



# Improving Child Health in Milwaukee

National Association of Counties  
October 31, 2013



The “Why”

# **CHILDREN’S JOURNEY**

# Children's Hospital and Health System

- Established 1894
- Multi-component system
  - Hospital, SurgiCenter, Medical group, Surgical group, Physicians group
  - Foster care/adoption, Health education, School health, Navigators, Medicaid health plan
- 400,000 child contacts through inpatient, outpatient and community-based services annually



# A Different Perspective



- #1 NICU in Nation
- Top 10 rankings in:
  - Emergency care
  - Orthopedics
  - Heart
  - Pulmonary
  - Cancer
- Only Children's Hospital in nation with child welfare
- And yet...

## Disparities in Milwaukee

- Most segregated city in US
- Infant mortality
  - 6.2/1000 W; 14.1/1000 AA
- Asthma
  - 18% AA prevalence
- Oral health
  - 37-50% untreated decay
- Immunizations UTD 19-35 mo
  - 64% MKE; 82% WI

# Our map

**Healthiest kids  
in the country**

External collaboration

- Destination programs
- Care closer to home
- Population health and payment innovation

Internal Integration

## **People**

Best place to work

## **Service**

Excellent customer experience

## **Quality**

Best and safest care

## **Finance**

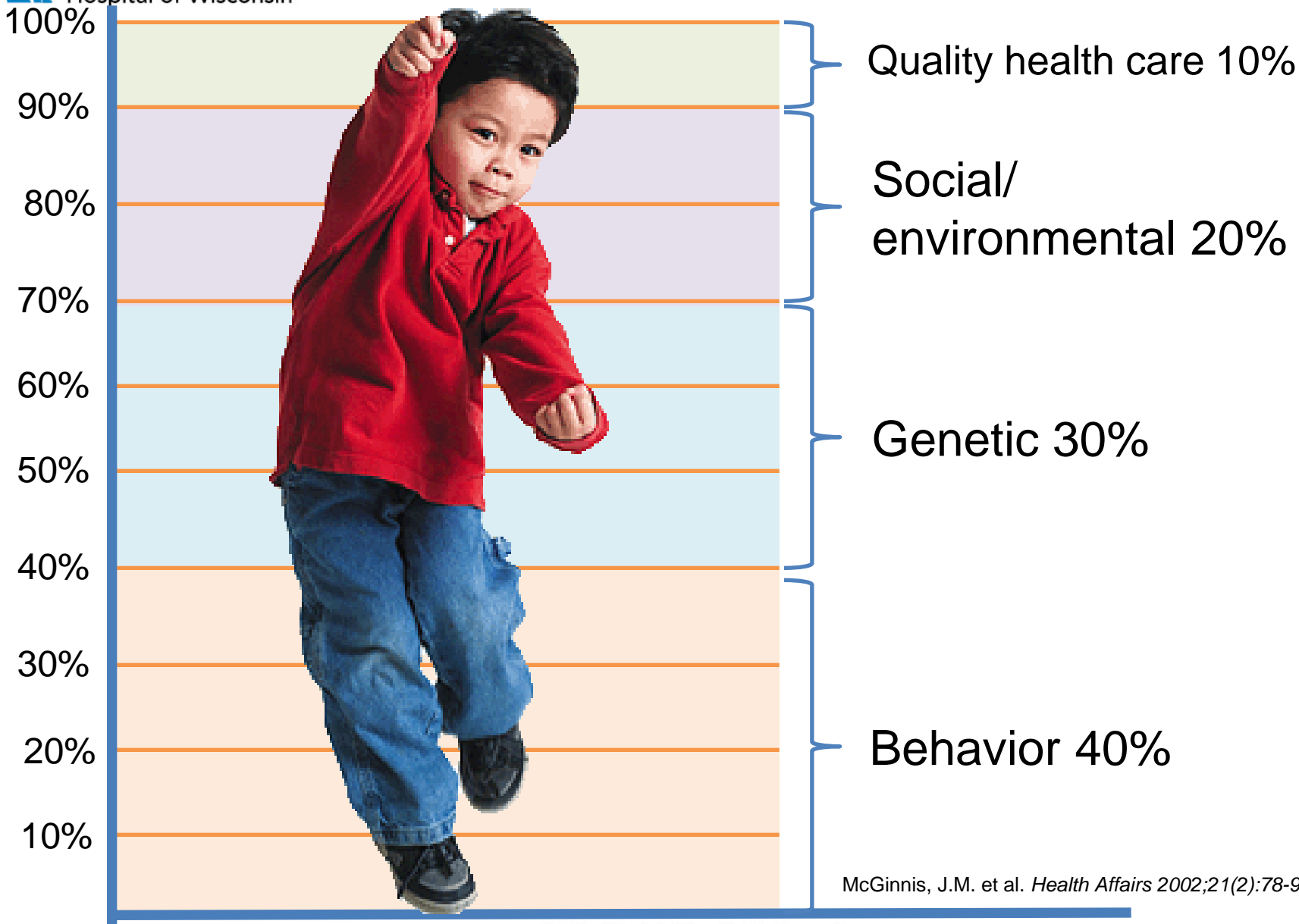
Balanced revenue and expenses

**Information and Performance Excellence**

***Health** is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”*

- World Health Organization, 1948

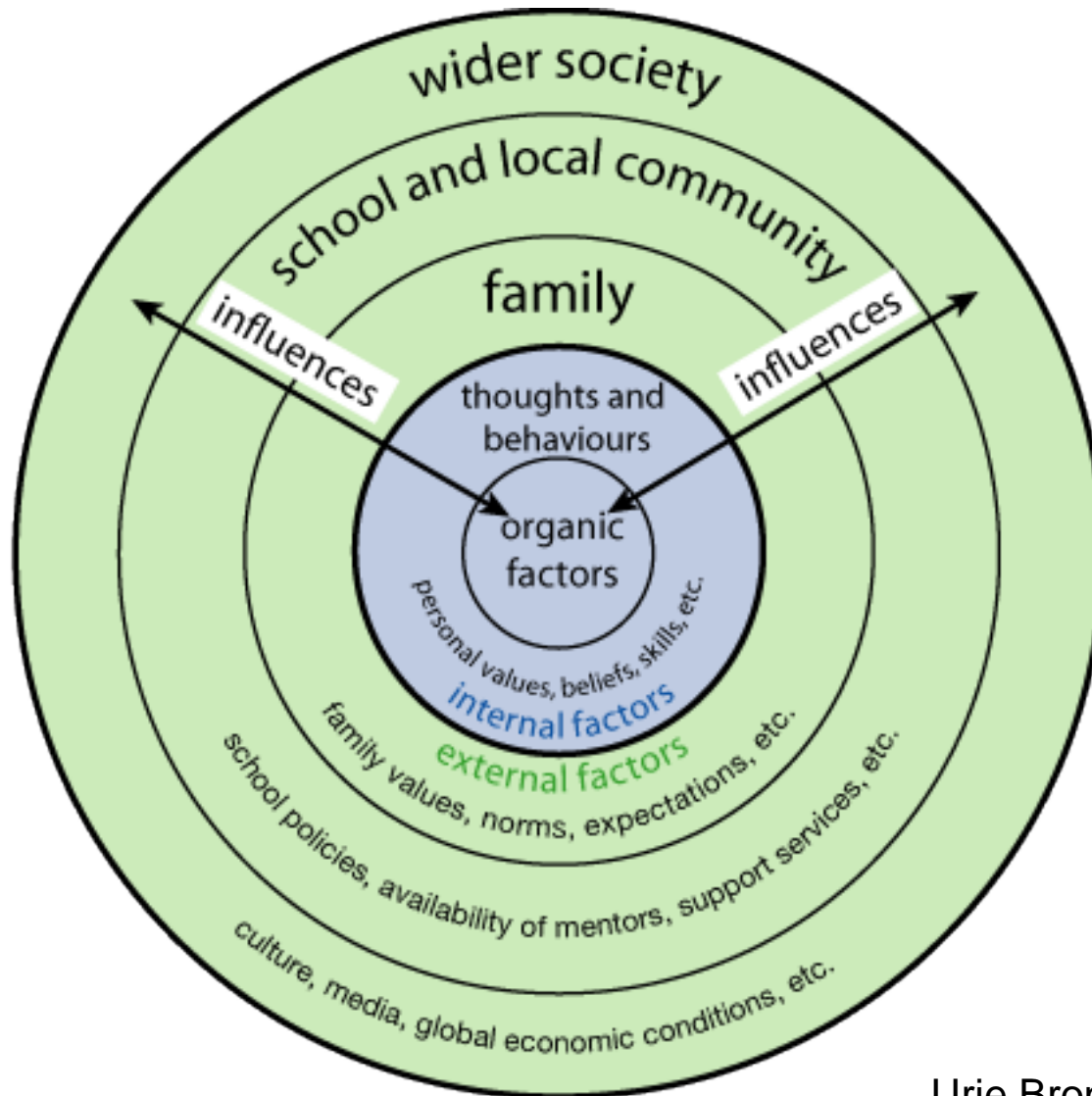
# Determinants of Health



McGinnis, J.M. et al. *Health Affairs* 2002;21(2):78-93



# Socio-Ecological Model of Health



Urie Bronfenbrenner, 1979



# System Integration



The “What”

# **POPULATION HEALTH APPROACH**

# Population Health Management

**Healthy  
Kids**



**Active Societal  
Health Management**

Managed Well

**Active Health  
Management  
Outside of Hospital**

"At Risk"

