

The science of medicine,
the art of caring.



Aurora Health Care is an integrated health care system bringing the latest health care technologies and innovation to communities across eastern Wisconsin and northeastern Illinois through a well-coordinated, comprehensive network of facilities, providers and service sites spanning nearly all of eastern Wisconsin.

This report is a brief overview of the framework within which we fulfill our responsibility to assess community health priorities and apply our knowledge and charitable resources to respond to those priorities, both as an individual organization and in partnership with local health departments, nonprofit agencies, civic organizations and other community agencies. Through this ongoing systematic process, we position ourselves to build upon a combination of expertise and shared accountability to advocate for and advance best practices to improve the health of the communities we serve.

Focusing on the health and wellness needs of vulnerable residents of our communities is nothing new for Aurora. We gratefully acknowledge the caring capacity of our 30,000 caregivers who share their knowledge, talents, time and passions to carry out our purpose to help people live well. To see how this is carried out by each hospital in our system, we invite you to visit the Community Benefit page of our website and the individual hospital Community Benefit Report for your community.

Go to: Aurora.org/CommBenefits

Community Benefit **Report**

2012

 **Aurora Health Care**[®]

Aurora Health Care
750 W. Virginia Street
Milwaukee, WI 53204



At Aurora Health Care, helping people live well is what drives us – it’s our purpose and what we do every day. As a community-owned, not-for-profit healthcare system, we have an inherent responsibility to help care for the most vulnerable individuals in the communities we serve. That’s why we have embarked on a multi-year plan to conduct community health research to assess our communities’ needs and available resources, and to establish strategies that align our clinical services and available expertise to identified priorities.

This process will result in each of our hospitals developing a structured community benefit plan focused upon:

- Providing access for people in our communities with disproportionately unmet health needs
- Building links between our clinical services and community health improvement initiatives identified by local health departments and in statewide health plans
- Addressing the underlying causes of persistent health problems

I invite you to visit www.AuroraHealthCare.org/CommBenefits to learn more about this important work aimed at improving the health status of our communities. I hope you will be inspired to join us.

*Nick Turkal, MD, President and CEO
Aurora Health Care*



Unlike for-profit institutions, which choose the charities they wish to support, charitable opportunities choose us, entering through the doors of our hospitals, health centers and clinics every day.

Yet pressures on health systems such as ours to manage amid declining reimbursements, while continuing to provide community health services to medically underserved persons, necessitate a balancing act that requires careful planning and strategic management.

As the newly appointed chair of the Social Responsibility Committee of the Aurora Health Care Board of Directors, I am pleased to present Aurora’s 2012 Community Benefit Report, which provides not only a detailed account of our investment in providing vital community health services, but also a glimpse into the kinds of unique and high-quality services provided by Aurora as we live out our purpose of helping people live well.

*Gail Hanson, CFO
Aurora Health Care*



In my first full year as president of Aurora Health Care Foundation, I have been impressed by the commitment of Aurora caregivers to extend their talents and passions to respond to identified community health needs in the communities we serve. Our emerging community benefit plans are evidence of this. I was also overwhelmed by the generosity of Aurora caregivers who contributed more than \$3.1 million to the Aurora Partnership Campaign, an employee-giving program that enables them to support the community-based not-for-profit agencies and organizations in their communities that are most important to them – agencies that are meeting critical community health and social service needs, including Aurora’s own community benefit programs.

*Cristy Garcia Thomas, President
Aurora Health Care Foundation*

Community Benefit programs unique to Aurora Health Care

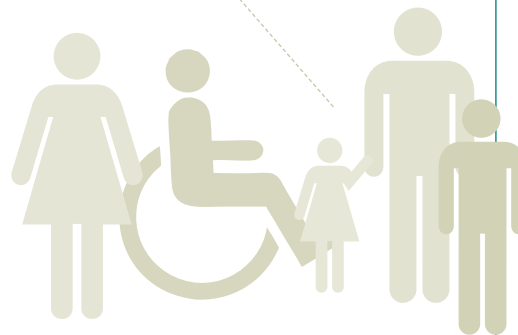
The body of knowledge developed in our specialized community benefit programs informs patient care and community outreach initiatives in all our service areas.

Aurora UW Medical Group clinics

Collectively, care for underserved communities in Milwaukee County, completing more than 36,700 patient visits during 2012.



Over **36,700** patient visits



The clinics are located at Aurora Sinai Medical Center (except as noted).

