



ProHealth Waukesha Memorial Hospital

Community Health Needs Assessment

September 2019



To our community

ProHealth Care has a long history of investing in community health programs and partnering with other organizations to identify and address the community’s most urgent health needs. As part of its efforts, ProHealth periodically conducts a Community Health Needs Assessment (CHNA), a disciplined approach to collecting, analyzing and using local data to identify barriers to the health and well-being of residents.

The assessment process is guided by the ProHealth Care Board’s Community Benefit Committee, which consists of community representatives from throughout the ProHealth service area. Our committee both analyzes the information collected and helps formulate strategies to address community needs.

Once the most pressing problems are identified, a targeted action plan suggests the development of resources and programs where they are most needed and can be most effective. Because of this work, we have a much clearer understanding of the health of our community and how we are best able to partner with others to improve the health status of our residents. And, by using data-driven measures, we can determine whether we are making real progress in the areas identified as highest priority.

This community health needs assessment reflects ProHealth Care’s commitment to its mission – to continuously improve the health of the community.

Sincerely,

Ralph Ramirez
Chair, ProHealth Care Community Benefit Committee

David Roelke, M.D.
Co-chair, ProHealth Care Community Benefit Committee

Community Health Needs Assessment for ProHealth Waukesha Memorial Hospital

A community health needs assessment is a disciplined approach to using data to identify issues that impact the health and well-being of local residents.

ProHealth Care began its assessment process with data collection, aggregation and analysis. A data compendium was developed and reviewed by the Community Benefit Committee of the ProHealth Care Board. Community feedback was obtained from ProHealth Care’s Community Advocates groups. The Community Benefit Committee then used criteria-based voting to identify the most pressing problems in our community. An action plan was developed, targeting programs and resources where they are most needed and can be most effective.

The community health needs assessment helps provide a clear profile of the health of our community and how ProHealth Care is best able to partner with other organizations to address community needs.

The assessment and action plan are consistent with the requirements of the Patient Protection and Affordable Care Act, which calls for nonprofit hospitals to conduct community health needs assessments and develop strategies to address local needs.

The ProHealth Care Board of Directors has approved the action plans for each of our hospitals in order to address the community health needs identified by the CHNA.



**PROHEALTH CARE
COMMUNITY BENEFIT**

Waukesha County is one of the most affluent counties in Wisconsin. Yet many people in our community have unaddressed health care needs. People may not speak English as a first language. Others don't know how to access medical care. And many members of our community also worry about health care costs because they don't have insurance coverage or cannot pay out-of-pocket costs.

ProHealth Care's commitment to community benefit has led to many effective community partnerships. By working with other organizations, we avoid duplication of services and maximize resources. ProHealth has partnered with many area agencies — Waukesha County Heroin Task Force, National Association for Mental Illness, and Waukesha Housing Action Coalition among them — to support dozens of initiatives aimed at improving the health and well-being of our residents.

Along with our partners, we hold hundreds of health fairs and educational events each year. We also provide education and training in our hospitals and clinics to help educate the next generation of medical professionals.

Data compendium

To accurately assess the health needs of our community, ProHealth Care compiled data and information from a variety of sources. Our research included information from both experts and community members, including people whose perspectives often are under-represented.

- Community health survey: A telephone-based survey of 400 consumers was conducted by the Milwaukee Health Care Partnership (www.mkehcp.org), of which ProHealth Care is a member. The full report of this survey can be found at ProHealthCare.org
- In-person interviews with community leaders: More than 70 interviews were conducted with leaders of various non-profit organizations, schools, civic and business leaders (refer to appendix A for a complete listing)
- Community feedback: Two interactive feedback sessions with hospital advocates (community members) were conducted. The advocates reviewed pertinent data and prioritized their top concerns for our community.
- Compilation of secondary data: Using a variety of sources, information was gathered that included:
 - Health statistics such as leading causes of illness, death and disability
 - Safety statistics such as crime rates
 - Socio-economic indicators such as average incomes, education levels, employment rates and housing.



