

# Midwest Orthopedic Specialty Hospital (MOSH)

**Implementation Strategy for the 2024 Tax Year CHNA  
Milwaukee County, WI**

**Prepared by Ascension Wisconsin**



**Ascension**

The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). 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 at increased risk for poor health outcomes or experiencing social factors that place them at risk.

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The Midwest Orthopedic Specialty Hospital, LLC Board of Managers, the authorized body of Midwest Orthopedic Specialty Hospital, approved the tax year 2024 Implementation Strategy on October 28, 2025 (2024 tax year) and applies to the following three-year cycle: July 2025 to June 2028. This report, as well as the previous report, can be found on our public website.

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

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## Introduction

### About Midwest Orthopedic Specialty Hospital

Midwest Orthopedic Specialty Hospital, LLC (MOSH) is a full service orthopedic community hospital located in Franklin. MOSH is a joint venture between Ascension Wisconsin and Midwest Orthopedic and



Musculoskeletal Alliance, LLC, which is owned by Surgery Center Holdings, Inc.. MOSH provides comprehensive orthopedic care to persons aged 2 years and up including care for low impact trauma, sports related concussions and the management of sports injuries. The hospital operates two provider based walk-in clinics. Patients can be seen in either Brookfield or Franklin without an appointment. MOSH also supports an athletic training program with 20 local schools to assure healthy athletes. The hospital provides care regardless of ability to pay.

### 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/>.

### About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all, with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 99,000 associates, 23,000 aligned providers, 94 wholly owned or consolidated hospitals, and ownership interests in 27 additional hospitals through partnerships. Ascension also operates 30 senior living facilities and a variety of other care sites offering a range of healthcare services.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. 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

### Needs Prioritization

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, Midwest Orthopedic Specialty Hospital used a phased prioritization approach to identify the needs of the Milwaukee County community. The first step was to determine the broader set of identified needs. The CHNA assessment narrowed identified needs to a group of significant needs determined most crucial for community stakeholders to address.

After completing the CHNA assessment, significant needs were further narrowed down to prioritized needs that the hospital will address within the IS. To arrive at the prioritized needs, Midwest Orthopedic Specialty Hospital used a process based upon the AHA Community Health Improvement's (ACHI) key components for prioritizing community health issues to identify the needs on which the hospitals would focus. Following the completion of the community health needs assessment, Midwest Orthopedic Specialty Hospital leadership and stakeholders considered the following criteria in choosing the significant needs:

- Scope of problem
- Health disparities
- Feasibility
- Momentum/commitment
- Alignment

### Needs That Will Be Addressed

Following the completion of the current CHNA, Midwest Orthopedic Specialty Hospital, in collaboration with leadership from other Ascension hospitals in Milwaukee, has selected the prioritized needs outlined below for its 2024 IS. MOSH has defined "prioritized need" as the significant need that the hospital has prioritized to address through the three-year CHNA cycle:

- **Chronic Conditions:** This need was selected because prevention is an important step towards 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 and orthopedic injuries, lessening the need for medication or other treatments. This priority especially focuses

on communities disproportionately affected by structural barriers that limit opportunities for healthy living.

Midwest Orthopedic Specialty Hospital understands the importance of all the community's health needs. It is committed to playing an active role in improving the health of all people in the communities it serves. For this implementation strategy, Midwest Orthopedic Specialty Hospital has focused its efforts on the above priority.

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

Based on the prioritization criteria, the health needs identified through the CHNA that Midwest Orthopedic Specialty Hospital does not plan to address at this time include:

- **Access to Care:** This need was not selected because, while 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, it already provides financial assistance to individuals who receive medically necessary care from Midwest Orthopedic Specialty Hospital and qualify for assistance under its financial assistance policy.
- **Community Safety, Maternal & Child Mental Health and Substance Misuse:** These needs were not selected because Midwest Orthopedic Specialty Hospital 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.
- **Economic Stability:** This need was not selected although Midwest Orthopedic Specialty Hospital understands the relationship between economic factors such as housing, access to healthy foods and opportunities for physical activity and chronic conditions. Midwest Orthopedic Specialty Hospital will consider how to support access to healthy foods and other economic factors in addressing chronic conditions, prevention and ensuring equity within our communities.
- **Healthy Living:** This need was not selected although Midwest Orthopedic Specialty Hospital understands the interconnection between healthy living and chronic conditions. Midwest Orthopedic Specialty Hospital will consider how to support healthy living such as nutrition, physical activity and healthy weight in addressing chronic conditions, particularly for populations with limited opportunities to engage in healthy living.

While these needs are not the focus of this Implementation Strategy, Midwest Orthopedic Specialty Hospital may consider investing resources in these areas as appropriate, depending on opportunities to leverage organizational assets in partnership with local communities and organizations. Also, this

report only encompasses a partial inventory of everything Midwest Orthopedic Specialty Hospital does to support health within the community.

To find a list of resources for each need not being addressed, please refer to the Midwest Orthopedic Specialty Hospital's 2024 CHNA: <https://healthcare.ascension.org/CHNA>.

## **Written Comments**

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

## **Approval and Adoption of the IS by the Authorizing Board of Midwest Orthopedic Specialty Hospital, LLC**

To ensure the Midwest Orthopedic Specialty Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the tax year 2024 Implementation Strategy was presented and adopted by the authorizing board of Midwest Orthopedic Specialty Hospital, LLC on October 28, 2025. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been 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.

STRATEGY: Health Promotion and Chronic Condition Prevention	
<b>Hospital</b> Midwest Orthopedic Specialty Hospital (MOSH)	
<b>Prioritized Health Need</b> Chronic Conditions	
<b>Objective</b> By the end of the three year cycle, Midwest Orthopedic Specialty Hospital will have increased its participation and support for community-level access to healthy foods and health promotion education	
<b>Strategy</b> Promote/enhance access to nutritious foods to support overall health and well-being, thereby reducing the risk of chronic conditions	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Franklin Hospital</li> <li>• Milwaukee Health Care Partnership through Ascension Wisconsin</li> <li>• Multiple community-based organizations (CBOs)</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• All Ascension Wisconsin Milwaukee hospitals</li> <li>• Various CBOs which focus on supporting access to healthy foods and community education on healthy living</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Participate in and support community-level initiatives that promote healthy living and increase access to healthy foods.	1. Midwest Orthopedic Specialty Hospital
2. Increase access to prevention screenings and health education offered in the community	2. Midwest Orthopedic Specialty Hospital
ANTICIPATED IMPACT	
A reduction in the burden of chronic health conditions and improved overall well-being of communities	



## Evaluation

Midwest Orthopedic Specialty Hospital 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. Midwest Orthopedic Specialty Hospital uses a tracking system to capture community benefit activities and implementation.