- **Aurora Walker's Point Community Clinic** - This is the largest free clinic in Wisconsin, freestanding and community-based, open 48 hours a week with evening and Saturday hours to serve a neighborhood with the highest percentage of uninsured persons in the state through urgent care, family medicine and specialist services, including behavioral health.
- **Internal Medicine Clinic**
- **Family Practice Center at Aurora St. Luke's**
- **Family Care Center**
- **Midwifery and Wellness Center**
- **Women's Health Center**
- **Exclusively For Women**
- **Center for Senior Health and Longevity**
- **Comprehensive Breast Care Center**
- **Aurora Wiselives Center in Wauwatosa**

Support for federally qualified health centers

Every day, thousands of individuals and families live without affordable insurance coverage or access to primary, specialty and preventive health services. Federally qualified health centers (FQHC) are a critical part of the safety-net system helping to address this need. Persistent rates of high unemployment, growing numbers of uninsured individuals and pressing health needs in the community are key factors that led us to partner with Milwaukee's federally qualified health centers, government health agencies and other health systems in the community within the Milwaukee Health Care Partnership (MHCP). During 2012, Aurora contributed \$400,000 to provide direct financial support for these health centers, and we continue, along with the other local health systems, to secure resources for the clinics to make it possible for more low-income residents to receive primary care services. Additionally, Aurora is working with MHCP to collaboratively address the need for expanded health care coverage, specialty access and care coordination in Milwaukee County.

Similar partnerships were created to support other FQHCs in our service area – Kenosha Community Health Center and Lakeshore Community Clinic in Sheboygan – to better enable underserved residents in those communities to receive essential primary care services. A number of Aurora physicians and caregivers are providing extra support through their voluntary work at these and other community-based clinics.



Factors leading to partnering with the Milwaukee Health Care Partnership

- Persistent rates of high unemployment
- Growing numbers of uninsured individuals
- Pressing health needs in the community



Unique hospital partnerships with free and community-based clinics

Kenosha Community Health Center (FQHC) – Aurora Medical Center in Kenosha

Open Arms Free Clinic, Elkhorn (opened 12/12) – Aurora Lakeland Medical Center

Health Care Network, Racine – Aurora Memorial Hospital of Burlington

Packard Avenue Free Clinic, Cudahy – Aurora St. Luke's South Shore

Sixteenth Street Community Health Center, Milwaukee (FQHC) – Aurora St. Luke's Medical Center, Aurora West Allis Medical Center

Greater Milwaukee Free Clinic – Aurora West Allis Medical Center

Milwaukee Health Services (FQHC), Outreach (FQHC) and Progressive (FQHC) – Aurora Sinai Medical Center, Aurora Psychiatric Hospital

Lake Area Free Clinic, Oconomowoc – Aurora Medical Center in Summit

Albrecht Free Clinic, Hartford – Aurora Medical Center in Washington County

Lakeshore Community Health Center (FQHC) and Salvation Army Red Shield Clinic, Sheboygan – Aurora Sheboygan Memorial Medical Center, Aurora Medical Center in Manitowoc County

Touched Twice Free Clinic (annual) – Aurora Medical Center in Manitowoc County

Community Clinic of Door County – Aurora Health Center in Sturgeon Bay

N.E.W. Clinic – This unique school-based community clinic is one of several program sites in the Green Bay area staffed by a pediatrician with Aurora BayCare Medical Center

Twin Counties Free Clinic, Marinette – Aurora Health Center in Marinette

Healthy Living Free Clinic, Oshkosh, St. Francis Community Clinic, Oshkosh – Aurora Medical Center in Oshkosh