ProHealth Waukesha Memorial Hospital and its community

Established in 1914, ProHealth Waukesha Memorial Hospital serves the residents of Waukesha County and surrounding communities. The hospital's service area is defined as a ZIP-code based geographic area reflecting 85 percent of inpatient and outpatient activity. This area consists of Waukesha County as well as ZIP codes in East Troy and Elkhorn (northern Walworth County), Waterford and Burlington (northern Racine County) as well as Watertown (eastern Jefferson County).

Waukesha County is large (580 square miles) and diverse, incorporating urban, suburban and rural areas. Since 1950, the county's population has grown from 85,901 to more than 400,000, and the growth is continuing. The county's population is aging, with a median age of 43 years, which far surpasses state averages. The population of those 65 and over will make up almost 25 percent of the county's population by 2030.

Median household income in the county is \$78,268 but a growing number of people live below the poverty level (5.15%). The largest pocket of those living in poverty is in the city of Waukesha. The many high-income households in Waukesha County often give a mistaken impression. A growing population of low-income, non-English speaking, vulnerable and marginalized citizens face significant barriers to accessing health care. Waukesha County, particularly the city of Waukesha, is experiencing an increase in the homeless population, including those under the age of 18.

The charts that follow provide an overview of Waukesha County's demographics.



PROHEALTH CARE AT A GLANCE

An essential element of a healthy community is the availability of high quality health care services. At ProHealth Care, it is our responsibility and our privilege to provide health care for our neighbors.

The physicians and employees of ProHealth Care coordinate care across a broad spectrum of services and sites. Our health care system includes:

- Two acute care hospitals
- A rehabilitation hospital
- The UW Cancer Center at ProHealth Care
- The UW Heart and Vascular Center at ProHealth Care
- A free-standing emergency department
- ProHealth Medical Group, with 13 clinics and seven urgent care sites
- Two ambulatory surgery centers
- A wellness and fitness center
- Home care services
- Home hospice services and a residential hospice
- Regency Senior Communities
- Occupational health services



Population features

Waukesha County, July 1, 2017 Population

Age group	Males	Females	Total	Percent change from 2010
0-17	43,737	41,487	85,224	-10%
18-44	60,499	59,795	120,294	-2%
45-64	58,476	61,147	119,623	3%
65+	31,968	40,063	72,031	27%
Total	194,680	202,492	397,172	2%

Source: County Health Rankings & Roadmaps



Race

Waukesha County, July 1, 2017 Population

	% of Population Waukesha County
Non-Hispanic White	92.9
Non-Hispanic Black	4.8
Hispanic	1.8

Source: Census.gov



Waukesha County projected growth in diverse populations, 2010 – 2020

	2010 Number	2010 Percent	2015 Number	2015 Percent	2020 Number	2020 Percent
Black alone	4,914	1.30%	5,957	1.50%	7,262	1.80%
American Indian alone	1,066	0.30%	1,141	0.30%	1,232	0.30%
Asian alone	10,721	2.70%	12,594	3.20%	15,109	3.80%
Pacific Islander alone	131	0.00%	134	0.00%	142	0.00%
Some other race alone	4,041	1.00%	4,793	1.20%	5,558	1.40%
Two or more races	5,055	1.30%	6,226	1.60%	7,560	1.90%
Hispanic origin	16,123	4.10%	19,078	4.80%	22,696	5.60%

Source: Waukesha County Health & Human Services, Environmental Scan 2015

Percentage of population at or below poverty

Report Area	Total Population	Population with Income at or Below 200% FPL	Percent Population with Income at or Below 200% FPL
Waukesha County, WI	390,212	57,025	14.61%
Wisconsin	5,603,274	1,669,434	29.79%
United States	310,629,645	104,390,198	33.61%

Source: US Census Bureau, American Community Survey 2012-16





Unemployment rate

Since 2006, the unemployment rate in Waukesha County has ranged from 3.3% in October, 2005 to 9.1% in February, 2010. The June, 2018 unemployment rate as reported by the Wisconsin Department of Workforce Development was 3.4%.