**Acute Care Setting**

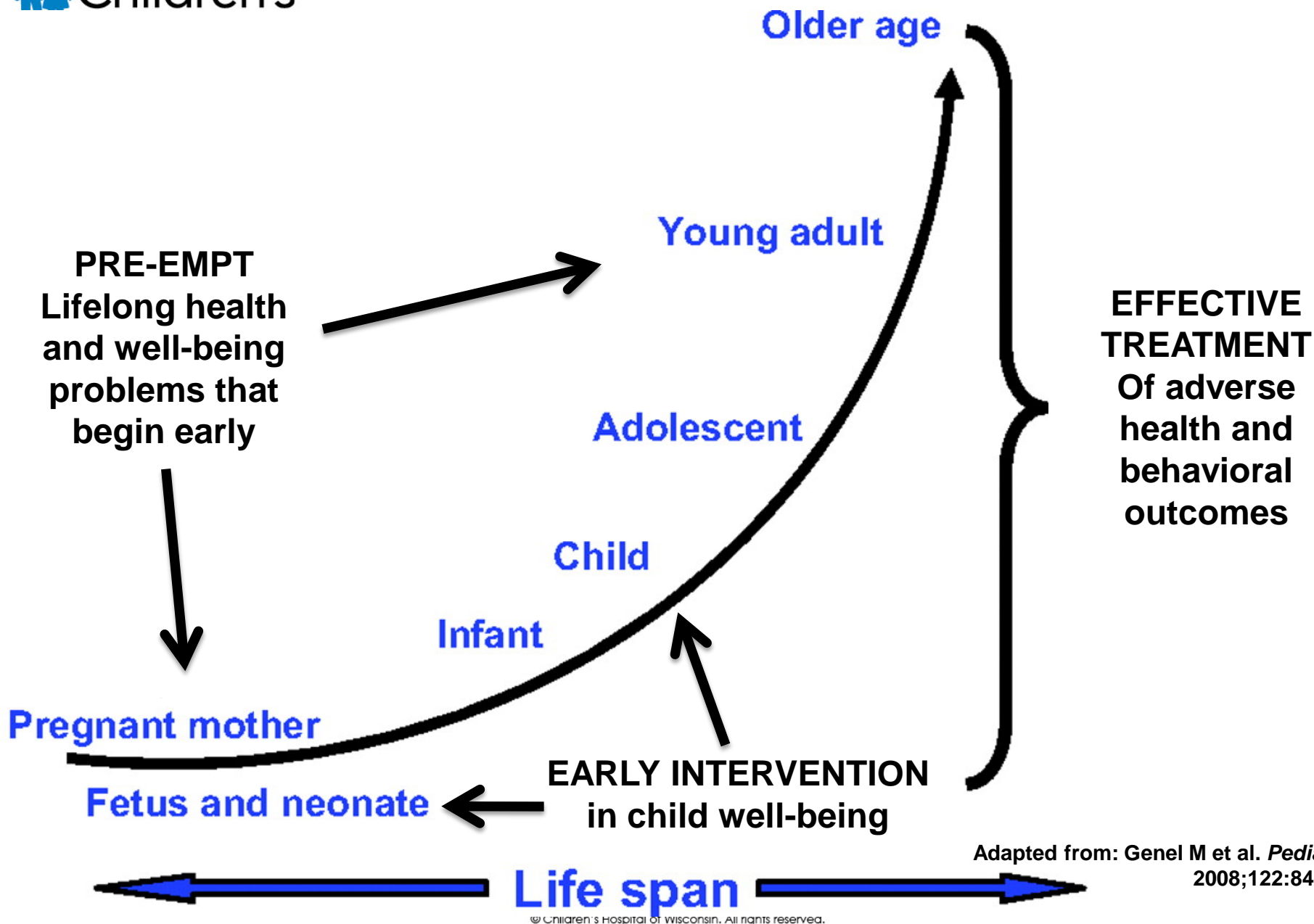
Failure State /  
Adverse Events

**CHHS Population Health Management Objective  
GOAL: Healthy Kids**

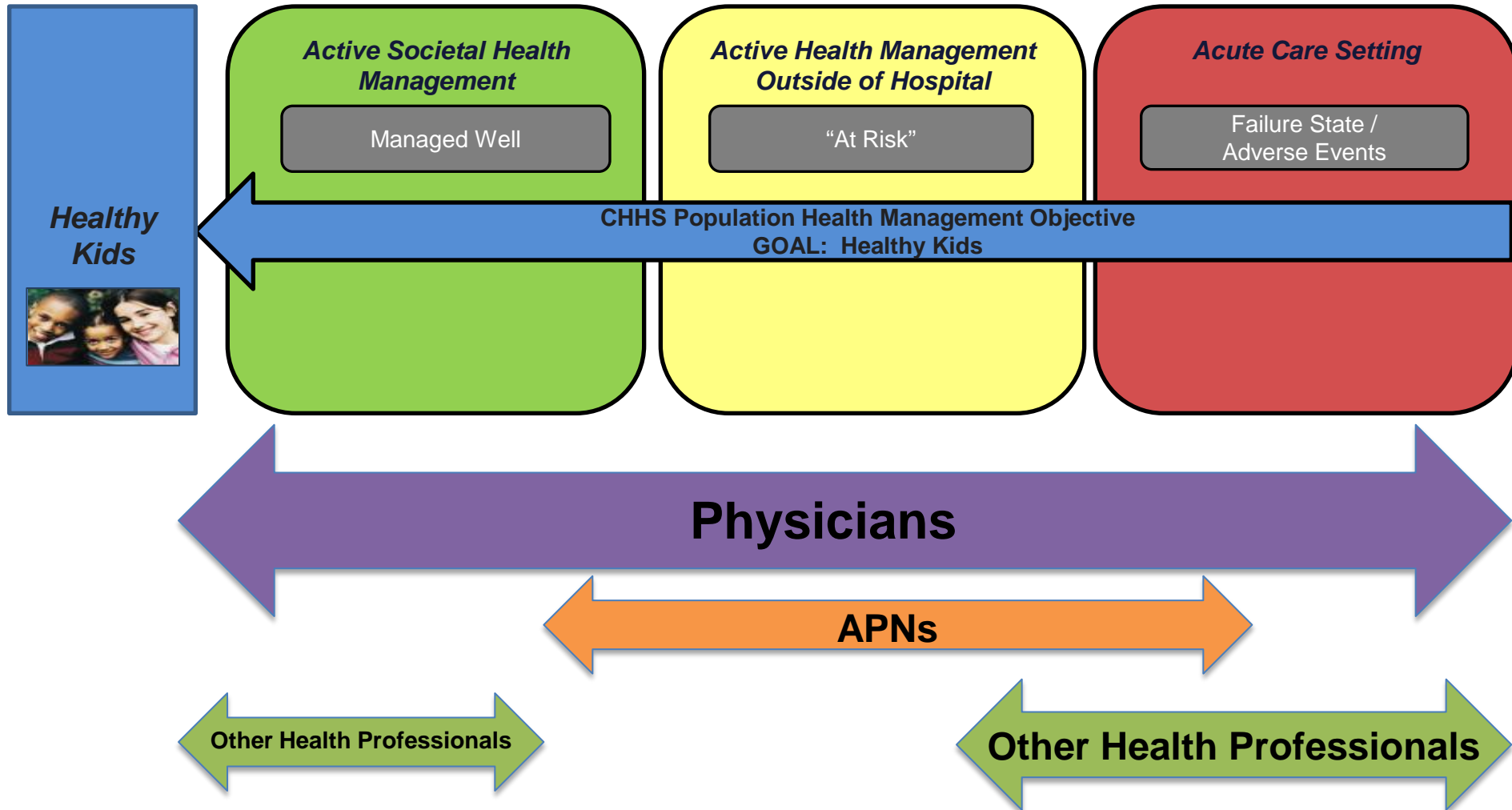
**System Resources**

**Community Partners**  
*Live, Learn, Work, Play*

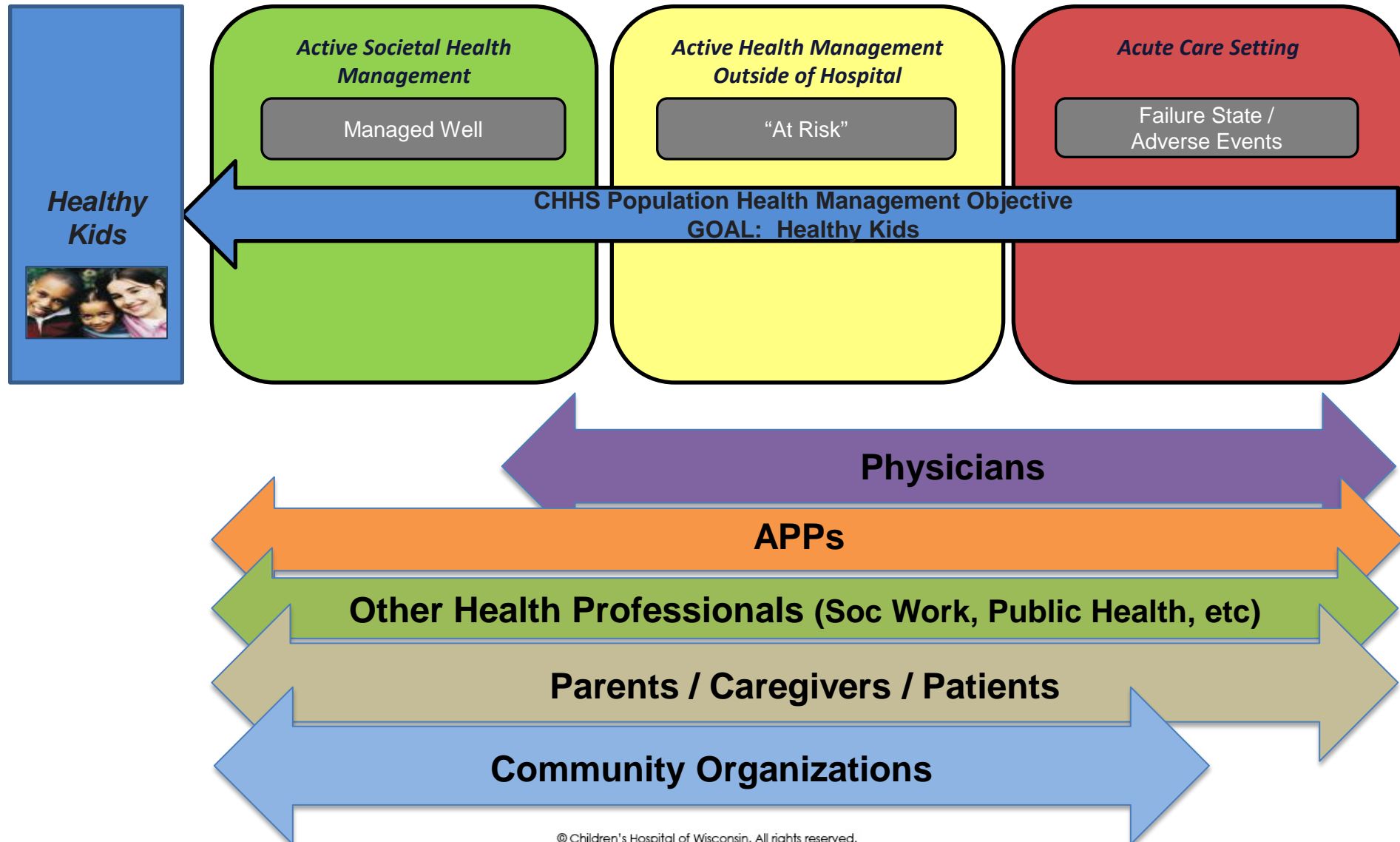
# Prevention & Early Intervention

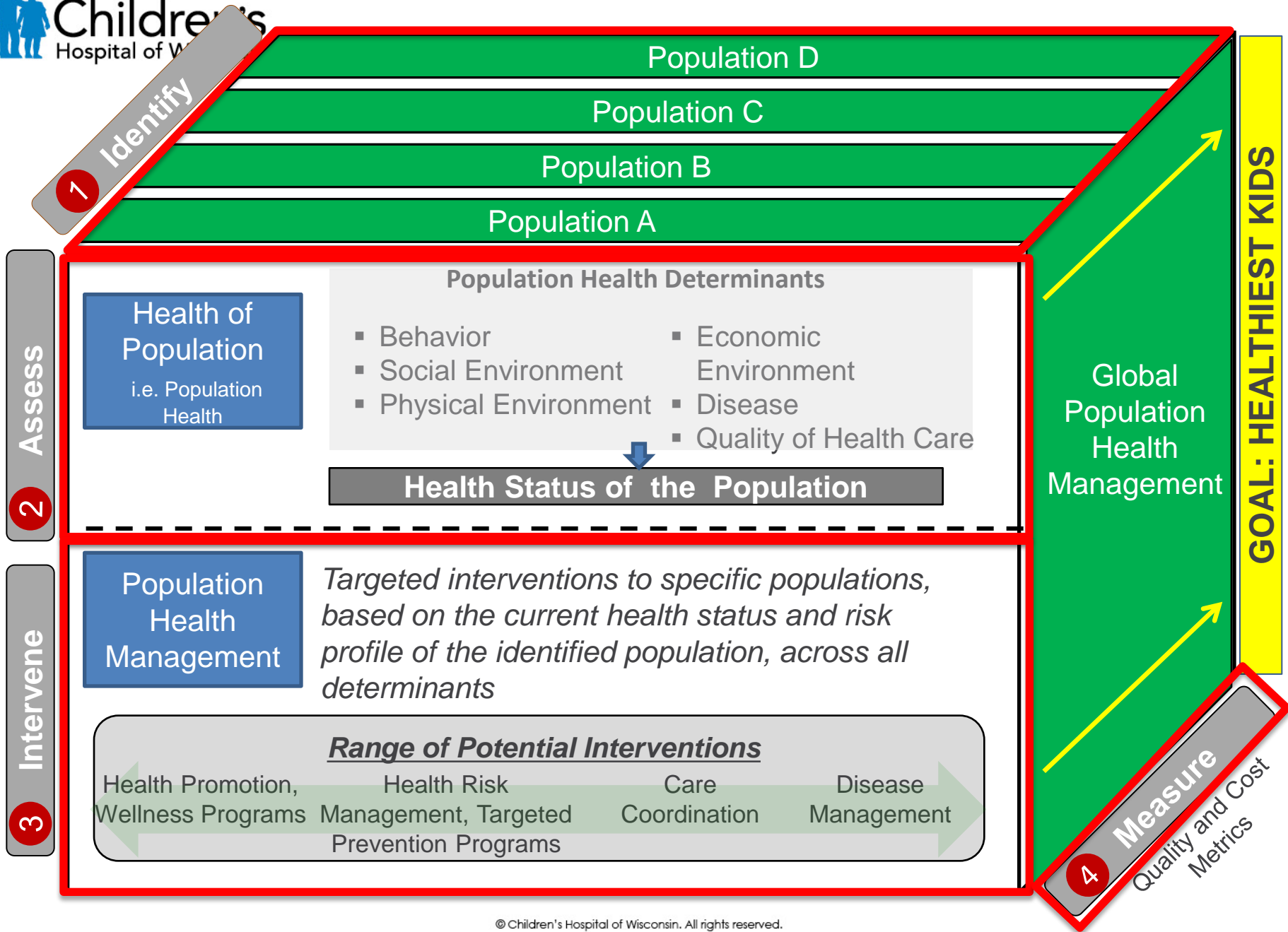


# Continuum of Care – Current



# Continuum of Care – Future







## Population Health Management & Payment Innovation Tactics

**Advanced Wrap Network (CMMI Grant)** – *Create a wrap network of supports and services for CCHP members to decrease unnecessary ED utilization and increase use of primary care health homes.