Clinical Services

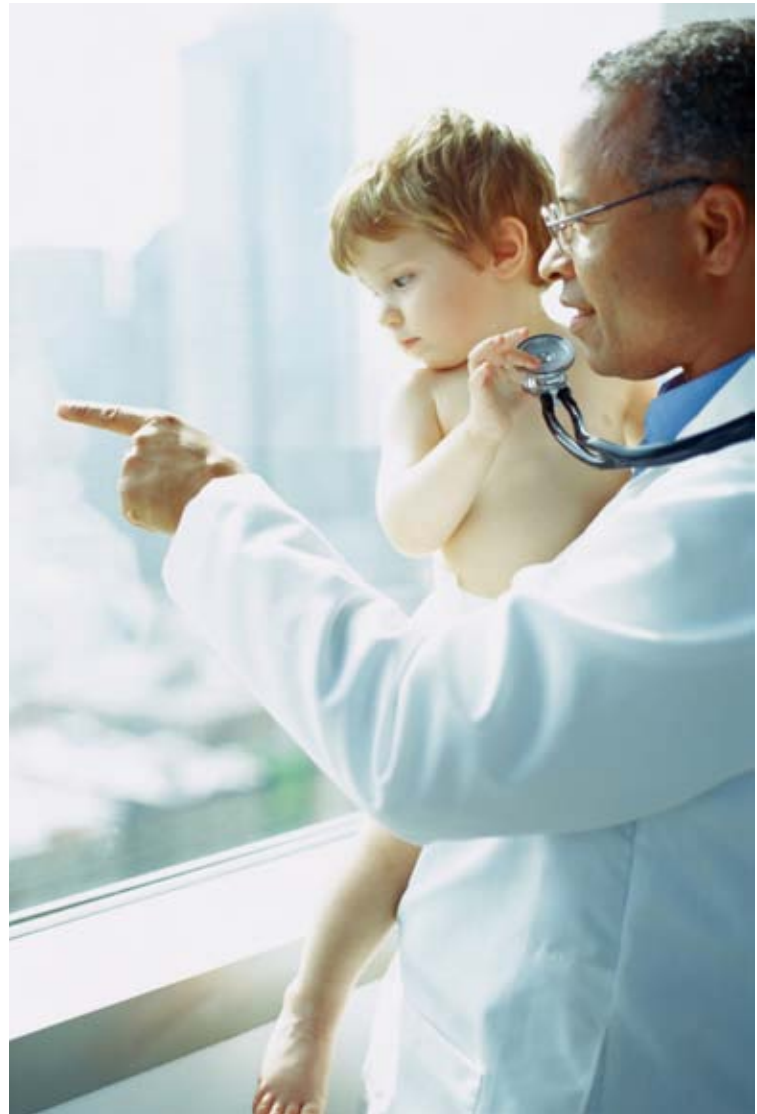
Bread of Healing Clinic - At three sites, these clinics provided medical and dental care services, medication and education to more than 1,800 active patients in 2012.

Karen Yontz Women's Cardiac Awareness Center at Aurora St. Luke's Medical Center is a nationally recognized resource center dedicated to decreasing the incidence and impact of heart disease, reaching more than 8,800 women in 2012.

Parish Nurses - Ten nurses provided a healing ministry to 15 faith communities in Kenosha, Milwaukee, western Racine, Walworth and Washington counties, and served thousands during 2012.

Senior resource nurses preserve the independence, dignity and quality of life of vulnerable seniors. Six certified geriatric resource nurses responded to more than 6,000 referrals in Kenosha, Milwaukee, western Racine and Walworth counties during 2012.

Women, Infants and Children - Branches of the WIC program are available at Aurora Sinai Medical Center and Aurora Memorial Hospital of Burlington.



Bread of Healing Clinic - provided medical services to more than **1,800** patients

Karen Yontz Women's Cardiac Awareness Center - reached more than **8,800** women

Parish Nurses - **10** nurses provided healing to **15** faith communities

Senior resource nurses - **6** nurses responded to more than **6,000** referrals

Sexual Assault Treatment Center - served more than **4,000** victims

The Healing Center - provided services to more than **650** survivors and outreach to more than **3,100**

Abuse Response Services

Sexual Assault Treatment Center at Aurora Sinai Medical Center – Crisis response and medical advocacy to primary victims of sexual assault; personal advocacy, information and referrals for primary and secondary victims; highly specialized professional training; community education, prevention and outreach and a 24-hour crisis phone line served more than 4,000 persons in 2012.

Sexual Assault Nurse Examiner program – Our sexual assault nurse examiners in Burlington, Elkhorn, Hartford, Kenosha, Milwaukee, Oshkosh, Sheboygan and Two Rivers play an important role in the communities we serve. They give victims of sexual assault a safe haven for care, collect medical forensic evidence that may be useful in court, and provide support and referrals to other services, such as counseling and other health care providers, empowering victims who are more willing to report sexual assault crimes and seek prosecution.

The Healing Center provided a continuum of healing services and advocacy to more than 650 adult survivors of sexual abuse, and provided community education and outreach to more than 3,100 people in 2012.

Safe Mom Safe Baby – an intervention that identifies pregnant women experiencing intimate partner violence in order to offer social support and resources necessary to keep the mother and child safe and healthy. The program operates from an innovative model that combines screening, case management, advocacy and mentors, and aims to offer culturally sensitive, stage-based interventions to improve birth outcomes.