Hospitals located in Waukesha County

Name	Type	Location	Affiliation
Aurora Summit	General	Summit	Aurora Health Care
Community Memorial Hospital	General	Menomonee Falls	Froedtert
Elmbrook Memorial Hospital	General	Brookfield	Wheaton Franciscan
ProHealth Oconomowoc Memorial Hospital	General	Oconomowoc	ProHealth Care
ProHealth Rehabilitation Hospital of Wisconsin	Rehabilitation	Waukesha	Kindred Healthcare – ProHealth Care
Rogers Memorial Hospital	Mental Health	Oconomowoc	Rogers Memorial
ProHealth Waukesha Memorial Hospital	General	Waukesha	ProHealth Care
Waukesha Mental Health	Mental Health	Waukesha	Governmental – county



Prioritization of needs process

This community health needs assessment offers a snapshot of health care needs. The assessment validated much of what we already knew about our community while also highlighting health concerns that had not been identified in the past.

As part of the assessment process, statistics, including trended data, were presented to the 11 member ProHealth Care Community Benefit Committee. The committee, supported by ProHealth Care staff, studied the data and determined priorities for ProHealth Waukesha Memorial Hospital using a two-step narrowing process. This process included a numeric prioritization scale.

Considerations included:

- The magnitude of impact on vulnerable populations.
- The impact on multiple health issues.
- The risk of morbidity and mortality.
- The magnitude of the issue.
- Alignment with ProHealth Care’s strategy.
- ProHealth Care’s ability to impact the issue.



PROJECT SEARCH is a workforce development program for young adults with disabilities. Its goal is to help young people develop transferable skills and obtain employment. Interns are placed in ProHealth Care hospital departments, mentored by staff and taught soft skills by our partner, Easterseals Southeast Wisconsin.



Priority needs for the ProHealth Waukesha Memorial Hospital community

Following discussion and debate, three overarching themes emerged as priority areas:

Priority areas	Correlated community health need
Nutrition and obesity	<ul style="list-style-type: none"> • Food insecurity (the household-level economic and social condition of limited or uncertain access to adequate food) • Measured food access lags state and federal standards
Substance abuse	<ul style="list-style-type: none"> • Prescription opioid dispensing has decreased • Drug overdoses, overdose death and opioid-related hospitalizations are increasing • Age range of deaths is late teens to 80s • Fentanyl, fentanyl analogs and other novel synthetic opioids are a growing issue
Access to care	<ul style="list-style-type: none"> • Access: Scarcity of providers specializing in mental health • Lack of transportation • Cost of insurance, copays, deductibles • Pre-existing conditions • Linguistic challenges • Lack of “health care IQ”

Note: Strategies aimed at addressing a particular priority area often will also address needs in another priority area.

Implementation plan process

- Community Benefit Committee reviewed prior implementation plans and results
- Teams were formed to research and select evidence-based strategies
- Partnerships were solicited
- Plans were reviewed and approved
- Leaders were charged with implementing plans and reporting progress

NUTRITION AND OBESITY

Compelling data

Obesity

Approximately 25-30 percent of residents are considered obese. In Waukesha County, 69% of consumers report they are overweight (BMI over 25).

OBESITY RATES BY AGE: WISCONSIN, 2015-2016

Age	Percent with obesity
2 to 5	10.0%
6 to 11	15.2%
12 to 17	17.9%
18 to 24	22.4%
25 to 34	35.5%
35 to 44	44.1%
45 to 54	46.7%
55 to 64	47.0%
65 to 74	47.1%
75 and over	33.1%

Source: Wisconsin Health Atlas



THE HISPANIC HEALTH RESOURCE CENTER offers a wide range of bilingual education and prevention programs, case management and advocacy services.



Food insecurity

Grocery store access as measured by the number of grocery stores per 100,000 is less than state and federal medians in Waukesha and Jefferson counties.

Waukesha County Food Insecurity	
Food Insecure People in Waukesha County	27,940 people
Food Insecurity Rate in Waukesha County	7.1%
Average Meal Cost	\$2.98
Annual Food Budget Shortfall	\$14,251,000

Estimated Program Eligibility Among Food Insecure People in Waukesha County	
Above SNAP, Other Nutrition Programs threshold of 200% poverty	53%
Below SNAP, Other Nutrition Programs threshold 200% poverty	47%

Source: Feeding America

Fruit and vegetable consumption

In the report area, 76.3% of adults over the age of 18 are consuming less than five servings of fruits and vegetables each day.

