



Community Benefit Report | 2014



Nick Turkal, MD, CEO

As a not-for-profit health care provider, we are committed to improving community health and well-being. In 2014 our financial position enabled us to invest \$10 million in our “Better Together Fund” to expand service capacity for Federally qualified community health centers (FQHCs), free clinics, university violence-prevention programs and sexual assault and domestic violence advocacy agencies in the communities we serve. We are excited about the new advances and partnerships this funding will create across our service area in 2015 and beyond.

Each year, the work of our integrated healthcare system is fueled by our diverse workforce of about 30,000 caregivers with unique talents, backgrounds, expertise and a shared commitment to help people live well. In 2014 their work spilled over into the communities we serve, reaching an additional 132,000 people. This work included programs and health services provided in schools, churches and other community based settings; community health-education, exercise programs, health screenings and support groups conducted by our caregivers; specialty services for sexual assault and domestic violence; senior services and parish nursing; health professions education, mentoring and community health research, along with in-kind and financial donations to local service providers with whom we partner to help people live well.

*Nick Turkal, MD, CEO
Aurora Health Care*



Cristy Garcia-Thomas

As our communities grow and become more diverse, community based safety net clinics serve as entry points for those who experience barriers in accessing quality, affordable health care. Supporting these clinics in their mission to help people improve their health status leads to healthier communities.

The Aurora Health Care Foundation generates resources to support our partnerships with these vitally important clinics in the communities we serve. Our Well Community Fund was created to support all our strategic community benefit work, and we thank our caregivers who contributed to that fund through our annual employee giving campaign. They, along with individual and corporate funders, make so much possible for so many who need a helping hand.

*Cristy Garcia-Thomas, Chief Diversity and Inclusion Officer
Aurora Health Care
President, Aurora Health Care Foundation
Chief Diversity and Inclusion Officer*



Gail Hanson, CFO

Access is a signature focus for every Aurora hospital to address in its community benefit implementation strategy. Each hospital's plan, along with the Community Health Needs Assessment, is formally reviewed and adopted by our Social Responsibility Committee.

Through our focus on access we have learned that our strategic partnerships with free and low-cost community based clinics can yield a significant return on investment (ROI) not only for our health care system, but for the community. One example is the partnership between Aurora Sinai Medical Center and the Bread of Healing Clinic in Milwaukee, which provides a primary care “health home” for many hundreds of uninsured patients each year, most with a chronic condition.

In 2014 we commissioned an independent study that demonstrated ROI based on a conservative estimate of cost-savings for emergency department (ED) visits, inpatient admissions and readmissions that would result for Aurora if this health home did not exist. Further, the ROI to the community was calculated to be even greater, based on a conservative estimate of the combined cost-savings for other local hospital EDs and their inpatient admissions.

Aurora's Social Responsibility Committee will continue to identify opportunities with the greatest potential to improve the health of local families and individuals through strategic investments in community based health homes that fill an important need.

*Gail Hanson, CFO
Aurora Health Care
Chair, Aurora Social Responsibility Committee*



Aligning forces for community health research and program development.



At Aurora Health Care, responding to identified community health needs takes the combined efforts of compassionate caregivers from all parts of our integrated health care system, working together across geographic boundaries and with community partners to help people live well. And it has always been that way. What follows are a few examples.

Across our footprint: Community Health Needs Assessments

Since 2003 Aurora has partnered with 30 local health departments to survey residents on their health status and habits every three years. The reports have been part of a comprehensive survey of eastern Wisconsin, underwritten by Aurora and commissioned in partnership with local health departments to identify areas of greatest need. When community health needs assessments (CHNA) became a requirement of the Affordable Care Act for all not-for-profit hospitals, we were pleased to share our experience and processes with other health care providers in our service area to conduct collaborative community health needs assessments. Please visit www.aurora.org/commbenefits to learn more and submit comment on any of our CHNA Reports.

In 2012, within the framework of the Milwaukee Health Care Partnership (the Partnership), Milwaukee County's five health systems joined forces to conduct a comprehensive community health needs assessment, encompassing multiple health department jurisdictions in Milwaukee and five other southeastern Wisconsin counties in which they operate hospitals. The Center for Urban Population Health (CUPH) was commissioned by the Partnership to provide analyses that guided the development of each hospital's Community Benefit Implementation Strategy.