* IMPLEMENTATION

**Pediatric Asthma** – *Design and deploy evidence-based interventions to improve the health of children enrolled in CCHP who have been diagnosed with asthma, or who are at risk of developing asthma.* DESIGN COMPLETE

**Foster Care Health Home Pilot** – *Explore opportunity to create an ACO-like model (fully inclusive, coordinated) for health care needs of children in the foster care system.* IMPLEMENTATION 1/1/2014

**Expansion of the Special Needs Program** – *Expand Special Needs Program eligibility and enrollment to Medicaid children while testing two new payer models for this population.* DESIGN

**Aurora Accountable Care Network** – *Partner in new narrow-network offering to local payers and self-insured businesses, receive health care services exclusively via the Aurora and Children's network.* IMPLEMENTATION

**Clinical Navigation** – *Evidence-based model that connects patients in the primary care setting with existing community supports to improve health outcomes and healthcare utilization.* R&D

**3 Zips/Community Engagement** – *Long-term health improvement strategy in collaboration with health and community partners to improve environments in which children live, learn and play.* IMPLEMENTATION

The “How”

# COMMUNITY HEALTH

# Children's Strategies: Supporting Child Health



- Supporting healthy child development
  - Intensive in-home ASQs
- Clinical care close to home
  - COA, YMCA clinics
  - School nurses
- Injury prevention
  - Car Seat Clinic
- Empowering Families

# Children's Strategies: Supporting Healthy Families

- Prevention services:
  - Family resource centers
  - School nursing
- Support when trauma occurs:
  - Child and Family Counseling
  - Project Ujima
  - CPC/CACs
- Fostering Futures
- Community navigators





# Children's Strategies: Supporting Healthy Communities

## Community Engagement Initiative





Children's  
Hospital of Wisconsin

## Trauma in our communities:

- 22,627 population/2.3 sq miles
  - 42% <18 years
  - 9% >65 years
- 96% African- American
- 44% below poverty level
- Properties
  - 29% owner-occupied
  - 22% w/open violation
  - 20% vacant
- 58 liquor licenses
- 23 schools
- 22% binge drinking
- 12% low birth wt
- Infant Mortality Rate 6.2 W, 14.1 AA
- Highest foster care placements from 53206, -08, -10