Report Area	Total Adults with Inadequate Fruit/Vegetable Consumption	Percent Adults with Inadequate Fruit/Vegetable Consumption
Report area	324,524	73.3%
Jefferson County, WI	48,735	79.5%
Walworth County, WI	57,487	74.7 %
Waukesha County, WI	218,302	76%
Wisconsin	3,290,638	76.9%
United States	171,972,118	75.7%

Source: US Department of Health and Human Services, Health Indicators Warehouse

Our strategies

Objective One: Expand community and school-based programs focused on healthy eating habits and physical activity

- Develop targeted programming on healthy eating habits to address parents, teens and seniors
- Expand offerings of free, evidence-based community education programs addressing needs associated with nutrition and obesity
- Develop and expand programming targeted to Hispanic population

Objective Two: Expand access to local healthy food options to residents in areas with high rates of limits in access, income, and % of students participating in free and reduced lunch programs

- Expand summer meal program that serves free meals to low-income children during school vacation.
- Develop and pilot freezer meal program utilizing unused hospital cafeteria food into take-home meals for the weekend for low-income children during the school year.



COMMUNITY GARDENS supported by ProHealth Care aim to lower the risk of chronic disease and help community members achieve healthier lifestyles by incorporating healthy eating strategies. The gardens produce over 1,000 pounds of produce which is then donated to food pantries and shared with vulnerable populations.



SUBSTANCE ABUSE

Alcohol and other drugs was rated as the second most urgent community issue by 40 out of 47 community leaders and experts in face-to-face interviews conducted in 2017/18.

Wisconsin is in the midst of a drug overdose epidemic driven by opioids. Over the last decade, the rate of opioid overdose deaths has almost doubled, from 5.9 deaths/100,000 residents in 2006 to 10.7 deaths/100,000 in 2015. Prescription opioid use is often the gateway to heroin use. Consequently, heroin-related deaths and hospital encounters have increased dramatically due to heroin's low cost, easy access and high potency.

There are additional costs to individuals, families and communities including psychological harm, employment difficulties, stress, child abuse and neglect, and neonatal abstinence syndrome.

Compelling data

Crude rate of drug overdose deaths involving heroin by county of decedent residence

Year	Jefferson County	Walworth County	Waukesha County
2006	1	5	17
2007	4	5	24
2008	8	2	24
2009	3	15	23
2010	2	13	39
2011	2	9	37
2012	9	12	38
2013	5	13	33
2014	11	14	41
2015	7	12	36

Source: Wisconsin Department of Health Services, Division of Public Health, Office of Health Informatics

Waukesha County age-adjusted opioid-related hospital encounters

Year	Rate per 100,000 population
2014	367.6
2015	430.4
2016	497.2
WI 2016	481.6

Source: Wisconsin Dept. of Health Services, Division of Public Health, Office of Health Informatics



DRUG TAKEBACK EVENTS are held regularly at ProHealth Care sites and help our community combat prescription drug abuse.



Our strategies

Objective One: Provide multiple venues/opportunities for education and prevention activity in the community

- Pharmacy outreach initiative including educational brochures focused on preventing abuse and addiction to prescription opioids or narcotics.
- Expand partnership with Waukesha County Sheriff’s Department and local law enforcement on drug takeback events with a new focus on targeting seniors.
- Partner with the National Association for Mental Illness (NAMI) to sponsor crisis intervention trainings. These trainings are an innovative first-responder model of police-based crisis intervention training to help persons with mental disorders and/or addictions access medical treatment rather than place them in the criminal justice system due to illness-related behaviors.
- Provide free naloxone training for community members at large.

Objective Two: Instruct those suffering from chronic pain in alternative coping methods

- Expand offerings of free, evidence-based community education programs addressing positive lifestyle changes support those living with chronic pain.

COMMUNITY EDUCATION PROGRAMS such as the evidence-based series Living Well with Chronic Conditions aim to build participants’ confidence in their ability to manage their health and maintain active and fulfilling lives.