Aurora's partnership with CUPH was established in April 2001 as a pioneering collaboration between Aurora Health Care, the University of Wisconsin School of Medicine and Public Health and UW-Milwaukee (UWM). Hosted on the campus of Aurora Sinai Medical Center, CUPH is focused on identifying what determines health, well-being and disease in certain groups, forging partnerships with community health and academic experts to design and implement preventive interventions, and measuring the effectiveness of those interventions. Their research has contributed to the evolution of multi-partner collaborations in which Aurora invests and participates to address cross-cutting social determinants of health in Milwaukee County and beyond. The following table illustrates this.

Prioritized significant needs in Milwaukee County	Multi-Partner Initiatives		
	Milwaukee Health Care Partnership ¹	Lifecourse Initiative ²	United Way ³
Health care access	✓	✓	✓
Health insurance coverage	✓		
Behavioral health	✓	✓	✓
Obesity, nutrition and physical activity		✓	✓
Chronic disease	✓		✓
Infant mortality	✓	✓	✓
Sexual health			✓
Health literacy	✓	✓	✓
Poverty		✓	✓
Racism		✓	✓
Social determinants		✓	✓

¹ The Milwaukee Health Care Partnership is a public/private consortium dedicated to improving health care coverage, access and care coordination for underserved populations in Milwaukee County. View <http://mkehcp.org/>

² The goals of the Lifecourse Initiative are: 1) Strengthen father involvement in African-American families; 2) Reduce poverty among African-American families; 3) Expand access to health care. View http://www.planningcouncil.org/PDF/LIHF_Milw_CAP_final_w_cover.pdf

³ For United Way of Greater Milwaukee and Waukesha County initiatives, view <http://www.unitedwaymilwaukee.org/home>



Aligning Aurora's resources across our footprint.

Subsidized care provided in medical-specialty clinics

Aurora Health Care Medical Group operates specialty clinics that attended to more than 118,000 patient visits in 2014 (along with 1,530 deliveries). Each clinic is located in the heart of the city on the campus of Aurora Sinai Medical Center (except as noted):

- Aurora Walker's Point Community Clinic (off-site, community based)
- Aurora Internal Medicine Clinic
- Family Practice Clinics (one each at Aurora Sinai and Aurora St. Luke's)
- Aurora Family Care Center
- Aurora Midwifery and Wellness Center
- Aurora Women's Health Center
- ExclusivelyForWomen
- Aurora Comprehensive Breast Care Center
- Aurora Wiselives (off-site, community based)

Aurora Family Service (AFS)

Helping people live well goes beyond medical care and services. Aurora Family Service has 77 dedicated practitioners who provide a full continuum of services in the community to promote self-sufficiency through every stage of life. In 2014, AFS served 10,135 clients. By integrating health, mental health and social services, family and marriage therapy, comprehensive services for seniors, parenting education, home visitation, mental health counseling, public benefits enrollment and a wide spectrum of financial wellness programming, AFS partners with families to build stronger communities. To learn more, visit: <http://www.aurorahealthcare.org/services/familysocial/index.asp>.

Abuse Response Services

Sexual assault and domestic violence are under-reported⁴. Aurora's Sexual Assault Treatment Center at Aurora Sinai Medical Center is a hospital-based program combining aspects of a rape crisis center and a *Sexual Assault Nurse Examiner* (SANE) program to offer victim-sensitive services to people of all ages who have been affected.

Although Aurora's Sexual Assault Nurse Examiner (SANE) program, our comprehensive network of specially trained forensic nurses across our footprint, operates discreetly within Aurora hospitals to provide trauma-informed care to victims, Aurora's SANEs are visible in their communities, serving as SANE teaching faculty, providing sexual assault prevention education in schools and other community settings, and working closely with law enforcement and multi-disciplinary community partners to expand the capacity of the broader community to respond to issues of sexual assault and domestic violence.