COMPASS, City of Milwaukee, 2010 data  
BMCW data, 2013

© Children's Hos



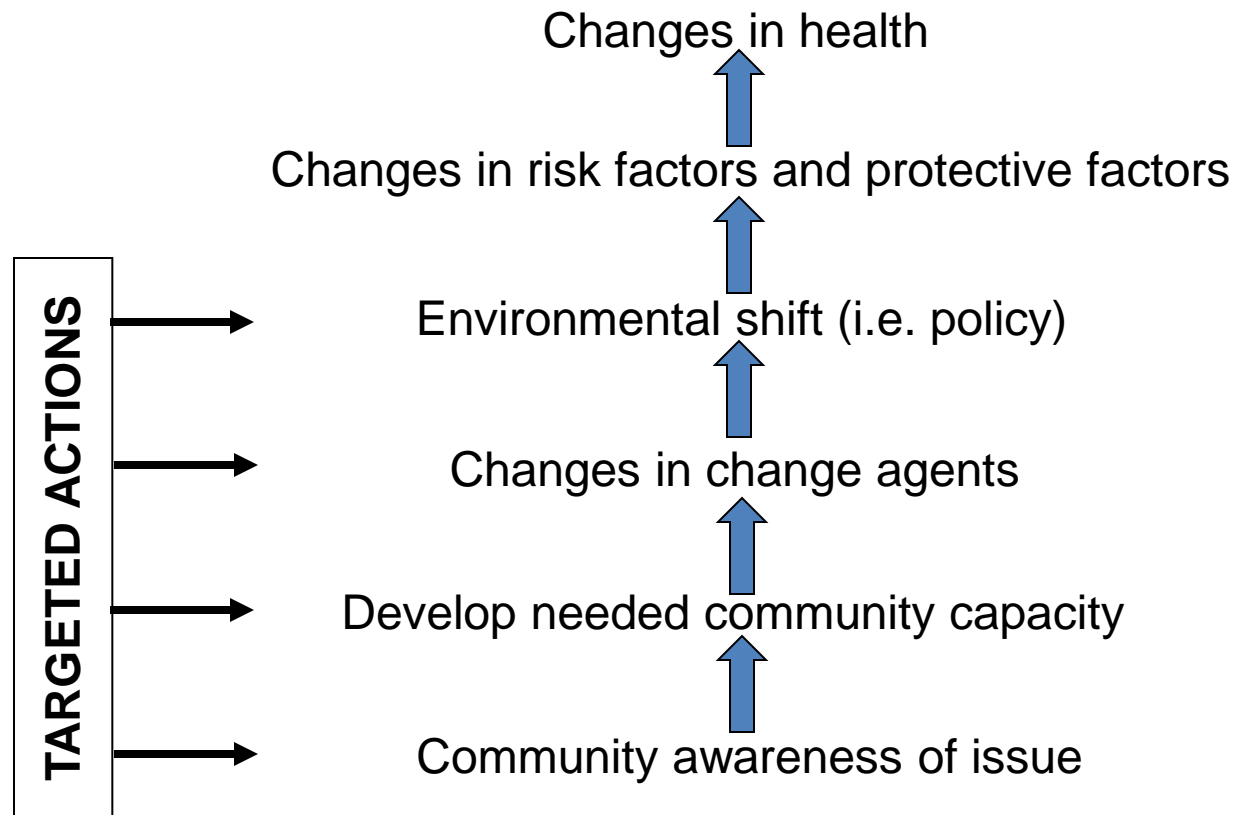


# Guiding principles

- **Will empower the community to drive initiatives and instigate change**
- Will be guided by evidence-based practice
- Will work within “ecological” model
  - Based on family strengths and needs
- Will be culturally and linguistically competent
- Will measure outcomes
- Will consider sustainability in priority setting