ACCESS TO CARE

Access to health care, particularly as it relates to mental health providers, was noted as a significant barrier by key informants interviewed in 2018 and 2019. Other barriers cited include cost of insurance, cost of care, limited access to ancillary services such as transportation, and linguistic challenges.

Except for Waukesha County, the number of primary care providers, mental health providers and dentists is substantially worse than state and federal medians

Consumer survey data seems to indicate an increase in health care coverage. However, there is an increase in those not securing prescription medications due to cost as well as an increase in adult unmet care. The percent of residents in Waukesha County using urgent care for primary health services has increased substantially since 2015.

Our strategies

Objective One: Improve health literacy

- Provide “From Coverage to Care: A Roadmap to Better Care and a Healthier You”, an educational initiative developed by CMS addressing health coverage, where to go for care, and health insurance costs and terms
- Offer regular “Navigating MyChart” community education programs, providing hands-on education on how to use the electronic medical record platform to better communicate with providers and better access online care.

Objective Two: Improve connections of people to health care and community resources

- Introduce and implement Aunt Bertha, a closed loop referral network focused on social determinants of health.
- Sponsor and participate in Project Homeless Connect, a one-stop shop event aimed at bringing multiple resources and services under one roof to better serve people experiencing homelessness.



PROHEALTH COMMUNITY FAIRS offer free screenings, health information, healthy cooking demonstrations and more. Our annual fair provides information and services to the underserved members of our community.

Community partners

ProHealth Care believes that it is extremely important to work with other like-minded agencies, organizations and institutions to truly make a difference. By linking together and effectively using limited resources, we can address more of the unmet community health needs as well as assist in improving the broader health needs of the community. ProHealth Care does not believe that it can effectively address all of the community's health needs without committed partners.

Below, you'll find some of the partners that we will collaborate with in accomplishing the desired outcomes for the health needs we have selected for this implementation plan:

- Addiction Resource Council
- Easterseals (Safe Babies, Healthy Families)
- Eras Senior Network
- Hispanic Collaborative Network
- National Alliance on Mental Illness
- United Way of Greater Milwaukee and Waukesha County

- UW – Division of Extension
- Waukesha County Aging and Disability Resource Center
- Waukesha County Breastfeeding Coalition
- Waukesha County Food Pantry
- Waukesha County Health and Human Services
- Waukesha County Heroin Task Force
- Waukesha County school districts
- Waukesha County Sheriff's Department
- Waukesha Drug Free Coalition
- Wisconsin Institute for Healthy Aging
- Your Choice to Live



HIGH SCHOOL HEALTH CARE EDUCATION allows ProHealth Care to invest in the future. We provide support for health education, CNA training, scholarships and learning experiences, including job shadowing opportunities.



APPENDIX A: COMMUNITY ORGANIZATIONS/LEADERS INTERVIEWED FOR THIS ASSESSMENT

Agency

Addiction Resource Council
Aging and Disability Resource Center
Arrowhead Union High School District
City of New Berlin Fire Department
City of New Berlin Police Department
Community Outreach Health Clinic
Easterseals Southeast Wisconsin
Eras Senior Network
Elmbrook Church
Family Services of Waukesha County
Food Pantry of Waukesha County
Hamilton School District
Hebron House
Hope Network
Jefferson County Public Health Department
Kettle Moraine School District
Jefferson County Public Health Department
Kettle Moraine School District
La Casa de Esperanza
Lake Area Free Clinic
LindenGrove Communities
Menomonee Falls Area Food Pantry
Mukwonago Area School District
Mukwonago Food Pantry
National Alliance on Mental Illness
New Berlin Food Pantry
Oconomowoc Area Chamber of Commerce

Municipality

Waukesha, serving the entire county
Waukesha, serving the entire county
North Lake, Merton, Hartland, Stone Bank & others
New Berlin
New Berlin
Menomonee Falls
Serving the entire county
Waukesha, serving the entire county
Brookfield, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Sussex, Pewaukee, Lisbon and others
Waukesha, serving the entire county
Greater Milwaukee area
Jefferson County
Delafield, Dousman, Eagle, Genesee, Wales & others
Jefferson County
Delafield, Dousman, Eagle, Genesee, Wales & others
Waukesha, serving the entire county
Oconomowoc, serving the entire county
Waukesha, New Berlin, Mukwonago, Menomonee Falls
Northern Waukesha county
Mukwonago and southern Waukesha county
Mukwonago and southern Waukesha county
Waukesha, serving the entire county
New Berlin
Oconomowoc