Additionally, Aurora provides a network of services addressing the recovery, health and well-being of victims of sexual assault and domestic violence, helping individuals from across the state and across state lines. Those services include *Safe Mom Safe Baby*, an evidence-based, collaborative model for providing sensitive and effective services to pregnant women experiencing domestic violence, and *The Healing Center*, a continuum of advocacy and support services provided off-site in English and Spanish to as many as 700 people per year.

Aurora's Senior Resource Nurse (SRN) Program

This innovative geriatric services program operates in three of our rural service areas (Walworth, Burlington and Kenosha), as well as West Allis and Milwaukee (at Aurora West Allis Medical Center and Aurora Sinai Medical Center), to assist Aurora hospitals and physicians in meeting the needs of their aging adult patients with chronic and/or complex medical issues. Our SRNs are NICHE-certified⁵ registered nurses who work beyond the walls of our facilities to preserve the dignity and quality-of-life of vulnerable seniors with health conditions placing them at high risk for cycles of admission and readmission. Additionally, they provide support and training for family caregivers.

⁴ See *Aurora Sinai Medical Center 2013 Community Health Needs Assessment Report*, page 10, www.aurora.org/commbenefits.

⁵ *Nurses Improving Care for Health System Elders*

Aurora Parish Nurses

Connecting mind, body and spirit, Aurora's parish nurses provide an important solution to today's health care challenges for many vulnerable individuals and families in our communities. They serve as health educators, personal health counselors, health advocates and referral agents who practice nursing on an independent level under the standards of faith-community nursing and licensure in Kenosha, Milwaukee and Washington Counties, yet as partners to our hospitals and clinics. They also serve as instructors for year-round calendar of evidence-based programs, such as "Living Well With Chronic Conditions" and "Healthy Living With Diabetes" to support hospital community benefit implementation strategies.

Health Professions Education

Aurora Health Care Medical Group and hospital medical staff have more than 300 teaching faculty committed to medical education, as well as advanced practice nurses working in partnership with the communities they serve. Tens of thousands of hours of physician time are dedicated to our health professions education programs.

For undergraduates, Aurora offers more than 300 medical student and advanced practice provider student rotations each year across our system. At the graduate level, Aurora maintains robust Accreditation Council for Graduate Medical Education-approved residency and fellowship programs. Aurora also serves more than 3,000 practicing physicians by offering thousands of hours of Continuing Medical Education activities, including almost 9,000 hours of direct instruction. These educational activities provide access to conferences, quality improvement activities, state-of-the-art learning through web-based and point-of-patient care learning modules to ensure best practices to care for our patients.

Additionally, Aurora BayCare Medical Center is one of three regional sites participating in *Wisconsin Academy for Rural Medicine* (WARM), created to proactively address the current shortage of rural physicians in the state, enhance health care in rural communities, serve as a learning site for WARM's third and fourth-year medical students, and offer affiliated practices and coordination at distant sites for elective rotations in multiple specialties.

Research and innovation

Research specialists at **Aurora Research Institute** are committed to conducting leading-edge bench and clinical research, integrating this knowledge at the patient's bedside and translating valuable patient-centered findings to the community in an effort to manage the health of populations. Beneficial patient-centered outcomes are the focus of medical research at Aurora Health Care. To learn more, see or visit: <http://www.aurorahealthcare.org/services/research>

Aurora Health Care 2014 Community Benefit Report

Financial assistance (charity care) at cost*	\$60,116,000
Medicaid shortfall at cost*	\$257,464,000
Other means-tested programs at cost*	\$9,650,000
Subtotal	\$327,230,000
Community health improvement and education services, and community benefit operations	\$7,752,037
Health professions education	\$10,768,043
Subsidized health services	\$6,413,244
Research reportable as community benefit	\$1,645,032
Aurora Better Together Fund	\$10,000,000
Other cash and in-kind donations	\$5,699,670
Subtotal	\$42,278,026
Total 2014 community benefits	\$369,508,026

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

**Unlike 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 \$842,331,026.



Every gift can change a life.

Donate to a cause you care about today.

Aurora Partnership Campaign

During 2014 a total of **9,200 Aurora caregivers pledged \$3.6M to the Aurora partnership Campaign** to support the not-for-profit causes and organizations most important to them, including Aurora's Well Community programs.

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