Aurora Family Service

Focused exclusively on family wellness and stability, Aurora Family Service served more than 12,000 individuals in seven unique programs, provided 775 hours of mental health consults and training to 24 community groups, schools and clinics, trained 23 students through its *Aurora Family Therapy Training Institute*, and provided more than 3,000 *Family-to-Family Thanksgiving dinners* for families without other resources.



Served over **12,000** in **7** programs

775 hours of mental health consults

Trained **24** community groups

Provided **3,000** Thanksgiving dinners



Research and innovation

Improving the health of our communities is a team effort. To address any community health priority, a diverse team of engaged community partners is essential. We partner with The Center for Urban Population Health, which serves as the primary source of facilitation for faculty and resident, student and fellow projects for research support and space that allows Aurora UW Medical Group care providers to translate basic research to their clinical settings.

Research specialists at **Aurora Research Institute** are committed to conducting cutting-edge bench and clinical research, integrating this knowledge at the patient's bedside and communicating valuable patient-centered results to the community. Beneficial patient-centered outcomes are the focus of medical research at Aurora Health Care. To learn more, visit: Aurora.org/Services/Research.

Training the next generation of health care professionals

Aurora Health Care has 250 teaching faculty committed to medical education within Aurora Advanced Healthcare, Aurora Medical Group, Aurora UW Medical Group and medical staff from Aurora's 15 hospitals, as well as advanced practice nurses working in partnership with the communities they serve. For undergraduates, Aurora offers more than 260 medical student clerkships across our system each year. Medical students learn patient-centered care through community-based health projects focused on prevention, improving care and expanding access.

At the graduate level, Aurora maintains robust Accreditation Council for Graduate Medical Education-approved residency and fellowship programs. In total, Aurora commits more than \$20 million annually in residency and fellowship programs. Perhaps the greatest community impact of our commitment to medical education occurs at our community-based clinics. Our medical students, residents and fellows work on community-health projects and provide patient care at sites, including Bread of Healing Clinic and Aurora UW Medical Group community clinics, which serve low-income and underserved populations.

Aurora also serves more than 3,000 practicing physicians by offering over 20,000 hours of Continuing Medical Education activities, providing access to conferences, quality improvement activities, state-of-the-art learning at point-of-patient care and Web-based learning modules to ensure that physician and clinic staff are always using best practices to care for our patients.

By committing more than \$11 million annually to health profession education, we believe that attracting, maintaining and continually educating our medical staff will lead to the highest possible health outcomes for our patients and communities.



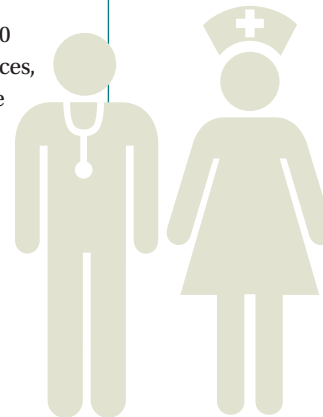
250 teaching faculty

A \$20 million commitment to Graduate Medical Education

More than 260 medical student clerkships each year

20,000 hours of Continuing Medical Education for more than 3,000 practicing physicians

\$11 million annually in health profession education



Every *Gift* can change a life

During 2012, a total of **9,220 Aurora caregivers pledged \$3.15 million to the Aurora Partnership Campaign**, which provides our caregivers with the opportunity to support the not-for-profit agencies, organizations and causes that are most important to them. The campaign offers more than 1,600 funds that include local United Way agencies, United Performing Arts Fund, Aurora funds and other not-for-profit organizations responding to important community needs.



To learn how you can make a gift to support programs described in this report, please visit: Aurora.org/Foundation

Financial assistance (charity care) <i>at cost*</i> (an 18.4% increase over 2011)	\$45,547,000
Medicaid shortfall <i>at cost*</i>	\$298,604,000¹
Other means-tested programs <i>at cost*</i>	\$8,638,000
Subtotal	\$352,789,000
Community health improvement and education services, and Community Benefit operations	\$8,276,555
Health professions education	\$11,194,737
Subsidized health services	\$8,281,831
Research reportable as community benefit	\$4,648,432
Cash and in-kind contributions for community benefit	\$5,835,680
Subtotal	\$38,237,235
Total 2012 community benefits	\$391,026,235²

*Cost-to-charge ratios are based on Wisconsin Hospital Association percentages.

¹Includes 2012 hospital assessment tax.

²Unlike some community benefit reports that include additional categories as community benefits, Aurora health Care has elected to exclude Medicare shortfalls and bad-debt expenses from the community benefit calculations. However, when Medicare shortfalls are added, Aurora's total benefit to the community is \$783,931,235.