Agency

Oconomowoc Area School District
ProHealth Care Emergency Services
ProHealth Care Hispanic Resource Center
ProHealth Care Social Work
Sixteenth Street Community Health Center Waukesha
St. Joseph Medical Clinic
School District of Menomonee Falls
School District of New Berlin
School District of Waukesha
Stillwaters Cancer Support Services
Sussex Outreach Services
United Way of Greater Milwaukee & Waukesha County
Village of Menomonee Falls Police & Fire
Walworth County Department of Public Health
Waukesha County Board Chair
Waukesha County Business Alliance
Waukesha County Community Dental Clinic
Waukesha County Department of Health & Human Services
Waukesha County Executive
Waukesha County Medical Examiner
Waukesha County Mental Health Services
UW – Division of Extension
Womens Center
YMCA at Pabst Farms
YMCA of Greater Waukesha County

Municipality

Oconomowoc and eastern Jefferson County
Waukesha & Oconomowoc, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Menomonee Falls
New Berlin
Waukesha
Waukesha, serving the entire county
Sussex
Serving the entire county
Menomonee Falls
East Troy & northern Walworth County
Waukesha, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire county
Waukesha, serving the entire County
Waukesha, serving the entire County
Waukesha, serving the entire County
Waukesha, serving the entire county
Waukesha, serving the entire county
Oconomowoc area
Waukesha, serving the entire county

APPENDIX B: Key Informant Interviews – Analysis of Concerns

Key informant interviews – Analysis of concerns

An analysis of comments obtained during key informant interviews was performed by the Center for Urban Population Health. This analysis revealed the top five health issues for Waukesha County as: 1) mental health, 2) alcohol and other drug issues, 3) chronic disease, 4) access to health care, and 5) nutrition.

ProHealth Care is directly addressing alcohol and other drug issues, access to health care and nutrition as a part of CHNA implementation planning. Chronic disease is being addressed in part via our plans for obesity and nutrition. Additionally, ProHealth Care will continue to focus on the importance of mental health through our involvement in the Waukesha County CHIPP mental health action team.

APPENDIX C: Review of 2016 – 2018 CHNA implementation plan results

Our last community health needs assessment identified concerns which we addressed over the last three years. Our efforts resulted in a number of successful initiatives that we expect will improve health outcomes in our community. These efforts included:

Identified need	Highlighted strategies	Results
Needs of the elderly	<ul style="list-style-type: none"> • Develop targeted programming for seniors • Expand offerings of free, evidence-based community education programs • Conduct professional education events aimed at elevating knowledge and adoption of best practices in health care for older adults. • Expand NICHE certification program 	<ul style="list-style-type: none"> • 3945 attendees at Senior Breakfast Club • 417 individuals successfully completed evidence-based program • Hosted geriatric conference with 72 attendees • 50 staff trained
Alcohol and other drugs	<ul style="list-style-type: none"> • Develop a Senior AODA program • Educate consumers about the “Beers Criteria” • Provide a free chronic pain self-management program • Actively support Waukesha Drug Free Communities • Provide learning experiences about the dangers of alcohol impairment 	<ul style="list-style-type: none"> • Successful expansion of Substance Use Disorder program to include Medicare patients. • 205 seniors participated • 80 individuals successfully completed evidence-based program • 240 individuals participated in Prevention Week education • 1,113 participants
Mental health	<ul style="list-style-type: none"> • Support high-risk patients in their homes via home visits • Provide stress reduction workshops and group sessions • Peer and family workshops • Dementia-friendly training 	<ul style="list-style-type: none"> • 160 individuals reached through visits • 70 individuals completed stress management course • 22 individuals participated in workshops conducted by NAMI • 216 community members attended educational programs



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