic Disease and Prevention	
<b>Background</b>	Chronic conditions are responsible for the majority of deaths in the United States ( <a href="#">CDC, 2022</a> ). A healthy lifestyle reduces risk of several chronic diseases, risk factors and illnesses. However, not all people have equal access to healthy opportunities. For example, individuals with low income and some racial and ethnic minorities live farther from supermarkets, limiting their access to affordable and nutritious food ( <a href="#">Healthy People 2030</a> ), and/or have built environments that otherwise worsen their quality of life ( <a href="#">AJMC, 2022</a> ). This can contribute to disparities in chronic disease morbidity and mortality. Individuals with low income and some racial and ethnic minorities have higher rates of obesity and chronic diseases such as diabetes, heart disease, high cholesterol and blood pressure and stroke. For example, the Black/African American death rate due to heart disease is 30%* higher than the overall rate and 14% of Hispanic adults report diabetes compared to 9% of White adults ( <a href="#">Health Compass Milwaukee, 2022</a> ). Older adults are also disproportionately affected by chronic conditions, with 80% managing at least one chronic condition ( <a href="#">CDC, 2011</a> ).
<b>Objective</b>	By 2025, the percentage of the population who lack adequate access to food in Milwaukee County will decrease (baseline: 13%).
<b>Healthy People 2030 Alignment</b>	<ul style="list-style-type: none"> <li>• NSW-01 - Reduce food insecurity and hunger</li> <li>• NSW-03 - Reduce the proportion of adults with obesity</li> <li>• HDS-01 - Improve cardiovascular health</li> <li>• HDS-04 - Reduce the proportion of adults with high blood pressure</li> </ul> ( <a href="#">Healthy People 2030</a> )
<b>Collaborative Partners</b>	<ul style="list-style-type: none"> <li>• Current: Ascension Wisconsin, Ascension Medical Group Wisconsin</li> <li>• Potential: Schools, local food pantry, various community based organizations (CBOs), Hunger Task Force</li> </ul>
Strategy 1: Implement Prevention and Detection Activities Within the Community	
<b>Anticipated Impact</b>	Increased access to healthy foods and increased education on the benefits of healthy eating for patients and community members in Milwaukee County.
<b>Priority Populations</b>	<ul style="list-style-type: none"> <li>• Families and individuals living in poverty and/or with low income; older adults</li> </ul>

*\*This measure has been corrected from the previously published report.*



<b>Resources Committed</b> <ul style="list-style-type: none"> <li>Staff time donated to numerous organizations, cash donations to community organizations, education collateral, transportation, marketing resources, <a href="#">Neighborhood Resource</a></li> </ul>	
INITIATIVES	TACTICS
Engage and Educate Community Members about Health and Prevention	<ul style="list-style-type: none"> <li>-Contribute to community education sessions on healthy foods within the community, focusing on early interventions</li> <li>-Provide chronic disease support and prevention to groups that have historically been marginalized</li> </ul>
Expand Opportunities for Community Members to be Engaged in Healthy Living Activities	<ul style="list-style-type: none"> <li>-Donate fresh produce and other healthy foods through various channels</li> <li>-Partner with/support community-based organizations (CBOs) to positively influence the social determinants of health related to chronic conditions</li> </ul>
<b>Measures</b> <ul style="list-style-type: none"> <li>Process outcomes of community engagement activities to respective tactics</li> </ul>	
<b>Strategy 2: Provide Initiatives to Patients for Improved Chronic Disease Care and Prevention</b>	
<b>Anticipated Impact</b> Increased access to healthy foods and increased education on the benefits of healthy eating for patients and community members in Milwaukee County.	
<b>Priority Populations</b> <ul style="list-style-type: none"> <li>Patients experiencing barriers to healthy foods, particularly those with low-income; patients who are under/uninsured; older adults</li> </ul>	
<b>Resources Committed</b> <ul style="list-style-type: none"> <li>Staff time, IT infrastructure for tracking, funding as needed for food support</li> </ul>	
INITIATIVES	TACTICS
Promote Screenings and Interventions for Chronic Disease Support and Prevention	<ul style="list-style-type: none"> <li>-Connect food insecure patients with chronic conditions to condition-specific food, education and support</li> <li>-Improve standardized processes statewide for healthy weight/BMI screenings and provide referrals to nutritionists and other resources as needed</li> </ul>
Educate Patients and Associates about Healthy Living and Resources	<ul style="list-style-type: none"> <li>-Hold healthy living demonstrations in partnership with Ascension Wisconsin healthcare facilities, particularly around specific chronic conditions</li> <li>-Identify and address social factors that influence chronic conditions through screening and referral to mitigate social-related barriers</li> </ul>
<b>Measures</b> <ul style="list-style-type: none"> <li>Percent of patients screened</li> <li>Number of patients referred to support services</li> <li>Process outcomes to respective tactics</li> </ul>	

## **Evaluation**

MOSH will develop a comprehensive measurement and evaluation process for the implementation strategy. The hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. MOSH uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated and reported on in the next CHNA.