# Racial & Ethnic Approaches to Community Health (REACH)



Meister JS, et al. *Prev Chronic Dis* 2005. Adapted from CDC

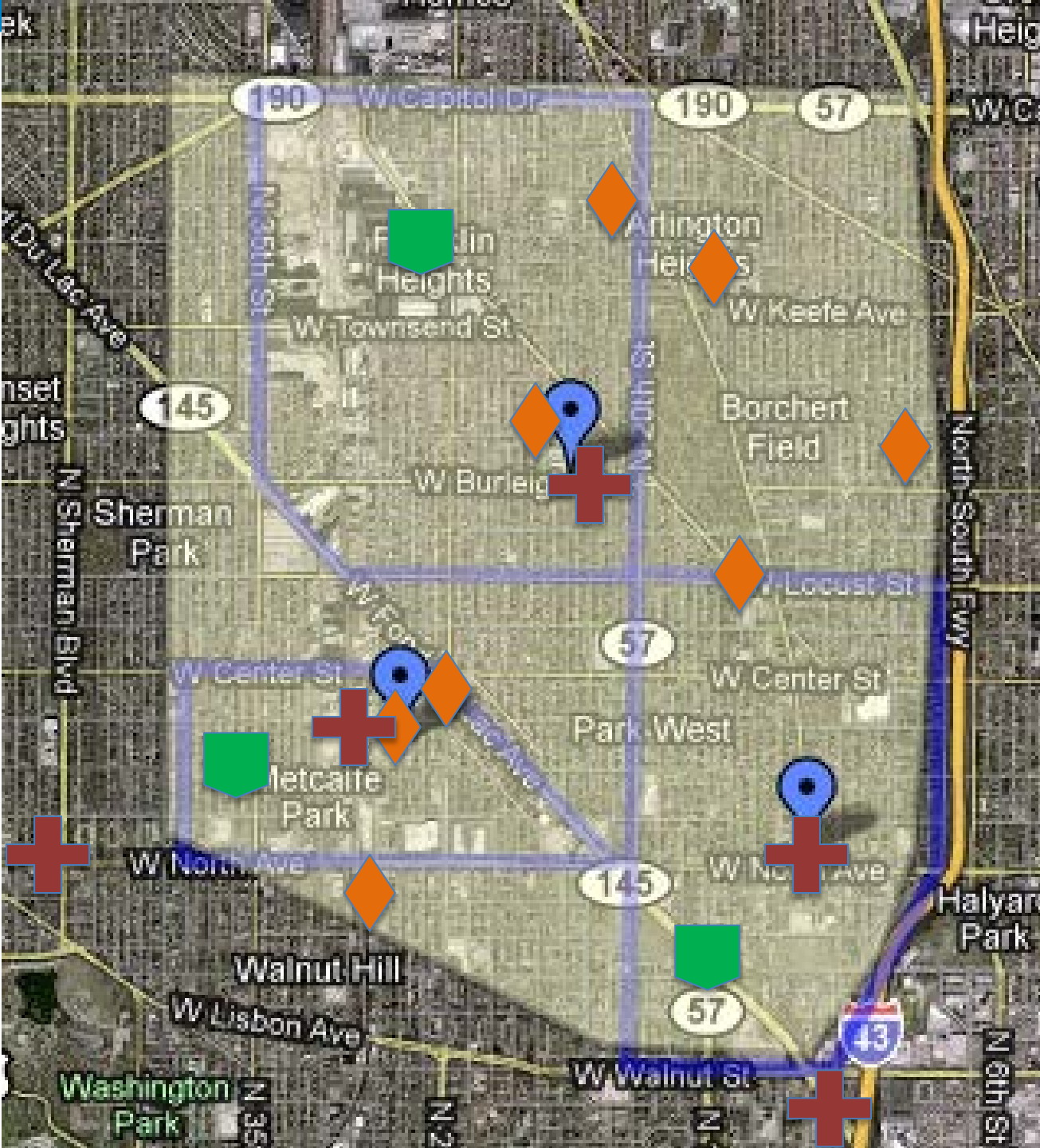
# Community Engagement

- Information Gathering
  - Community cafés
  - Feedback sessions
- Community “structure”
  - Advisory groups
  - Governance/decisions
- Priority Setting
- Application of Evidence



# Community Focus Areas

Focus Area	Community	Stakeholder sample	Example strategies
<b>Education</b>	Metcalfe Park Amani/Franklin Heights Lindsay Heights	MATC Teach for America MPS	Increase availability of GED services Increase access to technical and “soft skills” training
<b>Jobs</b>	Metcalfe Park Lindsay Heights	Goodwill industries MKE Time Banking LISC Penzey's Spices	Connect employers, educators and potential employees Support development of apprenticeships for young adults
<b>Health</b>	Amani/Franklin Heights Lindsay Heights	CHW Boys & Girls clubs Bread of Healing Fondy Foods Growing Power Public Health	Increase opportunities for physical activity Increase access to healthful foods Increase access to family healthcare delivery and dental services
<b>Safety</b>	Metcalfe Park	Milwaukee Police Safe & Sound Public Allies District Attorney's office	Increase foot patrol presence in community Increase community residence cohesion
<b>Substance Abuse</b>	Amani/Franklin Heights	CHW MKE Faith community Parsons House Meda House	Increase access to substance treatment services Increase legal job opportunities



### Community Partner Sites

COA Goldin Center  
Next Door Foundation  
YMCA, Northside



### School Nurse Sites

Ben Franklin  
Keefe Ave  
Auer Ave  
LaFollette  
Hopkins/Lloyd  
Clarke St  
Next Door  
Starms



### CHW Clinic sites

COA Goldin center; *family care*  
Next Door Primary Care & Dental  
Children's Dental Practice  
YMCA Northside; *family care*  
Downtown Health Center: primary care and dental



### Community Health Navigators

Franklin Heights/Amani-Tunisia Sims  
Metcalf Park- Bregetta Wilson  
Lindsay Heights- Recruiting Supervisor- Gabe Doyle

# Levels of Community Engagement Evaluation

Level		Measured Impact	CHHS plan
1	Coalition Functioning	Health partnership activities, <b>does the coalition function well</b>	Measure CHHS effectiveness in partnering within communities to address health behaviors
2	System Change	<b>Improved capacity</b> to address health, <b>change in policy</b>	Understand CHHS's contribution to increased capacity through internal system change and our support of environmental changes in local communities
3	Population Health	<b>Changes in measures of health</b> at a population level	In identified communities, define intervention population and use PDSA cycles to make incremental improvement toward targets

# Key Points

- Our vision of the healthiest children living in WI requires a different approach
  - New interactions among health professionals
  - New external partnerships
  - New payment methodologies
- We are implementing several strategies to improve child health, partnering with:
  - Payers (commercial and public)
  - Other health systems
  - Businesses
  - Communities



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